



NATIONAL HEAD START ASSOCIATION

BOARD BOOK

Friday, September 25, 2020



NATIONAL HEAD START ASSOCIATION

MEETING BOARD OF DIRECTORS

Friday, September 25, 2020, at 1:00 p.m. Eastern Time Zone
Via RingCentral/Zoom E-Meeting

Agenda

Item	Description	Type	Authority	Pg. #
1.0	Call to Order	Procedure	Carson	1
2.0	Roll Call	Procedure	Beeler	4
3.0	Inspiring and Coalescing	Information	Carson	1
3.1	Parent Representative, Region XII	Information	Estrada	5
4.0	Approval of Minutes	Procedure	Beeler	1
4.1	Minutes for July 14, 2020	Action	Beeler	17
5.0	Financial Report—Audit	Information	White	1
6.0	Association Update	Information	Vinci	1
6.1	Executive Director's Report	Information	Vinci	21-29
6.2	Resolution #2021-1: Honoring Lusila 'Lusi' Ortega Upon Her Retirement from Neighbors In Need of Services, Inc.	Action	Vinci	30-31
7.0	Committee Reports	Procedure	Carson	1
7.1	Executive Committee	Information	Carson	--
7.2	Finance Committee	Information	White	--
7.3	Governance and Nominating Committee	Information	Cardoza	32-64
7.3.1	Approval of Revised Standing Rules	Action	Cardoza	65-85
7.4	Government Affairs Committee	Information	Lackey	--
7.5	Research and Evaluation Committee	Information	Beeler	--
7.6	Resource Development and Member Services Committee	Information	LaFrenz	--
7.7	Committee Report and Actions Approval	Action	Carson	1
8.0	Regional Reports	Information	Carson	86-112
9.0	Announcements	Information	Carson	113
10.0	Adjournment	Action	Carson	1



NATIONAL HEAD START ASSOCIATION

TO: NHTA Board of Directors
FROM: Damon Carson, Chairman of the Board
CC: Yasmina S. Vinci, Executive Director
DATE: September 8, 2020
RE: Advisory notice of upcoming board meeting via e meeting (All time is Eastern Time Zone)

The National Head Start Association provides notice of a regular meeting of the Board of Directors scheduled to take place via e meeting on	
BOARD MEETING	Friday, September 25, 2020
	1:00 p.m.—4:00 p.m.
	Click on the RSVP link (above) to register. Not able to attend? Email jsaldana@nhsa.org with your notice. Thank you!

Join us for a “Virtual Balcony”! Since we cannot be together in person and it has been a long time since we have seen each other, let us join each other with a beverage and one of your favorite dishes to virtually share! <i>Details sent via email</i>	
VIRTUAL BALCONY	Tuesday, September 22, 2020
	6:30 p.m.—
	Link to join will be sent via email



Resignations on the NHSA Board of Directors as of [September 25, 2020](#)

- Kwanita McNeil, Region 1—Connecticut, Staff Representative



BOARD OF DIRECTORS
FY 2020-2021 Roll Call

Region	Designation	Name	Orientation Dates									Present	Present-Dial in	Absent	Excused	Participation	KEY
			Disclosure Forms	Welcome Letter	July 14, 2020	#####	November 18, 2020	January 24, 2021	March 17, 2021	April 18, 2021							
I	Director	Mary Varr	X	X	X							3	0	0	0	100%	KEY
	Staff	Kwanita McNeil	X	X	X							3	0	0	0	100%	
	Parent	Pauline Riordan	X	X	O							2	0	1	0	67%	X
	Friend	Jim Houlares	X	X	X							3	0	0	0	100%	
II	Director	Reva Gershen-Lowy	X	X	X							3	0	0	0	100%	
	Staff	<i>Vacant</i>	V	V	V							0	0	0	0	0%	
	Parent	Yamira Colon Rosa	X	X	O							2	0	1	0	67%	PRESENT
	Friend	Maureen Morehead		X	X							2	0	0	0	67%	
III	Director	Paula J. Margraf	X	X	E							2	0	0	1	67%	
	Staff	Janet D. Stewart	X	X	X							3	0	0	0	100%	
	Parent	Jessica Spradley	X	X	X							3	0	0	0	100%	O
	Friend	Dawn Ault	X	X	X							3	0	0	0	100%	
IV	Director	Eloise McClinton	X	X	X							3	0	0	0	100%	
	Staff	Dorothy Foster	X	X	X							3	0	0	0	100%	ABSENT
	Parent	Maritza Vasquez	X	X	X							3	0	0	0	100%	
	Friend	David White	X	X	X							3	0	0	0	100%	
V	Director	Debra Beeler	X	X	X							3	0	0	0	100%	
	Staff	Debra Wege	X	X	X							3	0	0	0	100%	E
	Parent	Kyle Hubert	X	X	X							3	0	0	0	100%	
	Friend	Dennis DeMers	X	X	X							3	0	0	0	100%	EXCUSED
VI	Director	Gloria Lopez	X	X	X							3	0	0	0	100%	
	Staff	James Evans	X	X	X							3	0	0	0	100%	
	Parent	<i>Vacant</i>	V	V	V							0	0	0	0	0%	
	Friend	Albert Black	X	X	X							3	0	0	0	100%	V
VII	Director	Kimberly Sill		X	O							1	0	1	0	33%	
	Staff	Kelly Johnson	X	X	X							3	0	0	0	100%	
	Parent	Ibrahim Ramsey		X	O							1	0	1	0	33%	VACANT
	Friend	Pam LaFrenz	X	X	X							3	0	0	0	100%	
VIII	Director	Vicki Lowry	X	X	X							3	0	0	0	100%	
	Staff	Linda Meredith	X	X	X							3	0	0	0	100%	
	Parent	<i>Vacant</i>	V	V	V							0	0	0	0	0%	
	Friend	<i>Vacant</i>	V	V	V							0	0	0	0	0%	D
IX	Director	Denyse Cardoza	X	X	X							3	0	0	0	100%	
	Staff	Damon Carson	X	X	X							3	0	0	0	100%	
	Parent	Rosalba Barragan	X	X	X							3	0	0	0	100%	
	Friend	Bill Donaldson	X	X	X							3	0	0	0	100%	DIAL IN
X	Director	Mark Lackey	X	X	X							3	0	0	0	100%	
	Staff	Elle Taylor	X	X	E							2	0	0	1	67%	
	Parent	Tom Jones		X	O							1	0	1	0	33%	
	Friend	Tienaya Godes	X	X	E							2	0	0	1	67%	
XI	Director	Tina Routh	X	X	X							3	0	0	0	100%	
	Staff	Jenny Oatman	X	X	X							3	0	0	0	100%	
	Parent	<i>Vacant</i>	V	V	V							0	0	0	0	0%	
	Friend	Melissa Harris	X	X	O							2	0	1	0	67%	
XII	Director	Lourdes Villanueva		X	X							2	0	0	0	67%	
	Staff	Karelia Harding	X	X	X							3	0	0	0	100%	
	Parent	Kenia Estrada	X	X	X							3	0	0	0	100%	
	Friend	Isabel Garcia	X	X	X							3	0	0	0	100%	
Total Roll Call			38	43	0	34	0	0	0	0	0	Overall Average				80%	

In-Person	-	-	0	34	0	0	0	0	0	0
Dial-In	-	-	-	0	0	0	0	0	0	0

*Orientation will count for the term of FY2019-2020/FY2020-2021

Bridging the Gaps

Kenia Estrada Gonzalez My Head Start Story | September 25, 2020



UMIOS[®]

Building Better Futures





- High Ambition
- positive mind
- 1st generation high school graduate



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Governance Participation



- National Migrant and Seasonal Head Start Association (Member at Large)
 - Executive Committee
- National Head Start Association (Parent Representative)
 - Governance and Nominating Committee
 - Research and Evaluation Committee
- UMOS Policy Council
 - Vice President

Parent Affiliate











kenia estrada

P H O T O G R A P H Y



AURORA SHEBOYGAN
MEMORIAL MEDICAL
CENTER

Sheboygan, WI



NATIONAL HEAD START ASSOCIATION

BOARD OF DIRECTORS

Tuesday, July 14, 2020, at 2:00 p.m. Eastern Time Zone
Via E Meeting

MINUTES	
Members Present:	1/3 of the Board must be present for a quorum to conduct business. 1/2 of the board must be present for a quorum to elect officers.
Region I	Mary Varr, Kwanita McNeil, Jim Houlares
Region II	Reva Gershen-Lowy, Maureen Moorehead
Region III	Janet Stewart, Jessica Spradley, Dawn Ault
Region IV	Eloise McClinton, Dorothy Foster, Maritza Vasquez, David White
Region V	Debbie Beeler, Deb Wege, Kyle Hubert, Denny DeMers
Region VI	Gloria Lopez, James Evans, Albert Black
Region VII	Kelly Johnson, Pam LaFrenz
Region VIII	Vicki Lowry, Linda Meredith
Region IX	Denyse Cardoza, Damon Carson, Rosalba Barragan, Bill Donaldson
Region X	Mark Lackey
Region XI	Tina Routh, Jenny Oatman
Region XII	Lourdes Villanueva, Karelia Harding, Kenya Estrada, Isabel Garcia
Excused:	Paula Margraf, Elle Taylor, Tienaya Godes
Absent:	Pauline Riordan, Yamira Colon Rosa, Ibrahim Ramsey, Kim Sill, Tom Jones, Melissa Harris
Staff Present:	Yasmina Vinci, Robin Essandoh, Joel C. Saldaña, Jr., Tommy Sheridan
Guests:	None
Notes:	N/A

AGENDA ITEM & DISCUSSION		RESPONSIBILITY & ACTION
1.0	Call to Order	Carson
The Chairman called the meeting to order at 2:04 p.m. He welcomed the board and shared hopes for being able to join in person sometime soon. Further, welcome to board members, Jessica Spradley and Kenya Estrada.		
2.0	Roll Call	Beeler
The Secretary called the roll and a quorum was established.		
3.0	Inspiring and Coalescing	Carson
<i>A regular agenda item providing one of the Parent Representatives the opportunity to share their Head Start story with the Board. Item is information only.</i>		
3.1	Parent Representative—My Head Start Story	Vasquez
Vasquez shared her story including: her children, criminal justice major in college, community service, and church service. Began her journey in Early Head Start and then Head Start. Inspired to study criminal justice to learn more about the system and help her son have a fair trial. Further, she is a foster parent and then joined as a policy council member. Began volunteering and learning at conferences, her passion for homelessness issues, foster care advocacy, and Community Action Board.		
4.0	Approval of Minutes for May 21, 2020—Action	Beeler
The Chairman entertained a move to approve the minutes as presented. A motion was properly moved and seconded, minutes carried.		Moved by LaFrenz Second by McNeil Minutes approved
5.0	Financial Report	White
<i>A regular agenda item providing the financial status of the Association.</i>		
5.1	Approval of May 2020 Financial Report—Action	White
The Treasurer’s financial report (attached) included the following highlights: the committee met recently to review and recommend the approval of the reports; Essandoh provided highlights which included the events in the last year and the response in changing the Annual Conference to a virtual event; receipt of the federal Paycheck Protection Program (PPP) loan. The Treasurer further commented Region IV is a leader in DPC contributions. The Chairman entertained a motion to approve the report as presented. A motion was properly moved and seconded. Report carried.		Essandoh Moved by Hubert Second by Vasquez Report approved

6.0	Association Update	Vinci
<i>A regular reporting item providing an update on the work of NHSA. Items are information only unless otherwise noted.</i>		
6.1	Executive Director’s Report—Information	Vinci
Vinci delivered the Executive Director’s report and highlighted the following: thanked the Board for being flexible and committed during the last few months; the domestic trends in the country including the impacts of COVID-19 and the racial injustice; and issues from Head Start including the virus response. Discussion from the board including: parents dropping of children at child care; programs’ response to the virus; and impacts on migrant programs and families. Further, she reported how NHSA is responding to the pandemic and supporting Head Start programs; and NHSA Live conference (Annual Conference). Sheridan reported on the following: political updates; COVID-19 advocacy; Head Start appropriations the last ten years; the appropriations request for FY 2021; updates with the administration and Congress; goals/priorities for 2020; upcoming conferences; and continued DPC contributions.		Hubert, Harding, Villanueva Sheridan
7.0	Committee Reports	Carson
<i>A regular reporting item whereas the business of the committee is presented.</i>		
7.1	Executive Committee	Carson
The board will be conducting an annual evaluation of the executive director. A survey will be coming to the board in the coming weeks.		
7.2	Finance Committee	White
Refer to item 7.2.1.		
7.2.1	Approval of FY 2020-2021 Budget	White
Essandoh shared the pages of the board budget. Further comments on the preparation and planning for the budget. A voice vote was called after a motion was properly moved and seconded for report approval. Motion carried.		Essandoh Moved by Wege Second by Cardoza Report approved
7.3	Governance and Nominating Committee	Cardoza
The committee will resume meeting in August.		
7.4	Government Affairs Committee	Lackey
Lackey shared the pages of the report. Further, commented on increased funding request and planning for the policy agenda of the next Congress.		

7.5	Research and Evaluation Committee	Beeler
The committee has not and will be reorganizing.		
7.6	Resource Development and Member Services Committee	LaFrenz
The committee has not met and will plan to meet before the next board meeting.		
7.7	Committee Report Approval—Action	Carson
The Chairman entertained a motion to approve the committee reports. A motion was properly moved and seconded, and motion carried.		Moved LaFrenz Second by Cardoza Reports approved
8.0	Regional Reports—Information	Carson
The Chairman asked if any directors had further highlights other than presented. LaFrenz mentioned Region VII's first virtual edition of their publication.		LaFrenz
9.0	Announcements—Information	Carson
The Chairman referred the pages in the book for the announcements.		
10.0	Adjournment—Action	Carson
The Chairman entertained a motion to adjourn. A second was recognized. The vote was called and the motion carried. The meeting adjourned at 4:23 p.m.		Moved by Houlares Second by Lackey Adjourned

Submitted:

Debra Beeler
Secretary of the Board

NHSA Board of Directors

Association Update - Executive Director's Report | September 25, 2020



NHSA's Vision



To Lead

To be the untiring voice that will not be quiet until every vulnerable child is served with the Head Start model of support for the whole child, the family, and the community.

To Advocate

To work diligently for policy changes that ensure all vulnerable children and families have what they need to succeed.

NHSA's Mission



To coalesce, inspire, and support the Head Start field as a leader in early childhood development and education.

We are compelled to fulfill this mission by the promise of all possible outcomes:

- One powerful, united Head Start voice
- A collegial, collaborative Head Start field
- Nonpartisan support of an increased federal commitment to Head Start
- Healthier, empowered children and families, and stronger, more vibrant communities

USA Trends



- New and different campaign season methods
- Health disparities and inequities have become more visible with infection and death statistics
- Some parts of the economy are thriving while others are changing, adapting, morphing
- Low income families are further challenged and stressed.
- Zoom fatigue
- Work and schooling from home fatigue
- Reskilling may be necessary for new jobs
- Different kind of management and leadership skills required
- Learning institutions adapting – opportunities for reform of ECE preparation

What we hear from Head Start...



- Much concern for the families' wellbeing – jobs, stress, stability, food insecurity, housing
- Reopening Plan A, followed by Plan B, C, D...
- Fewer children in many cases
- COVID infections in programs
- Worries about staff health upon reopening
- Disruptions of programs and families by fires, hurricanes
- Some programs are actively demonstrating their value to communities, others are struggling
- ?

NHSA at this time – adapting...



- **Listening and communicating**
- Extensive continuous engagement with the Head Start community:
 - Weekly **Kitchen Table Talks**
 - Biweekly **Future Fridays**
 - Regular **calls with state and regional associations**, providing latest information, resources, hearing needs
 - Surveys of status and needs
- Variety of resources for programs to use (12,000+ free Noggin subscriptions)
- Adapting Parent Gauge to improve programs' connectivity to families
- **ADVOCACY** with Congress, and Administration for more funding and for flexibility
- Virtual learning series on most current topics

How will we adjust our 2020 goals to position Head Start for the future?



Strengthen Head Start – Address the pain points in the field and prepare Head Start for 2021 and beyond – published principles

Strengthen the Head Start brand – Create a convincing powerful narrative that conveys the benefits and uniqueness of Head Start

Strengthen NHSA – Make sure NHSA has the resources, knowledge and capacity to achieve the above goals

More toward the goals...



- More widely available Mind in the Making trainings to strengthen social-emotional effectiveness
- Academy offerings:
 - Anti-bias micro-credential
 - Data literacy credential
 - HS/EHS Director credential
 - Revision of Health credential
 - Revision of Social Service credential
- Updating and marketing to states of Quality Initiative program “accreditation”
- Collaborating with the HeadStarter Network around EC workforce of the future

The Political Situation



- **How much can get done in light of...**
 - 2020 Elections
- **Implementation**
 - FY2020 Appropriations, Family First 2.0
- **Discussions on the Hill**
 - HEROES Act, Higher Education Act, Paid Family Leave, HS Eligibility
- **NHSA's Focus on the Hill**
 - FY 2021, Impact of Trauma and ACES on our community, Building/Strengthening our network of champions



Regulation Updates



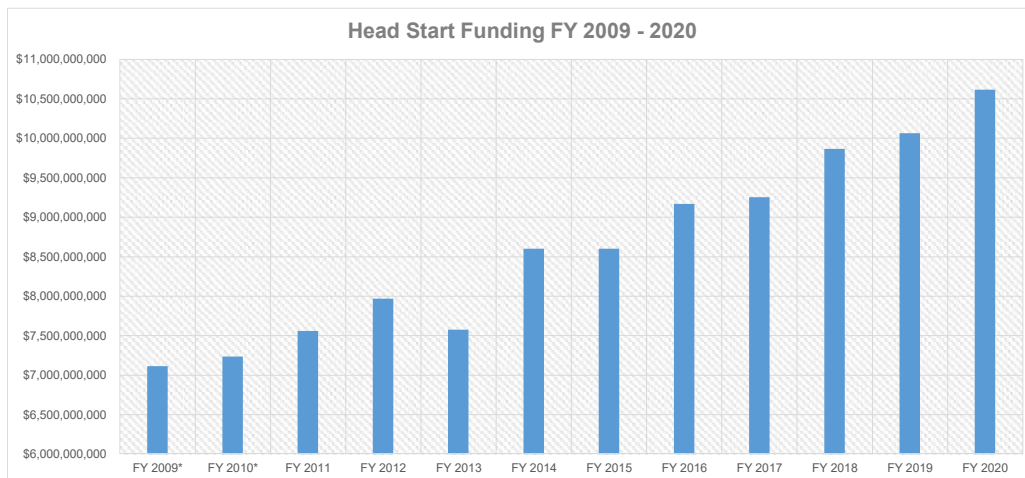
Huge success:

- DRS – final rule

Also:

- Quality Improvement Funding (QIF)
- EHS expansion grants

Head Start Funding History



Latest News – Appropriations



FY 2020 – \$550,000,000 increase!

- \$250,000,000 for **Quality Improvement Funding**
- \$193,000,000 for **COLA** (about 2%)
- \$100,000,000 for **EHS Expansion/CCP**
- \$4,000,000 for **Tribal College Program**

FY 2021 Underway

- Continuing resolution until December 11
- POTUS budget proposal expected on Feb 10
- Head Start ask to pick up where we left off

COVID-19 related funding



CARES ACT –

- \$750,000,000 for COVID-related expenses and summer programming

HEROES –

- Looking for additional \$1,700,000,000 for mental health and technology needs in Head Start

2020 BOLD Leadership Initiative



- In recognition of the extraordinary challenges of 2020, the extraordinary response by Head Start, and in honor of Head Start's 55th anniversary
- Supported by a grant from the Ford Foundation, this initiative pivots from our original 5 and 5 anniversary plan in recognition of COVID related limitations
- Timeline: Both parts announced in October (Head Start Awareness Month) and winners announced at annual conference in April

2020 BOLD Leadership Initiative – Part 1



Head Start BOLD Alumni Leaders

Five nationally known alumni who are having major game changing impact during this difficult 2020 year.

Goals:

- To convey the narrative of the Head Start advantage and the power of the Head Start movement to key external audiences through the stories of these leaders
- To attract and engage Head Start alumni through the nomination process

Who:

- Alumni who boldly define “new approaches” to leadership, leading real change for long term outcomes

2020 BOLD Leadership Initiative – Part 2



2020 BOLD Prizes awarded to five Head Start Leaders showing courageous leadership in challenging times

Goals:

- To ignite passion, encourage breakthroughs, inspire undaunted, courageous leadership in the Head Start community
- To collect and share ideas, innovations, and wisdom from the field throughout the Head Start family, to members of Congress, and beyond

Who: 5 Head Start leaders who have shown courageous leadership in challenging times

The Awards:

One Grand Prize: \$10,000 plus tuition and expenses for innovative leadership program and participation in leadership conversations with each of the five BOLD leadership alumni

Four Silver Medal Prizes: \$ 5,000 each plus participation in leadership conversations with each of the five BOLD leadership alumni

Upcoming Conferences



2020 Parent and Family Engagement Conference
November 30—December 3, 2020 | New Orleans, LA

Winter Leadership Institute
January 25—29, 2021 | Washington, D.C.

2021 Annual National Head Start Conference and Expo
April 19—23, 2021 | Columbus, OH

Thank you for your support!

*This presentation was made possible by
contributions from the Dollar Per Child campaign.*

To learn more or to donate, visit
go.nhsa.org/Dollar-Per-Child

Invest Now





**Board of Directors
Resolution 2021-1**

**HONORING LUSILA 'LUSI' ORTEGA UPON HER RETIREMENT
FROM NEIGHBORS IN NEED OF SERVICES, INC.**

At a meeting of the Board of Directors of the National Head Start Association (the "Board" or "Corporation"), duly called and held on September 25, 2020, which a quorum was present and upon motion duly made and seconded, the Board of Directors adopts the following resolution:

WHEREAS, Lusila "Lusi" Ortega, having provided leadership for Neighbors in Need of Services (NINOS, Inc.) in Rio Hondo, Texas, for more than 40 years; and,

WHEREAS, under Lusi's leadership as teacher, social worker, Parent Involvement Coordinator, and Assistant Head Start Director, thousands of children have benefitted from her compassion, wisdom, and dedication; and,

WHEREAS, Lusi, working with the committed team at NINOS, Inc. regularly generated more contributions to the Dollar Per Child campaign than any other program in the United States; and,

WHEREAS, Lusi, in addition to distinguished leadership in supporting national advocacy efforts through Dollar Per Child, was herself an active advocate, participating year after year in national events in support of Head Start and Early Head Start; and,

WHEREAS, Lusi, having proven herself a true Head Start hero through relentless efforts to advance Head Start locally, in Texas, and nationally;

NOW THEREFORE, I, Damon Carson, Chairman of the Board of Directors of the National Head Start Association, and *on behalf* of the Board of Directors, do hereby issue this resolution to Lusila Ortega in recognition of her many achievements and her dedication to Head Start, and we extend our gratitude and appreciation to Lusi for her many years of exemplary service. We congratulate Lusi and wish her continued success and happiness in retirement.



Board of Directors Resolution 2021-1

Humbly submitted by Yasmina Vinci on behalf of the Board of Directors and staff of the National Head Start Association, September 21, 2020.

CERTIFIED:

Damon Carson
Chairman, Board of Directors

Yasmina Vinci
Executive Director

Debbie Beeler
Secretary, Board of Directors



NATIONAL HEAD START ASSOCIATION

BOARD OF DIRECTORS

Governance and Nominating Committee

The Governance and Nominating Committee is responsible for (1) review and update of the articles and bylaws of the corporation, as well as Board operating policies and procedures; (2) orientation of new directors; and (3) review, revision and implementation of Board election procedures including the certification of election results.

Committee Meeting	September 17, 2020	1:00 p.m. Eastern Time Zone
E-Meeting	Click Link to e-Meeting	

Agenda

- 1.0 Call to Order Cardoza
 - 2.0 Roll Call Cardoza
 - 3.0 Approval of Minutes..... Cardoza
 - a. February 20, 2020
 - 4.0 Committee Priorities..... Cardoza
 - a. Draft of Standing Rules
 - 5.0 Adjournment Cardoza
-

The next regularly scheduled committee meeting is for Thursday, October 15, 2020, at 1:00 p.m. Eastern Time Zone. The Governance and Nominating Committee regularly meets every third Thursday of the month with the exception of November and December or otherwise noted.



BOARD OF DIRECTORS

NATIONAL HEAD START ASSOCIATION

Governance and Nominating Committee

Minutes		February 20, 2020		
Members	Present	Absent	Excused	
Cardoza, Denyse	X			
Black, Albert	X			
Carson, Damon			X	
Colon Rosa, Yamira	X			
Estrada, Kenia		X		
Foster, Dorothy	X			
Godes, Tienaya		X		
Harding, Karelia			X	
Hubert, Kyle	X			
Johnson, Kelly	X			
Lackey, Mark	X		X	
LaFrenz, Pam		X		
Lowry, Vicki		X		
McClinton, Eloise	X			
McNeil, Kwanita	X			
Moorehead, Maureen	X			
Sill, Kimberly		X		
Taylor, Elle		X		
Villanueva, Lourdes		X		
Wege, Deb		X		
Staff				
Vinci, Yasmina			X	
Saldaña, Jr., Joel C.	X			
Whitfill, Sabrina	X			

Meeting Open – 1:11 p.m.

The meeting was called to order and Saldaña called the roll call.

The Chair called the minutes for approval. Saldaña provided a brief summary on the minutes. The Chair asked if they have any changes or questions on the minutes for corrections. A motion was made and properly seconded to approve the minutes. The minutes were approved without changes.

The Chair continued onto the priorities of the committee. Specifically, looking at the committee priorities A, B, and E. Priority A includes the Regional Association alignment to the National election cycle as shared in the Term of the Directors in the Bylaws. Discussion ensued on when the term of a director on the board starts and ends. The Chair moved onto Priority B, to develop an attendance policy. Discussion ensued around developing a policy and determining the number of reasons when a director may not be able to travel or attend a board meeting. Further, on whether some of these suggestions should be applied to committee meetings as well and whether the committee should think of consequences tied to the policy. The Chair continued onto Priority E, the ongoing board member development for the board. Discussion ensued on different models for board member development taking into consideration time, frequency, delivery channel, and content. The detailed notes of the drafting session will be provided for the committee.

Without any dissent from the committee, the Chair adjourned the meeting and reminded everyone of the next committee meeting.

Meeting Close – 2:02 p.m.

Summary of Recommended Actions

1. Approval of report



NATIONAL HEAD START ASSOCIATION

Bylaws and Standing Rules

Bylaws and Standing Rules of the National Head Start Association

The current Bylaws are given in **boldface** flush left. They were amended and approved by the Board of Directors, June 27, 2008. Standing Rules are indicated by S.R. and are in regular type indented, and originally adopted on July 12, 2017.

S.R. 0.1.1 Defined Terms

As used in these Standing Rules, the following terms are defined as follows:
“Board” shall mean the Board of Directors of the National Head Start Association.

“The Corporation” shall mean the National Head Start Association.

“The Association” shall mean the National Head Start Association.

“Executive Committee” shall mean the Executive Committee of the Board.

Adopted 07/12/17

S.R. 0.1.2 Purpose

These Standing Rules relate to the Association’s Bylaws. Standing Rules shall be adopted, amended, or repealed by a majority vote of the Board. The purpose of these Standing Rules of the Association is to facilitate the work of the Board. The Standing Rules will determine the appropriate governance when conducting business.

Adopted 07/12/17

S.R. 0.1.3 Numbering

The Standing Rules noted in the document follow this naming convention:
[S.R. Article Number. Section Number. Number] Name. For example S.R. 4.1.1 Class E, refers to the Standing Rule in Article 4, Members, Section 1, Classes of Members, Number 1 on Class E members.

Adopted 07/12/17

S.R. 0.1.4 Adoption and Amendments

The Standing Rules noted in the document will follow this naming convention noting adoption of the Standing Rule and amendment of the Standing Rule:

[S.R. Article Number. Section Number. Number] xxxxxxxxxxxxxx xxxx
xx

XX.

Adopted MM/DD/YY; amended MM/DD/YY, MM/DD, YY, etc.

Adopted 07/12/17

Article 1

Name

The name of the corporation shall be the National Head Start Association (hereinafter referred to as “the corporation”).

Article 2

Office

The registered office of the corporation shall be located at 1201 Pennsylvania Avenue, N.W., Washington, D.C., or such other place in the District of Columbia as the Board of Directors may designate from time to time.

Article 3

Purposes

The corporation is organized and will be operated exclusively for charitable, scientific, literary, and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States internal revenue law). In furtherance of these purposes, the corporation will provide a national forum for the continued enhancement of the status of children, youth, and families.

Article 4

Members

Section 1: Classes of Members

The corporation shall have the following classes of members:

Class A. Class A members shall consist of those members of the corporation who are full-time directors of a Head Start grantee or delegate agency.

Class B. Class B members shall consist of those members of the corporation other than Class A members who are employed in a local Head Start program.

Class C. Class C members shall consist of those members of the corporation other than Class A or Class B members who are parents or legal guardians of children who are enrolled in a Head Start program.

Class D. Class D members shall consist of those members of the corporation other than Class A, Class B or Class C members.

Class E. Class E members shall consist of any Head Start grantee that is funded through the Department of Health and Human Services/Administration for Children, Youth and Families.

S.R. 4.1.1 Class E

The purpose of the Class E members is to allow all staff and parents of the grantees of an Early Head Start/Head Start/EHS-Child Care Partnerships grant that is funded through the Department of Health and Human Services/Administration for Children and Families to be served by the Association as members.

Adopted 07/12/17

Class F. Class F members shall consist of 50 Head Start Associations and one Head Start Association per Region. Regions recognized shall be I, II, III, IV, V, VI, VII, VIII, IX, X, and XI (American Indians), and XII (Migrant Programs). They shall be called NHSA Affiliates, and shall qualify based on criteria established by the NHSA Board of Directors.

S.R. 4.1.2 Class F

The purpose of the Class F members is to allow all fifty (50) state associations and twelve (12) regional associations to subscribe to membership of the Association.

Adopted 07/12/17

Section 2: Dues

The Board of Directors may determine from the time to time the amount of annual dues, if any, payable to the corporation by members of each class. Dues shall be payable in advance on the first day of July in each fiscal year. Dues of a new member shall be due on the first day of the month in which such new membership becomes effective for the remainder of the fiscal year of the corporation.

Article 5

Meetings of Members

Section 1: Notice

Meetings of members, regular or special, may be held within or without the District of Columbia upon not less than fifteen (15) days written or printed notice, delivered either personally or by mail, to each member entitled to vote at such meetings, subject to waiver of notice as provided in the District of Columbia Non-Profit Corporation Act. Such notice

shall state the special meeting, the purpose or purposes for which the meeting is called. Regular meetings shall be held at least once each year or more often as established by the members. Special meetings may be called by the Chairman, the Board of Directors, or members having at least one-twentieth (1/20) of the votes entitled to be cast at such meeting.

Section 2: Annual Meeting

Amended 4/08. The annual meeting of the members shall be held at a date and time established by the Board, the purpose of which shall be the transaction of any business that may be properly brought before the meeting.

S.R. 5.2.1 Annual Meeting

The Annual Meeting of the members of the Association shall be held during the Annual Conference every year. The membership shall be notified thirty (30) days in advance of the Annual Meeting.

Adopted 07/12/17

Section 3: Voting

Unless otherwise specified in these bylaws, each member of the corporation shall be entitled to one vote on each matter submitted to a vote for the members. A member may vote in person or by proxy executed in writing by the member or his/her duly authorized representative. In addition, voting on all matters may be conducted by mail in such manner as the Board of Directors shall determine.

Section 4: Quorum

At all meetings of members, either regular or special, one-tenth (1/10) of the members entitled to vote at such meeting, represented in person or by proxy, shall constitute a quorum. Unless otherwise specified in these bylaws, the affirmative vote of the majority of the members entitled to vote and present or represented by proxy at a meeting at which a quorum is present shall be necessary for the adoption of any matter voted upon by the members.

Article 6

Board of Directors

Section 1: Composition of the Board

The corporation's affairs shall be managed by a Board of Directors composed of forty-eight (48) directors. In addition, the immediate Past Chairman shall serve as an ex officio member of the Board of Directors.

Section 2: Election of Directors

Amended 6/08. Directors shall be elected by members of the corporation in each of the

twelve (12) Regional Head Start Associations to serve a term of office as provided for in Section 3 of this Article. Each Regional Head Start Association shall choose four (4) directors, one of each class of membership of Classes A, B, C, and D in the corporation. Qualification for office shall be determined as of the first day of taking office as a director and an individual shall remain qualified throughout his or her term of office. Notwithstanding the foregoing, each Regional Head Start Association must remain in good standing with the corporation in order for its representative directors to serve on the Board. Directors representing Regional Head Start Associations which are not in good standing shall be removed from the Board without need for further action of the Board.

S.R. 6.2.1 Election of Directors

The Election Protocol adopted by the Board on July 9, 2014 shall be followed in all elections including General and Special Elections. The Election Protocol is stated below:

ELECTION PROTOCOL

Beginning <date>, the Governance and Nominating Committee will open nominations for the following elected officer positions of the NHSA Board of Directors:

1. Chairman/woman
2. Vice Chairman/woman
3. Secretary
4. Treasurer

According to Article IX of the bylaws, all officers shall be elected from among the members of the Board of Directors by an affirmative vote of the members of the Board of Directors and shall hold office for a term of two years. The term for each elected position is two (2) years starting on July 1, <year> through June 30, <year>. The newly elected officer team will serve until June 30, <year>.

The Protocol, Officer Nomination Form (see Attachment A) and Description of Duties for each officer (see Attachment B) will be e-mailed to all NHSA Board of Directors and Regional Presidents no later than <date>.

Members of the NHSA Board of Directors who wish to run for office must submit the following three items no later than <date>.

1. One-page résumé that includes current contact information, including address, phone number and e-mail.

2. Letter from Regional President verifying that the candidate is duly-elected representative in their membership class and that they have the support of the Regional Board to run for an officer of the NHSA Board of Directors.
3. Completed NHSA Officer Nomination Form (Attachment A).

All three items must be submitted by e-mail to the NHSA Governance and Nominating Committee at the following e-mail address: nhsa-elect@nhsa.org on or before <date>.

Officer Nomination form and supporting materials will NOT be accepted by the Committee after <date> unless such candidate was subsequently recruited by the Governance and Nominating Committee.

In the event the Governance and Nominating Committee receives only one or no nomination, the Committee will identify and recruit qualified candidates, taking into account geographic diversity, membership class and area of expertise. Recruitment will be completed by <date>

The Governance and Nominating Committee will submit the final ballot with all candidates to the Board by <date> via email.

Election of the <year(two fiscal years)> Officer Team will occur on <date> at the regular Board Meeting from <time> <Time zone> at the <location address>. Prior to the vote by the NHSA Board of Directors, all prospective candidates will have an opportunity to speak for 5 minutes at the Board Meeting, regarding their candidacy, their qualifications and interest in the officer position.

The results of the election will be announced at the regular Board Meeting on <date>, and the <year(two fiscal years)> officer team will conduct their first meeting on <date>

NHSA members with questions about the nomination or election process should contact:

<Chair of the Governance and Nominating Committee>
<Contact Information>

ELECTION PROTOCOL TIMELINE

- | | |
|--------|---|
| <date> | Call for nominations of officers. Election procedures, NHSA Officer Nomination Form and description of duties of officers e-mailed to NHSA Board of Directors and Regional Presidents |
| <date> | DEADLINE to submit Officer Nomination Form and required candidate information to the Governance and Nominating |

Committee, nhsa-elect@nhsa.org

- <date> Closing date for Governance and Nominating Committee to complete recruitment, if necessary
- <date> Governance and Nominating Committee submits final ballot of candidates to the Board via e-mail
- <date> Election of <year(two fiscal years)> Officer Team to be held at a Regular Board Meeting during the <conference in conjunction with board meeting>
- <date> <year(two fiscal years)> Officer Team announced at the Board Meeting during the <conference in conjunction with board meeting>
- <date> <year(two fiscal years)> Officer Team assumes office

ATTACHMENT A – OFFICER NOMINATION FORM

Electronic submission of the nomination form and supporting documents must be received no later than <date>. Please email the completed nomination form and supporting documents to nhsa-elect@nhsa.org as a PDF (non-writable format) document.

Candidate's Name:
Head Start Program:
Head Start Program Address:
Phone Number:
Mobile:
E-mail:

Candidate nomination is for one (1) of the following Officer positions:

Chairman/woman
Vice Chairman/woman
Secretary
Treasurer

On separate pages, please provide a typewritten response to each of the following questions:

1. Please describe the reason(s) why you want to be an Officer of the NHTA Board of Directors.

2. Please describe what skills, experiences, perspectives and relationships you would bring as an Officer that could support and advance NHSA's mission and vision.
3. Please describe what you think are the most important issues the Board of Directors should focus on during your term in office.

Candidate Signature

Date

ATTACHMENT B – OFFICER DUTIES

Description of Duties

Article IX: Officers (NHSA Bylaws, amended June 27, 2008)

Section 7: Duties of the Chairperson

Amended 4/08. The Chairperson of the Board of Directors shall: (i) preside at all meetings of the Board of Directors and all meetings of the Executive Committee at which he or she is present; (ii) nominate committee memberships and committee Chairpersons; (iii) represent the Board at public functions; and (iv) perform such other duties as may be required of him or her by the Board of Directors. The Chairperson may elect to be an ex officio member of all standing and special committees of the Board. The Chairperson, or another officer designated by the Chairperson, may sign any document or instrument requiring the signature of an officer of the corporation which is necessary and incident to the purposes of the corporation.

Section 8: Duties of the Vice Chairperson

Amended 4/08. In the absence of the Chairperson, or in the event of his/her death, inability or refusal to act, the Vice Chairperson, unless otherwise determined by the Board of Directors, shall perform the duties of the Chairperson, and when so acting shall have all the powers of and be subject to all the restrictions upon the Chairperson.

Section 9: Duties of the Secretary

The Secretary shall keep accurate records of the acts and proceedings of all meetings of the Board of Directors and of the members. He/she shall give all notices required by law and by these bylaws. He/she shall have general charge of the corporation's books and records. He/she shall sign such instruments as may require his/her signature. He/she shall keep a register of the Post Office address of each director and officer of the corporation which shall be furnished to the Secretary by each officer and director.

He/she shall keep at the corporation's registered office in the District of Columbia a record of the names and addresses of all the corporation's members. He/she shall in general perform all duties incident to the office of the Secretary and such other duties as shall be assigned to him/her from time to time by the Chairman or

by the Board of Directors.

Section 10: Duties of the Treasurer

Amended 4/08. The Treasurer shall oversee the fiscal affairs of the Corporation, and shall report on the financial condition of the Corporation to the Board of Directors at its regular meetings, the annual meeting and at such other times as the Board may require.

Adopted 07/12/17

Section 3: Term of Directors

Amended 6/08. Each director so elected shall hold office for a period of two years starting on July 1 of the calendar year ending in an odd number and serving until his/her successor is elected and qualified, or until such time as he/she is removed as provided in this Article.

Section 4: Removal of Directors

Amended 4/08. Any director may be removed with or without cause by an affirmative vote of two-thirds (2/3) of the directors then in office.

Section 5: Vacancies

Any vacancy occurring in the Board of Directors may be filled by the members from the Regional Head Start Association from which the director's vacancy occurs. Any director so elected to fill a vacancy shall be a member of the same class of members as that of his/her predecessor in office and shall be elected for the unexpired term of his/her predecessor in office.

Section 6: Compensation

Directors shall not receive any compensation for their services as directors or officers of the corporation. Directors may be reimbursed for their expenses, if any, incurred in carrying out the purposes of the corporation, provided that such reimbursement in no way adversely affects the corporation's qualification under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States internal revenue law).

Section 7: Duties of the Board

Amended 4/08. The Board shall be responsible, among other duties, for:

- (1) Attending to any matter which the Board determines is in the best interest of the corporation and is within the purposes and objectives of the corporation;**
- (2) Setting policy, including approving public policy statements and overseeing the implementation of such policy;**

- (3) Approving committee members in accordance with the provisions of these bylaws;**
- (4) Periodically evaluating the corporation's achievements and using the knowledge gained to revise its mission, goals, objectives, plans and budgets as necessary and appropriate;**
- (5) Developing, adopting and periodically updating the major policies of the corporation including policies concerning personnel, financial management practices and Board operations;**
- (6) Hiring, annually evaluating, and, as appropriate, dismissing the Executive Director;**
- (7) Approving the annual budget, long- and short-range financial plans;**
- (8) Selecting the independent audit firm;**
- (9) Assuring that the corporation's activities are conducted in compliance with applicable federal, state and local laws and regulations;**
- (10) Taking all other necessary steps to assure the achievement of the purposes and objectives of the corporation; and,**
- (11) Fulfilling any other necessary or required duties and responsibilities.**

Section 8: Powers and Duties of Directors, Amended 4/08.

- (1) Directors shall act as fiduciaries to the corporation at all times including complying with the duties of care, loyalty and obedience.**
- (2) No individual director shall act for the Board or the corporation except as specifically authorized by the Board of Directors.**

Article 7

Meetings of the Board of Directors

Section 1: Notice

Amended 4/08. Meetings of the Board of Directors, regular or special, may be held within or without of the District of Columbia upon not less than fifteen (15) days notice to each director, either personally or by mail, telephone, or telegram, subject to waiver of notice as provided in the District of Columbia Non-Profit Corporation Act. Unless otherwise specified in these bylaws, neither the business to be transacted at, nor the purpose of, any

regular or special meeting of the Board of Directors need be specified in the notice or waiver of notice of such meeting.

Section 2: Meetings

Amended 4/08. The annual meeting of the Board of Directors shall be held at such time as determined by the Board of Directors the purpose of which shall be the transaction of such business as may be properly brought before the meeting. In addition, the Board of Directors may provide, by resolution, the time and place, either within or without the District of Columbia, for the holding of additional regular meetings. Special meetings of the Board of Directors may be called by the Chairperson or by written request of at least five directors. The place of the meeting shall be specified on the notice of the meeting.

S.R. 7.2.1 Frequency of Meetings

There shall be three face-to-face meetings of the Board scheduled concurrently with the two annual Leadership Institutes and the Annual Conference. There will also be three meetings by telephone conference call.

Adopted 07/12/17

S.R. 7.2.2 Annual Calendar Release

NHSA staff will distribute and release an annual calendar of meetings to the Board in May of each year.

Adopted 07/12/17

S.R. 7.2.3 Powers to Cancel Meetings

The NHSA Executive Director and Chairman/woman in agreement may cancel a scheduled Board meeting at their discretion.

Adopted 07/12/17

S.R. 7.2.4 Absence and Excused Policy

Should a director not be able to attend a board meeting, regular or special, they shall notify the Executive Director or his/her/their designee that they will not be attending the board meeting with as much advance notice as possible. The notification can be via email or telephone and should include the reason the director cannot attend the board meeting. An excused absence will ultimately be determined by the Governance and Nominating Committee however, conflicts on a directors schedule for business reasons shall be counted as excused. Conflicts on a directors schedule for personal reasons will generally not be counted as excused, unless they are for an emergency, sickness, or bereavement. The record will be reflected in the roll call.

Adopted XX/XX/XX

Section 3: Quorum

Amended 8/07. At all meetings of the Board of Directors, either regular or special, one-third (1/3) of the directors then in office shall constitute a quorum except for any meeting at which an election for officers of the corporation shall take place in which case the quorum requirement shall be one-half (1/2) of the directors then in office. Unless otherwise specified in these bylaws, the act of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors.

Section 4: Action Without A Meeting

Any action required or permitted to be taken at a meeting of the Board of Directors may be taken without a meeting if consent in writing, setting forth the actions so taken, shall be signed by all of the directors.

Section 5: Telephone Meetings

Unless otherwise provided in the Articles of Incorporation or these bylaws, any or all directors may participate in a meeting of the Board of Directors by means of conference telephone or by any means of communication by which all persons participating in the meeting are able to hear one another. Such participation shall constitute presence in person at the meeting.

S.R. 7.5.1

During FY2017-2018, the Board will adopt a trial period of reviewing the practice of attendance at board meetings by allowing board members the opportunity to dial-in for in-person board meetings. Should a board member request to dial-in for a scheduled in-person board meeting, that board member shall notify the Executive Director of NHSA a minimum of two weeks prior to the board meeting. The Association will then ensure a conference telephone is available at the in-person meeting. At the end of the trial year, the Governance and Nominating Committee of the NHSA Board of Directors will review S.R. 7.5.1. It is understood that the Board is exploring this change in practice, as board members have by tradition and previous agreement, agreed to attend three board meetings in-person per year and three board meetings via conference telephone per year, while only allowing board members to dial-in only for the portion of the General Election.

Adopted 07/12/17

S.R. 7.5.2

Upon analysis and subsequent review from the trial period referenced in S.R. 7.5.1, no changes will be made to the bylaws with regard to Article 7, Section 5. Should a board member request to dial-in for a scheduled in-person board meeting, that board member shall notify the Executive Director of NHSA a minimum of two weeks prior to the board meeting. The Association will then ensure a conference telephone is available at the in-person meeting.

Adopted 10/08/18

Article 8

Committees

Section 1: Standing Committees

Amended 4/08. A standing committee is a permanent committee that shall consist of directors and members who shall be nominated by the Chairperson, subject to the approval of the Board. Standing committees, with the exception of the Executive Committee, may include persons who are not directors but are members of the corporation. Committee members shall be appointed by the Board for terms of one year each, provided, however that each committee shall include at least two directors and that the Chairperson of each committee is a director. All standing committees shall operate within the policies of the Board of Directors. The standing committees are:

- (a) Executive Committee. The Executive Committee shall be comprised exclusively of directors and shall be authorized to act for the corporation in all matters during the interim periods between meetings of the Board of Directors. The Executive Committee shall consist of the Board officers and the Chairpersons of each standing committee and shall notify the Board of any actions that it has taken. Such actions shall not conflict with the policies and expressed wishes of the Board, and all matters of major importance shall be referred to the Board. The Executive Committee is also responsible for making recommendations regarding the personnel policies of the Corporation, employment practices, employee benefits and personnel relations and for reporting on issues related to compliance with the policies as well as all state and federal laws and regulations.**
- (b) Finance Committee. The Finance Committee is responsible to monitor and make recommendations regarding the financial status and policies of the corporation, including fiscal planning, budgeting, policy development, and financial performance. The Finance Committee is also responsible for making recommendations on the selection of an audit firm, reporting on and overseeing the annual independent financial audit and ensuring that any valid audit findings are resolved or corrected.**
- (c) Governance and Nominating Committee. The Governance and Nominating Committee is responsible for: (i) review and update of the articles and bylaws of the corporation, as well as Board operating policies and procedures; (ii) orientation of new directors; and (iii) review, revision and implementation of Board election procedures including the certification of election results.**
- (d) Government Affairs Committee. The Government Affairs Committee is responsible for developing the corporation's legislative and regulatory agenda, formulating strategies for advancing that agenda, soliciting input from members including State and Regional Head Start Associations on state and federal policy issues, and overseeing a communications system that educates members and the public about the corporation's position on issues of importance.**

- (e) **Research and Evaluation Committee.** The Research and Evaluation Committee is responsible for: (i) tracking research on the Head Start program, as well as other services that affect low-income and at-risk pre-kindergarten children and their families; (ii) developing and implementing processes for soliciting input from member programs on issues and areas of interest, and informing members and the Board of the results of current research;
- (f) **Resource Development and Member Services Committee.** The Resource Development and Member Services Committee is responsible for developing, implementing and evaluating member services, developing and implementing strategies for retaining and increasing membership, ensuring that the corporation is responsive to the needs of its members and fund development.

S.R. 8.1.1 Scheduling of Executive Committee

The Executive Committee meetings shall be scheduled as needed by Board Chairman/woman or Executive Director.

Adopted 07/12/17

S.R. 8.1.2 Combined Executive Committee and Board Meetings

Combined meetings of the Board of Directors and Executive Committees may be scheduled as needed by the Board Chairman/woman or Executive Director.

Adopted 07/12/17

S.R. 8.1.3 Executive Committee Evaluation of the Executive Director

The Executive Committee shall be responsible for conducting the Executive Director's annual performance assessment and will present it to the full Board for action at the Annual Conference Meeting. Any wage change resulting from the annual performance assessment will be effective the beginning of the fiscal year.

Adopted 07/12/17

S.R. 8.1.4 Director and Member Participation and Voting

Section 1 Standing Committees details the ability of directors and members to serve on committees at the nomination of the Chairperson and approval of the Board of Directors. A director has the ability to vote on business before a committee, a member may join the meeting as part of the stated nominated and approved process, and discuss business before the committee meeting but has no voting power.

Section 2: Special Committees

Amended 4/08. Special committees may be created by a resolution of the Board. Except as otherwise provided in such resolution, each member of such a committee shall be a director

appointed to the committee by the Board. Any member thereof may be removed by vote of the Board whenever in the Board's judgment such removal is in the best interests of the Corporation.

Section 3: Duties

Amended 4/08. It shall be the duty of each committee to make regular reports to the Board and at such other times as may be requested by the Chairperson of the Board. In addition to the respective duties specifically assigned to the various committees by these bylaws, each committee shall perform such other duties as may be requested by the Board. The recommendations of all committees shall be subject to examination, review and approval by the full Board.

Section 4: Term of Office

Amended 4/08. Each member of a committee shall continue as such until his/her successor is appointed, unless the committee shall be sooner terminated, or unless such member resigns from the committee or is removed from the Board.

Section 5: Committee Chairperson

Amended 4/08. One member of each committee shall be appointed committee Chairperson by the Chairperson of the Board, except that the Chairperson of the Board shall be the Chairperson of the Executive Committee and the Treasurer shall be the Chairperson of the Finance Committee. All committee Chairpersons shall be members of the Board of Directors.

Section 6: Resignation

Amended 4/08. Any member of a committee may resign at any time by giving written notice of such resignation to the Chairperson of the committee or the Chairperson of the Board.

Section 7: Resignation or Removal from the Board

Amended 4/08. Resignation or removal from the Board of Directors shall constitute resignation or removal from any committee of the Board on which that director serves.

Section 8: Vacancies

Amended 4/08. Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointments.

Section 9: Meetings

Amended 4/08. Each committee shall meet upon the call of the Chairperson thereof, or upon the call of the Chairperson of the Board, or the Secretary, which call shall indicate the date, time and place of the meeting. If regular meeting times are established, no notice of committee meetings is necessary. If a special meeting is called, the notice provision of Article VII, Section 1 of these Bylaws shall apply.

S.R. 8.9.1 Changes and Cancellations

The meeting Chairperson, with concurrence of the Executive Director, may change or cancel any regular meeting when deemed necessary.

Adopted 07/12/17

Section 10: Quorum and Voting Requirements

Amended 4/08. The presence at any committee meeting of a majority of the members of such committee shall be sufficient to constitute a quorum for taking such action as the committee is authorized by these Bylaws or the full Board to take. Action by a majority of the committee members present at such meeting shall constitute action of the committee.

Section 11: Minutes

Amended 4/08. All committees shall maintain minutes of the meetings of the committee.

S.R. 8.11.1 Committee Reporting

Committee reports to the Board are due two (2) weeks prior to the regularly scheduled Board meeting.

Adopted 07/12/17

S.R. 8.11.2 Regional Reporting

The annual Board Certification process adopted by the Board on May 16, 2016 will identify the individual responsible for submitting regional reports due two (2) weeks prior to the regularly scheduled Board meeting.

Adopted 07/12/17

Article 9 Officers

Section 1: Officers of the Corporation

Amended 4/08. The officers of the corporation shall consist of an Executive Director, a Chairman, a Vice Chairman, a Secretary, a Treasurer, and such other categories of officers as the Board of Directors may determine from time to time. No person may hold more than one office.

Section 2: Election, Appointment and Term of Elected Officers

Amended 6/08. All elected officers of the corporation shall be elected from among the members of the Board of Directors by an affirmative vote of the members of the Board of Directors. An officer, so elected, shall hold office for term of two years and until his/her successor shall have been elected and qualified or until such time as he/she is removed as provided in Section 3 of this article.

Section 3: Removal of Elected Officers

Amended 4/08. Any officer or agent elected by the Board of Directors may be removed at any time by the affirmative vote of a majority of the directors then in office whenever, in their judgment, the best interests of the corporation will be served thereby.

Section 4: Vacancies

Amended 6/08. Any vacancy occurring in an elected office of the corporation may be filled by the affirmative vote of a majority of the directors then in office. Any officer so elected to fill a vacancy shall be elected for the unexpired term of his/her predecessor in office; such term will not count for purposes of determining a limitation on serving in office as provided for in Section 5 below.

Section 5: Limitation of Term

Amended 6/08. No member of the Board of Directors may serve more than two consecutive terms in any single office, and no member of the Board of Directors may serve more than four consecutive terms in any office of the corporation. Only terms of office starting on or after July 1, 2009 shall be counted in determining whether a member is prohibited from running for a Board office as provided for herein.

Section 6: Bonds

Amended 4/08. The Board of Directors may by resolution require any officer, agent, or employee of the corporation to give bond to the corporation, with sufficient sureties, conditioned on the faithful performance of the duties of his/her respective office or position, and to comply with such other conditions as may be required from time to time by the Board of Directors. The premiums for all such bonds shall be paid by the corporation.

Section 7: Duties of the Chairperson

Amended 4/08. The Chairperson of the Board of Directors shall: (i) preside at all meetings of the Board of Directors and all meetings of the Executive Committee at which he or she is present; (ii) nominate committee memberships and committee Chairpersons; (iii) represent the Board at public functions; and (iv) perform such other duties as may be required of him or her by the Board of Directors. The Chairperson may elect to be an ex officio member of all standing and special committees of the Board. The Chairperson, or another officer designated by the Chairperson, may sign any document or instrument requiring the signature of an officer of the corporation which is necessary and incident to the purposes of the corporation.

Section 8: Duties of the Vice Chairperson

Amended 4/08. In the absence of the Chairperson, or in the event of his/her death, inability or refusal to act, the Vice Chairperson, unless otherwise determined by the Board of Directors, shall perform the duties of the Chairperson, and when so acting shall have all the powers of and be subject to all the restrictions upon the Chairperson.

Section 9: Duties of the Secretary

The Secretary shall keep accurate records of the acts and proceedings of all meetings of the Board of Directors and of the members. He/she shall give all notices required by law and

by these bylaws. He/she shall have general charge of the corporation's books and records. He/she shall sign such instruments as may require his/her signature. He/she shall keep a register of the Post Office address of each director and officer of the corporation which shall be furnished to the Secretary by each officer and director. He/she shall keep at the corporation's registered office in the District of Columbia a record of the names and addresses of all the corporation's members. He/she shall in general perform all duties incident to the office of the Secretary and such other duties as shall be assigned to him/her from time to time by the Chairman or by the Board of Directors.

Section 10: Duties of the Treasurer

Amended 4/08. The Treasurer shall oversee the fiscal affairs of the Corporation, and shall report on the financial condition of the Corporation to the Board of Directors at its regular meetings, the annual meeting and at such other times as the Board may require.

Section 11: Selection, Evaluation, Removal and Duties of the Executive Director

Amended 4/08.

(a) **Selection:** The Board of Directors will select, hire, annually evaluate the performance of, and, at its discretion, terminate the Executive Director.

(b) **Duties:**

- i. The Executive Director is an agent of the Board and is accountable to the Board. He or she shall be subject to the control of the Board of Directors, shall have responsibility for the general care, supervision, and direction of corporate affairs in furtherance of the policies and programs established by the Board of Directors. The Executive Director's duties and compensation will be consistent with these bylaws, and shall be prescribed in an employment contract by the Board of Directors.
- ii. The Executive Director may negotiate and execute grants and contracts for the corporation, and report such actions that may have a material impact upon the corporation promptly to the Board of Directors; except that the Board of Directors may specify from time to time limits on the authority of the Executive Director to execute such documents without prior Board approval and may also designate specific proposed contracts to be submitted to the Board for approval prior to execution.
- iii. The Executive Director shall have the authority to employ, supervise, and discharge staff in accordance with the policies established by the Board of Directors.
- iv. The Executive Director shall have the authority to conduct an annual self-assessment of the corporation and its operations and to amend the corporation's policies to establish procedures for conducting and reviewing the results of the annual self-assessment.

- v. **The Executive Director shall perform such other duties and exercise such other powers as may be assigned by the Board of Directors.**
- vi. **The Executive Director or his/her designee shall attend all meetings of the corporation's Board of Directors and its committees, unless the Board requests the Executive Director's absence during evaluation of his or her performance or during other meetings as determined by the Board.**

S.R. 9.11.1 Evaluation of the Executive Director

Refer to S.R. 8.1.3 Executive Committee Evaluation of the Executive Director, for further guidance.

Adopted 07/12/17

Article 10

Contracts, Loans, Checks, and Deposits

Section 1: Contracts

The Board of Directors may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances.

Section 2: Loans

No loans shall be contracted on behalf of the corporation and no evidence of indebtedness shall be issued in its name unless authorized by a resolution of the Board of Directors. Such authority may be general or confined to specific instances.

Section 3: Checks and Drafts

All checks, drafts, or other orders for the payment of money issued in the name of the corporation shall be signed by such officer or officers, agent or agents of the corporation, and in such manner as shall be determined from time to time by resolution of the Board of Directors.

Section 4: Deposits

All funds of the corporation not otherwise employed shall be deposited from time to time to the credit of the corporation in such depositories as the Board of Directors may select.

Article 11

General Provisions

Section 1: Waiver of Notice

Whenever any notice is required to be given to any director or other person under the provisions of these bylaws, the Articles of Incorporation, or by applicable law, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be equivalent to the giving of such notice.

Section 2: Auditors

Amended 4/08. A certified public accountant shall be employed to audit the books of the corporation, or any fiscal year of the corporation, and at such other time or times, and for such periods as the Board may deem advisable, and to furnish reports on such audits to the Board.

Section 3: Prohibition Against Sharing in Corporate Earnings

No member, director, officer or employee of, or person connected with the corporation, or any other private individual shall receive at any time any of the net earnings or pecuniary profits from the operations of the corporation, provided that this shall not prevent the payment to any such person of such reasonable compensation for services rendered to or for the corporation in effecting any or its purposes as shall be fixed by the Board of Directors; and no such person or persons shall be entitled to share in the distribution of any of the corporate assets upon the dissolution of the corporation. All members, directors, and officers of the corporation shall be deemed to have expressly consented and agreed that upon such dissolution or winding up of the affairs of the corporation, whether voluntary or involuntary, the assets of the corporation, after all debts have been satisfied, then remaining in the hands of the Board of Directors shall be distributed, transferred, conveyed, delivered, and paid over, in such amounts as the Board of Directors may determine or as may be determined by a Court of competent jurisdiction upon application of the Board of Directors, exclusively to charitable, religious, scientific, literary, or educational organizations that would then qualify under the provisions of Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States internal revenue law).

Section 4: Exempt Activities

Notwithstanding any other provision of these bylaws, no member, director, officer, employee, or other representative of this corporation shall take any action or carry on any activity by or on behalf of the corporation not permitted to be taken or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States internal revenue law) or by organizations contributions to which are deductible under Section 170(c)(2) of such Code (or the corresponding provision of any future United States internal revenue law).

Section 5: Fiscal Year

The fiscal year of the corporation shall begin on the first day of July and end on the last day of June in each year.

Article 12

Amendments

Amended 4/08. These bylaws may be amended or repealed and new bylaws may be adopted by the affirmative vote of a majority of the directors then in office, provided that prior written notice has been given to all members of the Board of Directors of the proposed amendments at least fifteen (15) days in advance of the meeting, and provided further that no such action shall be taken if it would in any way adversely affect the corporation's qualification under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States internal revenue law) and provided further that any such action that would affect the voting rights of the members of the corporation shall be posted on the corporation's website and the corporation shall inform its members of that posting by using its customary methods of conveying information to its membership.

Priority	Description	Rationale	Tools	Drafting Notes
A	Continue work towards the cohesiveness and alignment of the Regional Associations and NHSA governance model including elections, terms, and shared mission	<ol style="list-style-type: none"> 1. From committee description responsibility 1) review and update of the articles and bylaws of the corporation, as well as Board operating policies and procedures 2. Provides for good governance of the board all beginning on time and ending on time as promised in their term of two years beginning on July 1 of the calendar year ending in an odd number 3. Unity of regional associations and NHSA 	<p>Governing Years</p> <p>Bylaws Article 6, Board of Directors, Section 3 Term of Directors</p>	<ul style="list-style-type: none"> ● Clarity on the governing term - if a member comes in within a term, how long do they serve? They will serve the board term that they land in. ●

<p>B</p>	<p>Develop a standing rule absence policy to ensure the committee monitors attendance for directors and it is not left to staff to adjudicate absences.</p>	<ol style="list-style-type: none"> 1. Currently, the Bylaws nor the Standing Rules describe what constitutes an absence or excuse for a meeting whether committee or board meeting. 2. Historically, Board members will share with staff their absence reason and staff have marked the Board member as excused. 3. This priority should provide guidance on how to count an absence as excused or complete absence. 	<p>Bylaws Article 7, Meetings of the Board of Directors, and Article 8, Committees</p>	<ul style="list-style-type: none"> ● If a person is ill or if they cannot travel - that could be justifiable. ● At the time of the meeting, if a HS grantee is going through a review, they should be excused from the meeting. ● Bereavement ● Considering weather issues ● Military leave ● Travel can be made by agencies - what if the travel is not approved by an agency? E.g. VI Governor may not approve the request made by a program director/executive director. ● Possible to use the same set of standards for committee and board meetings. ● Connectivity issues if a member is not able to join during an e-meeting. ● What if we are traveling in between conferences and not able to join? ● Just in case of emergency pops up right before or if we are having difficulty with our technology and not able to fix it ourselves? We need to consider this. ● Consideration for travel which is either a flight delayed or canceled. ● Consequences are not really a part of this priority.
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<p>C</p>	<p>Develop a standing rule on non-board member committee participation including clarification of role and non-voting power.</p>	<ol style="list-style-type: none"> 1. Committees, such as Government Affairs and Finance, there are non-NHSA board members allowed to attend due to political knowledge or professional knowledge. 2. Article 8 Committees, Section 1, allows for non-board members to join the committees (except the Executive Committee). 3. The Bylaws nor the Standing Rules prescribe the voting powers of non-board members joining committees of the Board. 	<p>Bylaws Article 8, Committees</p>	<ul style="list-style-type: none"> •
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<p>D</p>	<p>Develop and conduct an impactful board member orientation (on going).</p>	<p>1. Continuous quality improvement! With a successful September 2019 orientation and welcoming of the Board, how do we keep making things better?</p> <p>2. For board members that join the board after the Fall orientation of the first year of the term (September 2019 for this term), the board members do not have a scheduled orientation.</p> <p>3. This matter highlights the need for Priority A.</p> <p>4. The linked article from Harvard Business Review shares learnings of onboarding which include involving as many members of the Board.</p>	<p>Run of Show</p> <p>Chairman Presentation</p> <p>Executive Director Presentation</p> <p>Vice-Chairwoman Presentation</p> <p>Board Manual</p> <p>Harvard Business Review article</p>	<ul style="list-style-type: none"> •
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<p>E</p>	<p>Develop and conduct ongoing board member development sessions for the in-person board meetings in Fall, Winter, and Spring.</p>	<p>1. This proceeds from Priority D, and encourages the exploration of additional board development sessions during in-person board meetings at the September, January, and April board meetings.</p> <p>2. Historically, we have done this haphazardly and staff believe we are missing the opportunity if it is a priority.</p> <p>3. If the priority is not relevant and important, the matter is null.</p>		<ul style="list-style-type: none"> ● If in-person - could that be at some set time such as the first 30 minutes? ● We like the idea of board development sessions, but they can be difficult for some of us during those months due to our agency operating schedule (September, January, and April). ● At the last board meeting at WLI, we started at 1PM with the business meeting. Since we already have the board members there, maybe we can do an hour ahead of time for board development session. ● Is there a possibility to schedule something at the conference where most board members are attending? That could help in getting people together. ●
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NHSA Board of Directors

Governance and Nominating Committee

FY 2019-2020 Committee Priorities

- A. Continue work towards the cohesiveness and alignment of the Regional Associations and NHSA governance model including elections, terms, and shared mission.
- B. Develop a standing rule absence policy to ensure the committee monitors attendance for directors and it is not left to staff to adjudicate absences.
- C. Develop a standing rule on non-board member committee participation including clarification of role and non-voting power.
- D. Develop and conduct an impactful board member orientation (on going).
- E. Develop and conduct ongoing board member development sessions for the in-person board meetings in Fall, Winter, and Spring.

Priority Rationale

Priority	Description	Rationale	Tools
A	Continue work towards the cohesiveness and alignment of the Regional Associations and NHSA governance model	1. From committee description responsibility 1) review and update of the articles and bylaws of the corporation, as well as Board operating policies and procedures	Governing Years Bylaws Article 6, Board of Directors,

Priority	Description	Rationale	Tools
	including elections, terms, and shared mission	<ol style="list-style-type: none"> 2. Provides for good governance of the board all beginning on time and ending on time as promised in their term of two years beginning on July 1 of the calendar year ending in an odd number 3. Unity of regional associations and NHSA 	Section 3 Term of Directors
B	Develop a standing rule absence policy to ensure the committee monitors attendance for directors and it is not left to staff to adjudicate absences.	<ol style="list-style-type: none"> 1. Currently, the Bylaws nor the Standing Rules describe what constitutes an absence or excuse for a meeting whether committee or board meeting. 2. Historically, Board members will share with staff their absence reason and staff have marked the Board member as excused. 3. This priority should provide guidance on how to count an absence as excused or complete absence. 	Bylaws Article 7, Meetings of the Board of Directors, and Article 8, Committees
C	Develop a standing rule on non-board member committee participation including clarification of role and non-voting power.	<ol style="list-style-type: none"> 1. Committees, such as Government Affairs and Finance, there are non-NHSA board members allowed to attend due to political knowledge or professional knowledge. 2. Article 8 Committees, Section 1, allows for non-board members to join the committees (except the Executive Committee). 	Bylaws Article 8, Committees

Priority	Description	Rationale	Tools
		3. The Bylaws nor the Standing Rules prescribe the voting powers of non-board members joining committees of the Board.	
D	Develop and conduct an impactful board member orientation (on going).	<ol style="list-style-type: none"> 1. Continuous quality improvement! With a successful September 2019 orientation and welcoming of the Board, how do we keep making things better? 2. For board members that join the board after the Fall orientation of the first year of the term (September 2019 for this term), the board members do not have a scheduled orientation. 3. This matter highlights the need for Priority A. 4. The linked article from Harvard Business Review shares learnings of onboarding which include involving as many members of the Board. 	Run of Show Chairman Presentation Executive Director Presentation Vice-Chairwoman Presentation Board Manual Harvard Business Review article
E	Develop and conduct ongoing board member development sessions for the in-person board meetings in Fall, Winter, and Spring.	<ol style="list-style-type: none"> 1. This proceeds from Priority D, and encourages the exploration of additional board development sessions during in-person board meetings at the September, January, and April board meetings. 2. Historically, we have done this haphazardly and staff believe we are missing the opportunity if it is a priority. 	

Priority	Description	Rationale	Tools
		3. If the priority is not relevant and important, the matter is null.	

Priority Calendar

		2019-2020												2020-2021												
		Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	
Priority																										
A	Current																									
	Suggested																									
B	Current																									
	Suggested																									
C	Current																									
	Suggested																									
D	Current																									
	Suggested																									
E	Current																									
	Suggested																									

Documents

- [Governing Years](#)
- [Bylaws and Standing Rules](#)
- [Board Manual](#)



NATIONAL HEAD START ASSOCIATION

Bylaws and Standing Rules

Bylaws and Standing Rules of the National Head Start Association

The current Bylaws are given in **boldface** flush left. They were amended and approved by the Board of Directors, June 27, 2008. Standing Rules are indicated by S.R. and are in regular type indented, and originally adopted on July 12, 2017.

S.R. 0.1.1 Defined Terms

As used in these Standing Rules, the following terms are defined as follows:
“Board” shall mean the Board of Directors of the National Head Start Association.

“The Corporation” shall mean the National Head Start Association.

“The Association” shall mean the National Head Start Association.

“Executive Committee” shall mean the Executive Committee of the Board.

Adopted 07/12/17

S.R. 0.1.2 Purpose

These Standing Rules relate to the Association’s Bylaws. Standing Rules shall be adopted, amended, or repealed by a majority vote of the Board. The purpose of these Standing Rules of the Association is to facilitate the work of the Board. The Standing Rules will determine the appropriate governance when conducting business.

Adopted 07/12/17

S.R. 0.1.3 Numbering

The Standing Rules noted in the document follow this naming convention:
[S.R. Article Number. Section Number. Number] Name. For example S.R. 4.1.1 Class E, refers to the Standing Rule in Article 4, Members, Section 1, Classes of Members, Number 1 on Class E members.

Adopted 07/12/17

S.R. 0.1.4 Adoption and Amendments

The Standing Rules noted in the document will follow this naming convention noting adoption of the Standing Rule and amendment of the Standing Rule:

[S.R. Article Number. Section Number. Number] xxxxxxxxxxxxxxxx xxxx
xx

XX.

Adopted MM/DD/YY; amended MM/DD/YY, MM/DD, YY, etc.
Adopted 07/12/17

Article 1

Name

The name of the corporation shall be the National Head Start Association (hereinafter referred to as “the corporation”).

Article 2

Office

The registered office of the corporation shall be located at 1201 Pennsylvania Avenue, N.W., Washington, D.C., or such other place in the District of Columbia as the Board of Directors may designate from time to time.

Article 3

Purposes

The corporation is organized and will be operated exclusively for charitable, scientific, literary, and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States internal revenue law). In furtherance of these purposes, the corporation will provide a national forum for the continued enhancement of the status of children, youth, and families.

Article 4

Members

Section 1: Classes of Members

The corporation shall have the following classes of members:

Class A. Class A members shall consist of those members of the corporation who are full-time directors of a Head Start grantee or delegate agency.

Class B. Class B members shall consist of those members of the corporation other than Class A members who are employed in a local Head Start program.

Class C. Class C members shall consist of those members of the corporation other than Class A or Class B members who are parents or legal guardians of children who are enrolled in a Head Start program.

Class D. Class D members shall consist of those members of the corporation other than Class A, Class B or Class C members.

Class E. Class E members shall consist of any Head Start grantee that is funded through the Department of Health and Human Services/Administration for Children, Youth and Families.

S.R. 4.1.1 Class E

The purpose of the Class E members is to allow all staff and parents of the grantees of an Early Head Start/Head Start/EHS-Child Care Partnerships grant that is funded through the Department of Health and Human Services/Administration for Children and Families to be served by the Association as members.

Adopted 07/12/17

Class F. Class F members shall consist of 50 Head Start Associations and one Head Start Association per Region. Regions recognized shall be I, II, III, IV, V, VI, VII, VIII, IX, X, and XI (American Indians), and XII (Migrant Programs). They shall be called NHSA Affiliates, and shall qualify based on criteria established by the NHSA Board of Directors.

S.R. 4.1.2 Class F

The purpose of the Class F members is to allow all fifty (50) state associations and twelve (12) regional associations to subscribe to membership of the Association.

Adopted 07/12/17

Section 2: Dues

The Board of Directors may determine from the time to time the amount of annual dues, if any, payable to the corporation by members of each class. Dues shall be payable in advance on the first day of July in each fiscal year. Dues of a new member shall be due on the first day of the month in which such new membership becomes effective for the remainder of the fiscal year of the corporation.

Article 5

Meetings of Members

Section 1: Notice

Meetings of members, regular or special, may be held within or without the District of Columbia upon not less than fifteen (15) days written or printed notice, delivered either personally or by mail, to each member entitled to vote at such meetings, subject to waiver of notice as provided in the District of Columbia Non-Profit Corporation Act. Such notice

shall state the special meeting, the purpose or purposes for which the meeting is called. Regular meetings shall be held at least once each year or more often as established by the members. Special meetings may be called by the Chairman, the Board of Directors, or members having at least one-twentieth (1/20) of the votes entitled to be cast at such meeting.

Section 2: Annual Meeting

Amended 4/08. The annual meeting of the members shall be held at a date and time established by the Board, the purpose of which shall be the transaction of any business that may be properly brought before the meeting.

S.R. 5.2.1 Annual Meeting

The Annual Meeting of the members of the Association shall be held during the Annual Conference every year. The membership shall be notified thirty (30) days in advance of the Annual Meeting.

Adopted 07/12/17

Section 3: Voting

Unless otherwise specified in these bylaws, each member of the corporation shall be entitled to one vote on each matter submitted to a vote for the members. A member may vote in person or by proxy executed in writing by the member or his/her duly authorized representative. In addition, voting on all matters may be conducted by mail in such manner as the Board of Directors shall determine.

Section 4: Quorum

At all meetings of members, either regular or special, one-tenth (1/10) of the members entitled to vote at such meeting, represented in person or by proxy, shall constitute a quorum. Unless otherwise specified in these bylaws, the affirmative vote of the majority of the members entitled to vote and present or represented by proxy at a meeting at which a quorum is present shall be necessary for the adoption of any matter voted upon by the members.

Article 6

Board of Directors

Section 1: Composition of the Board

The corporation's affairs shall be managed by a Board of Directors composed of forty-eight (48) directors. In addition, the immediate Past Chairman shall serve as an ex officio member of the Board of Directors.

Section 2: Election of Directors

Amended 6/08. Directors shall be elected by members of the corporation in each of the

twelve (12) Regional Head Start Associations to serve a term of office as provided for in Section 3 of this Article. Each Regional Head Start Association shall choose four (4) directors, one of each class of membership of Classes A, B, C, and D in the corporation. Qualification for office shall be determined as of the first day of taking office as a director and an individual shall remain qualified throughout his or her term of office. Notwithstanding the foregoing, each Regional Head Start Association must remain in good standing with the corporation in order for its representative directors to serve on the Board. Directors representing Regional Head Start Associations which are not in good standing shall be removed from the Board without need for further action of the Board.

S.R. 6.2.1 Election of Directors

The Election Protocol adopted by the Board on July 9, 2014 shall be followed in all elections including General and Special Elections. The Election Protocol is stated below:

ELECTION PROTOCOL

Beginning <date>, the Governance and Nominating Committee will open nominations for the following elected officer positions of the NHSA Board of Directors:

1. Chairman/woman
2. Vice Chairman/woman
3. Secretary
4. Treasurer

According to Article IX of the bylaws, all officers shall be elected from among the members of the Board of Directors by an affirmative vote of the members of the Board of Directors and shall hold office for a term of two years. The term for each elected position is two (2) years starting on July 1, <year> through June 30, <year>. The newly elected officer team will serve until June 30, <year>.

The Protocol, Officer Nomination Form (see Attachment A) and Description of Duties for each officer (see Attachment B) will be e-mailed to all NHSA Board of Directors and Regional Presidents no later than <date>.

Members of the NHSA Board of Directors who wish to run for office must submit the following three items no later than <date>.

1. One-page résumé that includes current contact information, including address, phone number and e-mail.

2. Letter from Regional President verifying that the candidate is duly-elected representative in their membership class and that they have the support of the Regional Board to run for an officer of the NHSA Board of Directors.
3. Completed NHSA Officer Nomination Form (Attachment A).

All three items must be submitted by e-mail to the NHSA Governance and Nominating Committee at the following e-mail address: nhsa-elect@nhsa.org on or before <date>.

Officer Nomination form and supporting materials will NOT be accepted by the Committee after <date> unless such candidate was subsequently recruited by the Governance and Nominating Committee.

In the event the Governance and Nominating Committee receives only one or no nomination, the Committee will identify and recruit qualified candidates, taking into account geographic diversity, membership class and area of expertise. Recruitment will be completed by <date>

The Governance and Nominating Committee will submit the final ballot with all candidates to the Board by <date> via email.

Election of the <year(two fiscal years)> Officer Team will occur on <date> at the regular Board Meeting from <time> <Time zone> at the <location address>. Prior to the vote by the NHSA Board of Directors, all prospective candidates will have an opportunity to speak for 5 minutes at the Board Meeting, regarding their candidacy, their qualifications and interest in the officer position.

The results of the election will be announced at the regular Board Meeting on <date>, and the <year(two fiscal years)> officer team will conduct their first meeting on <date>

NHSA members with questions about the nomination or election process should contact:

<Chair of the Governance and Nominating Committee>
<Contact Information>

ELECTION PROTOCOL TIMELINE

- | | |
|--------|---|
| <date> | Call for nominations of officers. Election procedures, NHSA Officer Nomination Form and description of duties of officers e-mailed to NHSA Board of Directors and Regional Presidents |
| <date> | DEADLINE to submit Officer Nomination Form and required candidate information to the Governance and Nominating |

Committee, nhsa-elect@nhsa.org

- <date> Closing date for Governance and Nominating Committee to complete recruitment, if necessary
- <date> Governance and Nominating Committee submits final ballot of candidates to the Board via e-mail
- <date> Election of <year(two fiscal years)> Officer Team to be held at a Regular Board Meeting during the <conference in conjunction with board meeting>
- <date> <year(two fiscal years)> Officer Team announced at the Board Meeting during the <conference in conjunction with board meeting>
- <date> <year(two fiscal years)> Officer Team assumes office

ATTACHMENT A – OFFICER NOMINATION FORM

Electronic submission of the nomination form and supporting documents must be received no later than <date>. Please email the completed nomination form and supporting documents to nhsa-elect@nhsa.org as a PDF (non-writable format) document.

Candidate's Name:
Head Start Program:
Head Start Program Address:
Phone Number:
Mobile:
E-mail:

Candidate nomination is for one (1) of the following Officer positions:

Chairman/woman
Vice Chairman/woman
Secretary
Treasurer

On separate pages, please provide a typewritten response to each of the following questions:

1. Please describe the reason(s) why you want to be an Officer of the NHSA Board of Directors.

2. Please describe what skills, experiences, perspectives and relationships you would bring as an Officer that could support and advance NHSA's mission and vision.
3. Please describe what you think are the most important issues the Board of Directors should focus on during your term in office.

Candidate Signature

Date

ATTACHMENT B – OFFICER DUTIES

Description of Duties

Article IX: Officers (NHSA Bylaws, amended June 27, 2008)

Section 7: Duties of the Chairperson

Amended 4/08. The Chairperson of the Board of Directors shall: (i) preside at all meetings of the Board of Directors and all meetings of the Executive Committee at which he or she is present; (ii) nominate committee memberships and committee Chairpersons; (iii) represent the Board at public functions; and (iv) perform such other duties as may be required of him or her by the Board of Directors. The Chairperson may elect to be an ex officio member of all standing and special committees of the Board. The Chairperson, or another officer designated by the Chairperson, may sign any document or instrument requiring the signature of an officer of the corporation which is necessary and incident to the purposes of the corporation.

Section 8: Duties of the Vice Chairperson

Amended 4/08. In the absence of the Chairperson, or in the event of his/her death, inability or refusal to act, the Vice Chairperson, unless otherwise determined by the Board of Directors, shall perform the duties of the Chairperson, and when so acting shall have all the powers of and be subject to all the restrictions upon the Chairperson.

Section 9: Duties of the Secretary

The Secretary shall keep accurate records of the acts and proceedings of all meetings of the Board of Directors and of the members. He/she shall give all notices required by law and by these bylaws. He/she shall have general charge of the corporation's books and records. He/she shall sign such instruments as may require his/her signature. He/she shall keep a register of the Post Office address of each director and officer of the corporation which shall be furnished to the Secretary by each officer and director.

He/she shall keep at the corporation's registered office in the District of Columbia a record of the names and addresses of all the corporation's members. He/she shall in general perform all duties incident to the office of the Secretary and such other duties as shall be assigned to him/her from time to time by the Chairman or

by the Board of Directors.

Section 10: Duties of the Treasurer

Amended 4/08. The Treasurer shall oversee the fiscal affairs of the Corporation, and shall report on the financial condition of the Corporation to the Board of Directors at its regular meetings, the annual meeting and at such other times as the Board may require.

Adopted 07/12/17

Section 3: Term of Directors

Amended 6/08. Each director so elected shall hold office for a period of two years starting on July 1 of the calendar year ending in an odd number and serving until his/her successor is elected and qualified, or until such time as he/she is removed as provided in this Article.

Section 4: Removal of Directors

Amended 4/08. Any director may be removed with or without cause by an affirmative vote of two-thirds (2/3) of the directors then in office.

Section 5: Vacancies

Any vacancy occurring in the Board of Directors may be filled by the members from the Regional Head Start Association from which the director's vacancy occurs. Any director so elected to fill a vacancy shall be a member of the same class of members as that of his/her predecessor in office and shall be elected for the unexpired term of his/her predecessor in office.

Section 6: Compensation

Directors shall not receive any compensation for their services as directors or officers of the corporation. Directors may be reimbursed for their expenses, if any, incurred in carrying out the purposes of the corporation, provided that such reimbursement in no way adversely affects the corporation's qualification under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States internal revenue law).

Section 7: Duties of the Board

Amended 4/08. The Board shall be responsible, among other duties, for:

- (1) Attending to any matter which the Board determines is in the best interest of the corporation and is within the purposes and objectives of the corporation;**
- (2) Setting policy, including approving public policy statements and overseeing the implementation of such policy;**

- (3) Approving committee members in accordance with the provisions of these bylaws;**
- (4) Periodically evaluating the corporation's achievements and using the knowledge gained to revise its mission, goals, objectives, plans and budgets as necessary and appropriate;**
- (5) Developing, adopting and periodically updating the major policies of the corporation including policies concerning personnel, financial management practices and Board operations;**
- (6) Hiring, annually evaluating, and, as appropriate, dismissing the Executive Director;**
- (7) Approving the annual budget, long- and short-range financial plans;**
- (8) Selecting the independent audit firm;**
- (9) Assuring that the corporation's activities are conducted in compliance with applicable federal, state and local laws and regulations;**
- (10) Taking all other necessary steps to assure the achievement of the purposes and objectives of the corporation; and,**
- (11) Fulfilling any other necessary or required duties and responsibilities.**

Section 8: Powers and Duties of Directors, Amended 4/08.

- (1) Directors shall act as fiduciaries to the corporation at all times including complying with the duties of care, loyalty and obedience.**
- (2) No individual director shall act for the Board or the corporation except as specifically authorized by the Board of Directors.**

Article 7

Meetings of the Board of Directors

Section 1: Notice

Amended 4/08. Meetings of the Board of Directors, regular or special, may be held within or without of the District of Columbia upon not less than fifteen (15) days notice to each director, either personally or by mail, telephone, or telegram, subject to waiver of notice as provided in the District of Columbia Non-Profit Corporation Act. Unless otherwise specified in these bylaws, neither the business to be transacted at, nor the purpose of, any

regular or special meeting of the Board of Directors need be specified in the notice or waiver of notice of such meeting.

Section 2: Meetings

Amended 4/08. The annual meeting of the Board of Directors shall be held at such time as determined by the Board of Directors the purpose of which shall be the transaction of such business as may be properly brought before the meeting. In addition, the Board of Directors may provide, by resolution, the time and place, either within or without the District of Columbia, for the holding of additional regular meetings. Special meetings of the Board of Directors may be called by the Chairperson or by written request of at least five directors. The place of the meeting shall be specified on the notice of the meeting.

S.R. 7.2.1 Frequency of Meetings

There shall be three face-to-face meetings of the Board scheduled concurrently with the two annual Leadership Institutes and the Annual Conference. There will also be three meetings by telephone conference call.

Adopted 07/12/17

S.R. 7.2.2 Annual Calendar Release

NHSA staff will distribute and release an annual calendar of meetings to the Board in May of each year.

Adopted 07/12/17

S.R. 7.2.3 Powers to Cancel Meetings

The NHSA Executive Director and Chairman/woman in agreement may cancel a scheduled Board meeting at their discretion.

Adopted 07/12/17

S.R. 7.2.4 Absence and Excused Policy

Should a director not be able to attend a board meeting, regular or special, they shall notify the Executive Director or his/her/their designee that they will not be attending the board meeting with as much advance notice as possible. The notification can be via email or telephone and should include the reason the director cannot attend the board meeting. Conflicts on a director's schedule for business reasons shall be counted as excused. Conflicts on a director's schedule for personal reasons will generally not be counted as excused, unless they are for an emergency, sickness, or bereavement. The record will be reflected in the roll call. When a director does not attend three consecutive meetings, the Secretary shall make a good conscious effort to communicate with the Region that the said director's absence is detrimental to the regional representation and that the Association values the opinion of the Region. Should the director continue to not attend meetings, the Board of Directors may remove a director as stated in the

powers of Article 6, Section 4, Removal of Directors.

Adopted XX/XX/XX

Section 3: Quorum

Amended 8/07. At all meetings of the Board of Directors, either regular or special, one-third (1/3) of the directors then in office shall constitute a quorum except for any meeting at which an election for officers of the corporation shall take place in which case the quorum requirement shall be one-half (1/2) of the directors then in office. Unless otherwise specified in these bylaws, the act of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors.

Section 4: Action Without A Meeting

Any action required or permitted to be taken at a meeting of the Board of Directors may be taken without a meeting if consent in writing, setting forth the actions so taken, shall be signed by all of the directors.

Section 5: Telephone Meetings

Unless otherwise provided in the Articles of Incorporation or these bylaws, any or all directors may participate in a meeting of the Board of Directors by means of conference telephone or by any means of communication by which all persons participating in the meeting are able to hear one another. Such participation shall constitute presence in person at the meeting.

S.R. 7.5.1

During FY2017-2018, the Board will adopt a trial period of reviewing the practice of attendance at board meetings by allowing board members the opportunity to dial-in for in-person board meetings. Should a board member request to dial-in for a scheduled in-person board meeting, that board member shall notify the Executive Director of NHSA a minimum of two weeks prior to the board meeting. The Association will then ensure a conference telephone is available at the in-person meeting. At the end of the trial year, the Governance and Nominating Committee of the NHSA Board of Directors will review S.R. 7.5.1. It is understood that the Board is exploring this change in practice, as board members have by tradition and previous agreement, agreed to attend three board meetings in-person per year and three board meetings via conference telephone per year, while only allowing board members to dial-in only for the portion of the General Election.

Adopted 07/12/17

S.R. 7.5.2

Upon analysis and subsequent review from the trial period referenced in S.R. 7.5.1, no changes will be made to the bylaws with regard to Article 7, Section 5. Should a board member request to dial-in for a scheduled in-person board meeting, that board member shall notify the Executive Director of NHSA a

minimum of two weeks prior to the board meeting. The Association will then ensure a conference telephone is available at the in-person meeting.

Adopted 10/08/18

Article 8

Committees

Section 1: Standing Committees

Amended 4/08. A standing committee is a permanent committee that shall consist of directors and members who shall be nominated by the Chairperson, subject to the approval of the Board. Standing committees, with the exception of the Executive Committee, may include persons who are not directors but are members of the corporation. Committee members shall be appointed by the Board for terms of one year each, provided, however that each committee shall include at least two directors and that the Chairperson of each committee is a director. All standing committees shall operate within the policies of the Board of Directors. The standing committees are:

- (a) Executive Committee.** The Executive Committee shall be comprised exclusively of directors and shall be authorized to act for the corporation in all matters during the interim periods between meetings of the Board of Directors. The Executive Committee shall consist of the Board officers and the Chairpersons of each standing committee and shall notify the Board of any actions that it has taken. Such actions shall not conflict with the policies and expressed wishes of the Board, and all matters of major importance shall be referred to the Board. The Executive Committee is also responsible for making recommendations regarding the personnel policies of the Corporation, employment practices, employee benefits and personnel relations and for reporting on issues related to compliance with the policies as well as all state and federal laws and regulations.
- (b) Finance Committee.** The Finance Committee is responsible to monitor and make recommendations regarding the financial status and policies of the corporation, including fiscal planning, budgeting, policy development, and financial performance. The Finance Committee is also responsible for making recommendations on the selection of an audit firm, reporting on and overseeing the annual independent financial audit and ensuring that any valid audit findings are resolved or corrected.
- (c) Governance and Nominating Committee.** The Governance and Nominating Committee is responsible for: (i) review and update of the articles and bylaws of the corporation, as well as Board operating policies and procedures; (ii) orientation of new directors; and (iii) review, revision and implementation of Board election procedures including the certification of election results.
- (d) Government Affairs Committee.** The Government Affairs Committee is responsible for developing the corporation's legislative and regulatory agenda, formulating strategies for advancing that agenda, soliciting input from members including State and Regional

Head Start Associations on state and federal policy issues, and overseeing a communications system that educates members and the public about the corporation's position on issues of importance.

- (e) Research and Evaluation Committee. The Research and Evaluation Committee is responsible for: (i) tracking research on the Head Start program, as well as other services that affect low-income and at-risk pre-kindergarten children and their families; (ii) developing and implementing processes for soliciting input from member programs on issues and areas of interest, and informing members and the Board of the results of current research;**
- (f) Resource Development and Member Services Committee. The Resource Development and Member Services Committee is responsible for developing, implementing and evaluating member services, developing and implementing strategies for retaining and increasing membership, ensuring that the corporation is responsive to the needs of its members and fund development.**

S.R. 8.1.1 Scheduling of Executive Committee

The Executive Committee meetings shall be scheduled as needed by Board Chairman/woman or Executive Director.

Adopted 07/12/17

S.R. 8.1.2 Combined Executive Committee and Board Meetings

Combined meetings of the Board of Directors and Executive Committees may be scheduled as needed by the Board Chairman/woman or Executive Director.

Adopted 07/12/17

S.R. 8.1.3 Executive Committee Evaluation of the Executive Director

The Executive Committee shall be responsible for conducting the Executive Director's annual performance assessment and will present it to the full Board for action at the Annual Conference Meeting. Any wage change resulting from the annual performance assessment will be effective the beginning of the fiscal year.

Adopted 07/12/17

S.R. 8.1.4 Director and Member Participation and Voting

Article 8, Section 1 Standing Committees details the ability of directors and members to serve on committees at the nomination of the Chairperson and approval of the Board of Directors. A director has the ability to vote on business before a committee, a member of the Association may join the meeting as part of the stated nominated and approved process, and discuss business before the committee meeting but has no voting power.

Section 2: Special Committees

Amended 4/08. Special committees may be created by a resolution of the Board. Except as otherwise provided in such resolution, each member of such a committee shall be a director appointed to the committee by the Board. Any member thereof may be removed by vote of the Board whenever in the Board's judgment such removal is in the best interests of the Corporation.

Section 3: Duties

Amended 4/08. It shall be the duty of each committee to make regular reports to the Board and at such other times as may be requested by the Chairperson of the Board. In addition to the respective duties specifically assigned to the various committees by these bylaws, each committee shall perform such other duties as may be requested by the Board. The recommendations of all committees shall be subject to examination, review and approval by the full Board.

Section 4: Term of Office

Amended 4/08. Each member of a committee shall continue as such until his/her successor is appointed, unless the committee shall be sooner terminated, or unless such member resigns from the committee or is removed from the Board.

Section 5: Committee Chairperson

Amended 4/08. One member of each committee shall be appointed committee Chairperson by the Chairperson of the Board, except that the Chairperson of the Board shall be the Chairperson of the Executive Committee and the Treasurer shall be the Chairperson of the Finance Committee. All committee Chairpersons shall be members of the Board of Directors.

Section 6: Resignation

Amended 4/08. Any member of a committee may resign at any time by giving written notice of such resignation to the Chairperson of the committee or the Chairperson of the Board.

Section 7: Resignation or Removal from the Board

Amended 4/08. Resignation or removal from the Board of Directors shall constitute resignation or removal from any committee of the Board on which that director serves.

Section 8: Vacancies

Amended 4/08. Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointments.

Section 9: Meetings

Amended 4/08. Each committee shall meet upon the call of the Chairperson thereof, or upon the call of the Chairperson of the Board, or the Secretary, which call shall indicate the date, time and place of the meeting. If regular meeting times are established, no notice

of committee meetings is necessary. If a special meeting is called, the notice provision of Article VII, Section 1 of these Bylaws shall apply.

S.R. 8.9.1 Changes and Cancellations

The meeting Chairperson, with concurrence of the Executive Director, may change or cancel any regular meeting when deemed necessary.

Adopted 07/12/17

Section 10: Quorum and Voting Requirements

Amended 4/08. The presence at any committee meeting of a majority of the members of such committee shall be sufficient to constitute a quorum for taking such action as the committee is authorized by these Bylaws or the full Board to take. Action by a majority of the committee members present at such meeting shall constitute action of the committee.

Section 11: Minutes

Amended 4/08. All committees shall maintain minutes of the meetings of the committee.

S.R. 8.11.1 Committee Reporting

Committee reports to the Board are due two (2) weeks prior to the regularly scheduled Board meeting.

Adopted 07/12/17

S.R. 8.11.2 Regional Reporting

The annual Board Certification process adopted by the Board on May 16, 2016 will identify the individual responsible for submitting regional reports due two (2) weeks prior to the regularly scheduled Board meeting.

Adopted 07/12/17

Article 9 Officers

Section 1: Officers of the Corporation

Amended 4/08. The officers of the corporation shall consist of an Executive Director, a Chairman, a Vice Chairman, a Secretary, a Treasurer, and such other categories of officers as the Board of Directors may determine from time to time. No person may hold more than one office.

Section 2: Election, Appointment and Term of Elected Officers

Amended 6/08. All elected officers of the corporation shall be elected from among the members of the Board of Directors by an affirmative vote of the members of the Board of Directors. An officer, so elected, shall hold office for term of two years and until his/her

successor shall have been elected and qualified or until such time as he/she is removed as provided in Section 3 of this article.

Section 3: Removal of Elected Officers

Amended 4/08. Any officer or agent elected by the Board of Directors may be removed at any time by the affirmative vote of a majority of the directors then in office whenever, in their judgment, the best interests of the corporation will be served thereby.

Section 4: Vacancies

Amended 6/08. Any vacancy occurring in an elected office of the corporation may be filled by the affirmative vote of a majority of the directors then in office. Any officer so elected to fill a vacancy shall be elected for the unexpired term of his/her predecessor in office; such term will not count for purposes of determining a limitation on serving in office as provided for in Section 5 below.

Section 5: Limitation of Term

Amended 6/08. No member of the Board of Directors may serve more than two consecutive terms in any single office, and no member of the Board of Directors may serve more than four consecutive terms in any office of the corporation. Only terms of office starting on or after July 1, 2009 shall be counted in determining whether a member is prohibited from running for a Board office as provided for herein.

Section 6: Bonds

Amended 4/08. The Board of Directors may by resolution require any officer, agent, or employee of the corporation to give bond to the corporation, with sufficient sureties, conditioned on the faithful performance of the duties of his/her respective office or position, and to comply with such other conditions as may be required from time to time by the Board of Directors. The premiums for all such bonds shall be paid by the corporation.

Section 7: Duties of the Chairperson

Amended 4/08. The Chairperson of the Board of Directors shall: (i) preside at all meetings of the Board of Directors and all meetings of the Executive Committee at which he or she is present; (ii) nominate committee memberships and committee Chairpersons; (iii) represent the Board at public functions; and (iv) perform such other duties as may be required of him or her by the Board of Directors. The Chairperson may elect to be an ex officio member of all standing and special committees of the Board. The Chairperson, or another officer designated by the Chairperson, may sign any document or instrument requiring the signature of an officer of the corporation which is necessary and incident to the purposes of the corporation.

Section 8: Duties of the Vice Chairperson

Amended 4/08. In the absence of the Chairperson, or in the event of his/her death, inability or refusal to act, the Vice Chairperson, unless otherwise determined by the Board of Directors, shall perform the duties of the Chairperson, and when so acting shall have all the powers of and be subject to all the restrictions upon the Chairperson.

Section 9: Duties of the Secretary

The Secretary shall keep accurate records of the acts and proceedings of all meetings of the Board of Directors and of the members. He/she shall give all notices required by law and by these bylaws. He/she shall have general charge of the corporation's books and records. He/she shall sign such instruments as may require his/her signature. He/she shall keep a register of the Post Office address of each director and officer of the corporation which shall be furnished to the Secretary by each officer and director. He/she shall keep at the corporation's registered office in the District of Columbia a record of the names and addresses of all the corporation's members. He/she shall in general perform all duties incident to the office of the Secretary and such other duties as shall be assigned to him/her from time to time by the Chairman or by the Board of Directors.

Section 10: Duties of the Treasurer

Amended 4/08. The Treasurer shall oversee the fiscal affairs of the Corporation, and shall report on the financial condition of the Corporation to the Board of Directors at its regular meetings, the annual meeting and at such other times as the Board may require.

Section 11: Selection, Evaluation, Removal and Duties of the Executive Director
Amended 4/08.

(a) **Selection:** The Board of Directors will select, hire, annually evaluate the performance of, and, at its discretion, terminate the Executive Director.

(b) **Duties:**

- i. The Executive Director is an agent of the Board and is accountable to the Board. He or she shall be subject to the control of the Board of Directors, shall have responsibility for the general care, supervision, and direction of corporate affairs in furtherance of the policies and programs established by the Board of Directors. The Executive Director's duties and compensation will be consistent with these bylaws, and shall be prescribed in an employment contract by the Board of Directors.
- ii. The Executive Director may negotiate and execute grants and contracts for the corporation, and report such actions that may have a material impact upon the corporation promptly to the Board of Directors; except that the Board of Directors may specify from time to time limits on the authority of the Executive Director to execute such documents without prior Board approval and may also designate specific proposed contracts to be submitted to the Board for approval prior to execution.
- iii. The Executive Director shall have the authority to employ, supervise, and discharge staff in accordance with the policies established by the Board of Directors.
- iv. The Executive Director shall have the authority to conduct an annual self-

assessment of the corporation and its operations and to amend the corporation's policies to establish procedures for conducting and reviewing the results of the annual self-assessment.

- v. The Executive Director shall perform such other duties and exercise such other powers as may be assigned by the Board of Directors.**
- vi. The Executive Director or his/her designee shall attend all meetings of the corporation's Board of Directors and its committees, unless the Board requests the Executive Director's absence during evaluation of his or her performance or during other meetings as determined by the Board.**

S.R. 9.11.1 Evaluation of the Executive Director

Refer to S.R. 8.1.3 Executive Committee Evaluation of the Executive Director, for further guidance.

Adopted 07/12/17

Article 10

Contracts, Loans, Checks, and Deposits

Section 1: Contracts

The Board of Directors may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances.

Section 2: Loans

No loans shall be contracted on behalf of the corporation and no evidence of indebtedness shall be issued in its name unless authorized by a resolution of the Board of Directors. Such authority may be general or confined to specific instances.

Section 3: Checks and Drafts

All checks, drafts, or other orders for the payment of money issued in the name of the corporation shall be signed by such officer or officers, agent or agents of the corporation, and in such manner as shall be determined from time to time by resolution of the Board of Directors.

Section 4: Deposits

All funds of the corporation not otherwise employed shall be deposited from time to time to the credit of the corporation in such depositories as the Board of Directors may select.

Article 11

General Provisions

Section 1: Waiver of Notice

Whenever any notice is required to be given to any director or other person under the provisions of these bylaws, the Articles of Incorporation, or by applicable law, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be equivalent to the giving of such notice.

Section 2: Auditors

Amended 4/08. A certified public accountant shall be employed to audit the books of the corporation, or any fiscal year of the corporation, and at such other time or times, and for such periods as the Board may deem advisable, and to furnish reports on such audits to the Board.

Section 3: Prohibition Against Sharing in Corporate Earnings

No member, director, officer or employee of, or person connected with the corporation, or any other private individual shall receive at any time any of the net earnings or pecuniary profits from the operations of the corporation, provided that this shall not prevent the payment to any such person of such reasonable compensation for services rendered to or for the corporation in effecting any or its purposes as shall be fixed by the Board of Directors; and no such person or persons shall be entitled to share in the distribution of any of the corporate assets upon the dissolution of the corporation. All members, directors, and officers of the corporation shall be deemed to have expressly consented and agreed that upon such dissolution or winding up of the affairs of the corporation, whether voluntary or involuntary, the assets of the corporation, after all debts have been satisfied, then remaining in the hands of the Board of Directors shall be distributed, transferred, conveyed, delivered, and paid over, in such amounts as the Board of Directors may determine or as may be determined by a Court of competent jurisdiction upon application of the Board of Directors, exclusively to charitable, religious, scientific, literary, or educational organizations that would then qualify under the provisions of Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States internal revenue law).

Section 4: Exempt Activities

Notwithstanding any other provision of these bylaws, no member, director, officer, employee, or other representative of this corporation shall take any action or carry on any activity by or on behalf of the corporation not permitted to be taken or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States internal revenue law) or by organizations contributions to which are deductible under Section 170(c)(2) of such Code (or the corresponding provision of any future United States internal revenue law).

Section 5: Fiscal Year

The fiscal year of the corporation shall begin on the first day of July and end on the last day of June in each year.

Article 12

Amendments

Amended 4/08. These bylaws may be amended or repealed and new bylaws may be adopted by the affirmative vote of a majority of the directors then in office, provided that prior written notice has been given to all members of the Board of Directors of the proposed amendments at least fifteen (15) days in advance of the meeting, and provided further that no such action shall be taken if it would in any way adversely affect the corporation's qualification under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States internal revenue law) and provided further that any such action that would affect the voting rights of the members of the corporation shall be posted on the corporation's website and the corporation shall inform its members of that posting by using its customary methods of conveying information to its membership.



NATIONAL HEAD START ASSOCIATION

Board of Directors Regional Head Start Association Report

Region: 1

Date of Report: 9/10/2020

Section I: Brief description of regional issues or concern:
(NHSA is interested in understanding issues occurring in your region that affect your ability to operate high quality programs.)

- Because HSSCO dollars do not cover full salary and fringe for director positions, there are numerous challenges within states related to the scope and workload for the director positions.
- Staffing challenges within programs. Remote or hybrid school schedules for children of employees have resulted in resignations and leave requests.
- Increased costs of operations.
- Variations between rules of partnership programs and their related regulatory bodies (State DOE, Child Care, etc.).

Section II: PROPOSED RECOMMENDATIONS FOR NHSA TO PURSUE
(Describe issues that have a national perspective that are not on NHSA’s current Policy Agenda.)

- Ample funding for Head Start State Collaboration Offices to allow for single focus positions.

Report Submitted By: Kristen Holzinger

Contact Information	
Karen Ennis Board Chair kennis@triumphinc.org (508) 822-5388	Kristen Holzinger Executive Director nehsa.director@gmail.com (207) 441-1053



NATIONAL HEAD START ASSOCIATION

Board of Directors Regional Head Start Association Report

Region: Region 3
Date of Report: September 16, 2020

Section I: Brief description of regional issues or concern:

Enrollment is a major concern.

Many programs are under enrolled for the first time. Families are just not engaged.

How to track attendance in the HSES blended, virtual, hybrid, asynchronous

How will 3-year and 4-year old Universal Pre-K affect HS programs?

Also, if Universal Pre K programs are suffering in terms of enrollment due to COVID 19, what does that mean for Head Start providers. We are already in competition for slots and it seems that both are feeling the effects.

Staffing: programs are struggling to find enough teachers and staff to fill positions.

Staff are not able to return to work since Public Schools are all virtual and they need to be at home.

Staff still are uncertain about returning to work based on health concerns.

Subsidy dollars are on the verge of ending September 31st, which affect EHS/HS providers and especially our Child Care Partners.

Grantees are unsure about expenses that were allocated to budget lines that were around in person, i.e., transportation, meals, etc.

Section II: PROPOSED RECOMMENDATIONS FOR NHSA TO PURSUE

Assess if programs will be able to use the 1.7B in stimulus funding we are asking for. Now that it appears most programs will be virtual for a significant part of this academic year they are wondering how they will spend all of their grant funding.

Section III Comments:

NHSA's response has been excellent supporting programs during the Covid - 19 Pandemic.

Keep preparing us so we are ready if reauthorization of Head Start becomes a possibility.

Submitted by Jamal Berry, Region 3 Vice President (Acting President)

NHSA Board of Directors

Regional Head Start Association Report

1651 Prince Street | Alexandria, Virginia 22314
T: (703) 739-0875 | F: (703) 739-0878 | www.nhsa.org

Region: Region 4 Head Start Association

Date of Report: September 18, 2020

Section II: Brief Description of Regional Issues or Concern

1. Present risk and future impact of COVID 19:
 - a. Grantees navigating operations and balancing safety during pandemic
 - b. Sustainability of state/regional associations
 - c. Possibility of additional CARES Act funding and FY 2020 funding updates
2. Amidst the Black Lives Matter movement, grantees must elevate the voices and lives of people of color through policies, practices, curriculum and actions to create equity in the classroom/agency and respect for history, culture and experiences.
3. Selection and onboarding of new Regional Program Manager for Region 4. Position vacated 5/8/20.
3. Current administration's plans for Head Start (i.e. funding levels, options).

Section III: Proposed Recommendations for NHSA to Pursue

Regional President Contact Information

Name: Nannette Phillips, DBA

Title: President – Board of Directors

Email: nannettebp@gmail.com

Association Contact Information for President – Board of Directors

Region IV Head Start Association

Post Office Box 1049, Snellville GA 30078

Phone: 770.490.9198

Fax: 770.696.2768

Other Contact Information

Signature: Region Head Start Association, President

Report Submitted by: Myra Ingram, MBA (mingram@rivhsa.org)

Date: September 18, 2020

Title: Executive Director



NATIONAL HEAD START ASSOCIATION

Board of Directors Regional Head Start Association Report

Region: V

Date of Most Recent Board Meeting: July 23, 2020

Section I: Brief description of regional issues or concern:

(NHSA is interested in understanding issues occurring in your region that affect your ability to operate high quality programs.)

1. As the start of a new school year draws near, will Head Start programs have adequate staff to operate if public schools are providing services virtually? (Many staff members have young children and if public schools are operating virtually staff may have to remain at home with their children.)
2. Will programs continue to have wage flexibility after September 30th?

Section II: Issues forwarded to NHSA for consideration:

1. Minimum wage increases in some states are impacting Head Start and Early Head Start eligibility.
2. Early Head Start needs to be included as a home visiting model in the Family First Prevention Services Act.
3. Continue to identify Head Start as the premier early childhood intervention system in the United States which must be sustained and continually improved.
4. Continue to strengthen state associations so that the strength of NHSA is multiplied by 50.

Regional President contact information:

Name: Kathy Fudge-White

E-mail: kfudgewhite@cc-doj.org

Report submitted by: Debbie Beeler

Title: Director Representative from Region V

Date: September 19, 2020



NATIONAL HEAD START ASSOCIATION

**Board of Directors
Regional Head Start Association Report**

Region: VII

Date of Report: September 18, 2020

Section I: Brief description of regional issues or concern:
(NHSA is interested in understanding issues occurring in your region that affect your ability to operate high quality programs.)

- Building relationships/partnerships while being apart
- Best practices for providing an environment of calm and safety
- Addressing additional trauma due to Covid and isolation
- Clear OHS direction for use of Covid funds, and operating requirements

Section II: PROPOSED RECOMMENDATIONS FOR NHSA TO PURSUE
(Describe issues that have a national perspective that are not on NHSA's current Policy Agenda.)

Report submitted by: Mike Baugher
Date: September 18, 2020
Title: Director of Executive Services

SUMMER 2020

HEAD START

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Region VII Head Start Association

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Thank You

TO OUR
CONTRIBUTORS!



TIFFANY SHONERD
Children Services Director for Blue
Valley Community Action Head Start



JESSICA HOFFMAN
Director of Development & Community Relations
Growing Futures Early Education Center, Inc.



ANGELA K. ANTHOLZ
Head Start and Deputy Director
Southeast Nebraska Community
Action Partnership, Inc.



PATRICIA A. WASHINGTON
Vice President of Communications
Urban League of Metropolitan St. Louis, Inc.



BECKY HYSELL
Facilities/Transportation/QA/Emerg Mgmt
South Central Iowa Community Action Program

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Contact us at:

R7HSA, 312 SW Greenwich Dr., Ste. 105,
Lee's Summit, MO 64082

Phone: 816.550.6388

Email: mikebaugher@r7hsa.com | R7HSA.com

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Head Start Mourns the Passing of **CONGRESSMAN JOHN LEWIS**

July 18, 2020

WASHINGTON, DC – The National Head Start Association’s Executive Director, Yasmina Vinci, issued the following statement on the legacy of U.S. Representative and Civil Rights icon John Lewis, who passed away Friday at the age of 80.

“The Head Start community mourns the loss of Congressman John Lewis, a transformative leader and longstanding champion for Head Start children and families across the country,” Vinci said. “In his more than three decades in Congress, Representative Lewis showed us what it meant to be a true leader, to stick to one’s principles, and to embrace ‘good trouble,’ when it means fighting for what is right.”



“The Head Start community will greatly miss Representative Lewis’s passionate commitment and his conscious leadership on Capitol Hill. We offer our heartfelt condolences to his family.”

A strong advocate for children and families, Congressman Lewis spoke up in support of Head Start many times over the years. During difficult budget negotiations in 2013, when Head Start’s funding was in danger, he noted that “Head Start was an important innovation of the civil rights movement,” referring to how Head Start was created in 1965 to give at-risk children of all backgrounds the opportunity to succeed in school and in life regardless of their circumstances at birth.

Prior to his election to Congress in 1987, Representative Lewis was chairman of the Student Nonviolent Coordinating Committee (SNCC) and a principal organizer of the 1963 March on Washington. We seek to honor his legacy by continuing the fight for racial equality and supporting all children in reaching their full potential with the Head Start model.

Collaborating Actively in Meaningful Planning (CAMP) Series

OFFICE OF HEAD START CAMP

On-Demand Series

The Office of Head Start (OHS) created a six-week conversation series to address questions and concerns about offering Head Start and Early Head Start services during the coronavirus disease 2019 (COVID-19) pandemic.

Programs have done amazing and innovative work delivering services under the fluctuating conditions of COVID-19. Moving forward will require continued innovation and agility. Many grantees have questions about meeting the Head Start Program Performance Standards (HSPPS). OHS would like to provide clear guidance, where possible, to help programs continue to operate successfully.

The Collaborating Actively in Meaningful Planning (CAMP) series focuses on practical matters to support Head Start program planning and decision-making. In weekly conversations, OHS reinforces the flexibilities and discretion programs have when designing services. They also identify areas where flexibilities do not exist. As grantees rethink how they design and deliver services, OHS will prioritize areas of immediate concern to programs and revisit them as conditions change.

TOPICS:

- Breaking News
- Group sizes, ratios, staffing, and locally designed options
- Eligibility, recruitment, selection, enrollment, and attendance (ERSEA)
- §1302 Subpart I Human Resources Management
- §1301 Program Governance
- Timelines in HSPPS
- Subpart C - Education and Child Development Program Services, 45 CFR §1302
- §1302 Subpart E Family and Community Engagement
- Walk-through of ECLKC COVID-19 Resources
- §1302 Subpart D Health Program Services

<https://eclkc.ohs.acf.hhs.gov/about-us/coronavirus/ohs-covid-19-updates>

The registration link can be used for on-demand viewing. The recordings will be available on-demand until October 15, 2020.



The True Cost of Reopening Head Start: Stories from the Front Lines

As many Head Start programs prepare to re-open for a new school year and others continue providing in-person services over the summer, the reality of additional COVID-related costs continues to become clearer. This summer, NHSA is meeting virtually with Head Start directors from each state and territory to hear firsthand of the latest challenges they are facing with respect to reopening or staying open. **Their stories underscore the urgency of securing [\\$1.7 billion in COVID-19 relief funding](#) to help address additional costs.**

Challenges with Facilities

- “ My program partners with our school district, but this year the school will only have room for our four year olds in order to comply with [social distancing requirements](#). We are trying to find a place for our three year-olds, but so far have not been successful.”
- “ Our programs have strong partnerships with the public schools. Even so, we’ve lost our classroom space in two elementary schools because they need the additional classroom space to spread out their kindergarteners. So now we are struggling to quickly find new space that is affordable and safe. This is disruptive and expensive.”
- “ We rent space from school districts who are now closing. It is unclear whether we will be able to still access this space.”



Challenges Specific to Rural and Native Communities

- “ We serve four communities that are very remote. We have organized virtual trainings led by an Oklahoma company that specializes in trauma training for Native communities. We desperately need this training, given what we are seeing with our children and families, but we are worried staff won’t have [Internet access](#) to be able to participate. Also, quarantine restrictions between villages have been strict to try and keep the virus at bay. It is unclear whether these restrictions will prevent in-person training. [Additional transportation](#) is also a challenge given how remote we are.”



Staff Health and Turnover

“ Staff mental and physical health have always been a top priority, but recently, we are seeing it play out in new ways. It is difficult to know what is the ‘right’ thing to do when official guidance is always changing and school district plans are uncertain, all of which is taking a toll. When we announced we were reopening our center in August, **we had three teachers say they were not coming back**. I expect more will do so in upcoming weeks. Now I have to scramble to find qualified replacement teachers, which is not easy.”

Cost of Cleaning and Cleaning Supplies

- “ Cleaning and cleaning supplies are a bigger investment in our budget than we’d originally anticipated a few months ago. We’ve created a tracker to get a better sense of how many supplies are needed, but we know that costs will be increasing once more students enroll in the fall.”
- “ **The price of cleaning supplies has tripled** in recent months. We can’t even get the products we typically use due to shortages. We’re finding that alternative products can have restrictions on how they are used in places where young children touch, which takes more staff time to use properly. We are also looking at other additional options like UV cleaning and sprayers.”



Additional Transportation Costs

“ Since our children are so young, we need an adult on each bus in addition to the driver. Since the **maximum bus capacity** is lowered to six, we’re only able to have five children on each bus. This is incredibly expensive!”

Technology Needs

- “ We have a new understanding of the financial challenges faced by staff. We were surprised how many **programs had to supply technology support for staff** for them to be able to deliver services remotely.”
- “ When we first shut down, we knew staff needed tech support, such as tablets and software, to be able to work remotely with their children. What we did not anticipate was how many staff also needed broadband support so they can actually use the online learning tools effectively. This continues to be a significant need.”



Miss Kait with Dimitri, JoJo, Camden, and William. (not pictured, Kim Baker)

More than just a Summer Program

DUE TO COVID-19

Submitted by Tiffany Shoner, Children Services Director
Blue Valley Community Action Head Start, Wymore Nebraska

Many thoughts, feelings, data, and news stories surround the COVID pandemic. But those do not reflect the feelings of a preschooler heading into kindergarten. I truly understood this after one of my Head Start teachers told me a wonderful story during the first week of the summer program.

When Covid-19 reached the Head Start program in mid-March, the program had to close its doors to in classroom education, just as all schools across Nebraska did. This was a hard social emotional concept for many old and young. The Wymore Head Start students were able to see their teachers via online and sometimes from a distance while they were delivering food packages during the last part of their 2019-2020 school year.

For about 16-17 weeks the Head Start kids did not see each other face to face, until they were able to attend the first ever summer program on July 7th. The students who attended were about to venture onto Kindergarten in a few weeks. As a part of the CARES Act Funding from the Administration for Children

and Families, the summer program's intent is to serve those Head Start preschoolers entering Kindergarten to get them school ready. The school readiness comes in many forms such as cognitive, social emotional, getting updated on shots, a routine, and eating healthy meals to name a few. The BVCA staff are happy to be able to provide the comprehensive services for the children and, honestly the opportunity for one more chance to teach their students for a few more weeks before sending them off to experience their next milestone.

The four weeks of the summer program, Miss Kait, and her five kindergarten bound students worked on all the skills needed for kindergarten while having fun. They did lots of bug investigations and played outside in the fresh air. Miss Kait was excited to see the joy of learning was still there. Although, the cognitive piece was at the forefront of Miss Kait's planning, she also knew the social emotional piece was just important. One student confirmed this importance when Kait heard a heartwarming story from his mom.

The mom told Miss Kait and the Wymore Head Start staff that her son felt confused and sad when school closed during the spring. He really thought his friends didn't like him anymore. He told his mom, "I thought I didn't have friends anymore". Mom then stated that he was so excited when he heard he was able to go back! When he entered the classroom on the first day, mom and the staff could see and feel how ecstatic and over-joyed he was to come back. He repeatedly said, "I missed you, I missed you", to all his friends and the Wymore staff. Miss Kait stated that this filled the classroom and everyone's heart with love all over again.

This is what keeps the Head Start staff going, knowing how much we are needed by children and families. It is no different during the time of pandemic. We are grateful to be able to participate in the summer program through the grant. We were also able to have three other classrooms participate through our service area at Blue Valley Community Action.

The importance of the summer program is not only to be kindergarten ready due to COVID-19 setbacks, but to simply know your friends are still here and love is in the Head Start world.



- Wash your hands.
- Stay 6 feet apart.
- Wear a mask.
- Stay home if you're sick.

We're all in this together.



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R7HSA 

Region VII Head Start Association

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NEWSLETTER

VOL. 3, ISSUE 1

JULY 2020

J. HOFFMAN

Jessica Hoffman, Director of Development & Community Relations

A Glimpse Of Our Month Open



From March 23rd to June 2nd, Growing Futures remained closed due to COVID-19. With guidance of the Kansas Department of Health and Environment, Johnson County Government and the Center for Disease Control (CDC), we made the decision to reopen on June 3rd. With 19 pages of new precautions and procedures in place, we began welcoming students back to the school. This wouldn't have been possible without the help and support of our community partners and friends who made hundreds of masks for staff and students. Despite our cautious efforts, COVID-19 found its way into our facility on 6/24 and a second case appeared on 6/29. The Johnson County Health Department and the Kansas Department of Health and Environment Child Care Licensing were all immediately notified of our cases. As the health and safety of our children and staff continues to be our top priority, we made the decision to close our facility on 6/29, as a precautionary measure. We completed the remainder of the 2019/2020 school year (through July 2), virtually. We also began our new 2020/2021 school year on July 13, virtually. Currently, our projected reopening date for the facility will be August 3rd. We encourage our Growing Futures family and friends to continue practicing safety precautions within our community. In the meantime, stay safe and healthy.

Community Giving



In times such as these, it's more important than ever to have the support of so many friends in the community. In a time of hardships, challenges and ever-evolving changes, the support of our partners has kept us going, both physically and mentally. This month, we had the Rotary Club of Shawnee drop off another 165 masks for new school year. Our friends at TJ Maxx in Lenexa donated over 100lbs of Playdough and leftover Easter supplies from their surrounding stores. We had retired teachers donate new, unused supplies to our teachers. A former volunteer who will be moving soon, donated a \$500 giftcard to a furniture store to help our families in need right now. Great Western Bank even came to wash all of our windows, externally, so we would have a bright and shiny view for our reopening. The Rotary Club of Shawnee Mission came to beautify our facility by planting flowers in all of our planters to add life and color to our playground area. No matter how big or small the contributions, we appreciate every one of you, greatly! We truly have the best community partners an organization could ask for...especially in times like these.



Finding the Help We Needed

Submitted by Becky Hysell, SCICAP Head Start/EHS

It is always a challenge in South Central Iowa to find affordable resources for any area of program needs! This past fall, our program hit the jackpot of finding that special resource — Chariton Community School Building Trades Class was a lifesaver for the SCICAP Head Start located in Chariton, IA!

The stringer support for our deck on the Head Start double classroom mobile unit had run its time and came off of the building. Two years prior, the deck had the fascia boards replaced, so they were still in adequate shape. When finding bids to fix the stringer, there were several obstacles for this very rural, small populated area and bids were coming in at over \$20,000. The facility specialist shared the obstacles and frustration of not only the safety aspect, but bids and availability of carpenters to repair it with management staff. The local staff members suggested we contact the Chariton High School Building Trades Class.

A win-win for everyone! As timing would have it, the class was in between projects and the instructor said he would come and look at our deck. The project became possible and here came the young men and their instructor to do their job! Not only did the project get completed, but the total cost was \$2,400!

Mr. Narber thanked us for the opportunity to be a part of this project and SCICAP Head Start was very thankful for a safe, stable deck for their building! It was even a bonus that a couple of the high schoolers who worked on the project were previous Head Start students!

When an obstacle is thrown, you have to be inventive with a plan and solution!



Chariton High School Building Trades Class.



SENCA Head Start Perseveres In Uncertain Times!

Submitted by Angela Antholz, Head Start & Deputy Director
SENCA Head Start

SENCA Head Start is a comprehensive child development program which serves children from age 3 to 5 & their families. Head Start is a child-focused program & has the overall goal of increasing school readiness of young children in low-income families. Comprehensive child development, school readiness and family support are provided and have a direct impact on their future success.

Providing these comprehensive services during the COVID-19 pandemic has proven to be challenging. The program closed the center-based services on March 17, 2020 and moved to providing services remotely. I am pleased to say that the SENCA Head Start staff rose to the occasion doing their best to provide education services to children and to support our families during this uncertain time. During the 2019-2020 school year, 165 children and 146 families received comprehensive services. Health services ensured that 93% of all children were up-to-date on well-child care. Twenty-eight percent (28%) of enrolled children received special education services. Overall, SENCA Head Start has saw 90% of all children ending the year meeting or exceeding expectations versus 77% at the beginning of the year.

While children made great strides, the gains are not as high as in previous years. This is more than likely directly related to the need to close centers due to COVID-19. Data was also unable to be collected from collaboration sites due to school closures. During the closure, all educational services were provided via

remote learning. The public is encouraged to check out the full Annual Report to the Public at www.senca.org.

There are always changes as the program conducts ongoing monitoring and program improvement activities, but SENCA Head Start has always maintained one constant...talented staff dedicated to serving the children and families of southeast Nebraska.

The beginning of the 2020-2021 school year is scheduled to start on August 19, 2020 and we are pleased to welcome several new staff to our team. SENCA Head Start has developed a re-opening plan that includes guidelines that will be followed to ensure we are keeping children, staff, and families safe. All facilities and vehicles have been cleaned, disinfected, and sanitized, and necessary personal protective equipment (PPE) and cleaning supplies have been purchased. Staff will also return to work well-ahead of the children to ensure everyone is trained on trauma-informed care to better assist children and families in their return to school. Funding has been utilized to invest in technology upgrades and child learning supplies to prepare for future remote learning, in the event another closure must take place. We are excited for children, families, and staff to return to school this fall and we are preparing for this to be a safe and healthy return for all. The health and safety of each child in our care is our highest priority.



Urban League and Sysco Foods Salute **HEROES IN HEALTHCARE** at Christian Northeast Hospital

Submitted by Patricia A. Washington, Vice President of Communications
Urban League of Metropolitan St. Louis, Inc.

On June 23, 2020 at 10:30 a.m. on the parking lot of Medical Office Building 2 on the campus of Christian Northeast Hospital located at 11133 Dunn Road, St. Louis, MO 63136, the Urban League of Metropolitan St. Louis and Sysco Foods will salute all 1,700 employees of Christian Northeast Hospital and Christian Northwest as Heroes in Healthcare.

“We are saluting our Healthcare Heroes today because we are very proud of the work, dedication and excellence in which the men and women of Christian Hospital have served the residents of the North St. Louis county community during the COVID-19 crisis. At the onset of the pandemic in St. Louis, they provided the first testing site in North County to immediately address the health disparities that currently exist within the disease,” said Michael P. McMillan, President & CEO of the Urban League of Metropolitan St. Louis, Inc.

As part of the celebration, the Urban League and Sysco will honor Christian Northeast and Northwest’s staff with catered boxed lunches, personalized greeting cards and presentations from Urban League Head Start students. The catered box lunches are being prepared courtesy of Marco’s Catering, a minority and woman-owned business in North St. Louis County. In addition, two frontline workers who represent the Christian Hospital family will also be honored at the ceremony.

“Christian Hospital commends the Urban League’s commitment to provide leadership in our region from the start of the COVID-19 pandemic with weekly large-scale food distributions to those most in need within our community, including senior citizens and shut-ins. The Urban League’s commitment and actions mirror the mission of Christian Hospital and BJC to improve the health of the people and communities we serve,” said Rick Stevens, President of Christian Hospital and Northwest Healthcare.

The Urban League of Metropolitan St. Louis works to fulfill its mission of Empowering Communities and Changing Lives for African Americans and others in need. Programs are offered in the areas of Economic Opportunity, Community Empowerment, Education Excellence, Civil Rights and Advocacy. For more information about the Urban League please visit our website at www.ulstl.com.

About Christian Hospital

Christian Hospital is a 250-staffed-bed community hospital located in north St. Louis County and a founding member of BJC HealthCare, one of the largest nonprofit health care organizations in the United States. Located six miles west of Christian Hospital is Northwest HealthCare, which offers the community 24-hour emergency care and a variety of outpatient services to complement hospital services. With both locations, Christian Hospital operates the busiest emergency department in Missouri and one of the busiest hospital-based ambulance services in the state. Christian Hospital is the recipient of the St. Louis Regional Chamber’s Arcus Award for Achievement in Health for its commitment to ongoing growth, improvement, community outreach and economic opportunity. To find out more, visit christianhospital.org and Facebook.



Coronavirus Disease and Oral Health

Information for Parents About Promoting Good Oral Health at Home



It is important for parents to serve healthy foods and drinks and promote good oral hygiene habits to keep children's mouths healthy during the coronavirus disease (COVID-19) pandemic and always. Here are tips for some simple things to do at home.



Eating Healthy Foods and Drinks

- Serve your child healthy foods that are low in natural and added sugar.
- Serve milk or tap (faucet) water with meals and snacks.
- Give your child a variety of healthy snacks, such as cheese and crackers, at scheduled times during the day.
- Give your child tap water several times a day.
- Avoid serving drinks that are high in natural or added sugar, such as fruit juice, fruit drinks, and pop/soda.

Practicing Good Oral Hygiene Habits

- Brush your child's teeth with fluoride toothpaste twice a day.
 - For children under age 3, use a rice-size amount of fluoride toothpaste.
 - For children ages 3 to 6, use a pea-size amount of fluoride toothpaste.
- After toothbrushing, rinse the brush and store it upright in a holder to air dry. Do not let toothbrushes touch each other.
- Do not share toothbrushes. Sharing toothbrushes can transfer disease-causing germs from one person to another.
- If anyone in the family is sick, keep their toothbrush away from everyone else's toothbrushes. Replace the toothbrush after the family member is better.



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School readiness begins with health!



ADMINISTRATION FOR
CHILDREN & FAMILIES



NATIONAL CENTER ON
Early Childhood Health and Wellness

CALENDAR OF EVENTS

2020 R7HSA LEADERSHIP CONFERENCE FOCUS-CENTERED LEADERSHIP

WITH SPECIAL GUESTS



DR. KIMBERLY P. JOHNSON
SIMPLY CREATIVE WORKS



YASMINA VINCI
NNSA



DR. DEBORAH BERGERON
OFFICE OF HEAD START



DAN MEERS – "KC WOLF"
KANSAS CITY CHIEFS

October 20-22, 2020 VIRTUAL EVENT
hosted at https://whova.com/web/rhsal_202012

2021 R7HSA DIRECTORS' CAUCUS

June 8-10, 2021

Stoney Creek Hotel, Independence, Missouri

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NATIONAL HEAD START ASSOCIATION

Board of Directors Regional Head Start Association Report

Region: Region 9 Head Start Association

Date of Report: September 18, 2020

Section 1: Brief description of regional issues and concerns – please indicate the name(s) of the states most affected:

In Region 9, our association will be working hard in 2020 to convene agency staff on several topics that impact programs. Topics of highest priority:

- Supporting agency staff during the COVID-19 pandemic
- Expanding awareness of racism and anti-racism education
- Responding to the emergencies, wildfires, and economic turmoil in our communities.
- Monitoring policy, regulatory and funding trends to support program leadership as they navigate emerging issues in our sector.

Section 2: Brief description of actions by the regional association in response to the issues and concerns noted above:

- Supporting agency staff during the COVID-19 Pandemic:
 - During the recent period, R9HSA developed and delivered over 50 hours of professional development targeting Early Head Start.
 - R9HSA held several rounds of networking meetings - with Directors, Fiscal and HR directors.
 - Monitored alerts and directed them to essential program leaders.
- Expanding awareness of racism and anti-racism education:
 - Using social media and our conference gatherings, R9HSA has brought forward several speakers and resources to expand awareness and deepen knowledge on the issue of systemic racism.
- Responding to the emergencies, wildfires, and economic turmoil in our communities:
 - R9HSA has set up a Disaster Relief Fund for Head Start / Early Head Start staff who have been impacted by recent wildfires.
 - Our October Family Engagement Conference will feature a number of sessions on the topic of economic opportunity including keynotes and workshops.
- Monitoring policy, regulatory and funding trends to support program leadership as they navigate emerging issues in our sector:

- R9HSA regularly participates in national calls with NHSA and affiliate organizations to best understand shifting issues in states and local communities.
- R9HSA will be including two top national spokes persons during our upcoming Family Engagement Conference as well as a number of sessions committed to civic participation.

Section 3: Brief description of resources needed to support your associations collaboration with NHSA, or others affiliated organizations:

- NHSA staff do an excellent job of sharing resources and nurturing collaboration among association leaders.
- State Strategy Playbook is well done and may serve local programs well during the upcoming October outreach to Congress.

ASSOCIATION's ACTIVITY:

In the next two months – R9HSA has the following events planned –

- Evidence Says! Research to Practice Webinar on Family Engagement
- Family Engagement and Cultural Effectiveness Conference

R9HSA has opened a new site www.headstartgear.org to assist with access to Head Start promotional items.

Regional President contact information:

Name: Wassy Tesfa

Address: Pacific Clinics Head Start, 2500 E Foothill Blvd. Suite 408

E-mail: Wtesfa@pacificclinics.org

Fax: n/a

Phone: 626-698-2615

Signature:



Report submitted by:

Edward Condon

Date: 9.18.20

Title: Executive Director



Board of Directors Regional Head Start Association Report

Region: Region XII

Date of Report: July 2020- September 2020

Section I: Brief description of regional issues or concerns:

- COVID- NMSHSA continues to navigate through the on-going challenges related to COVID. Over the past summer- our programs have had numerous opening and reopening dates. Each re-opening is a learning opportunity to re-evaluate best practices to make sure children, families and staff are safe and remain healthy. Programs remain operating in reduced levels of funded enrollment due to capacity limitations.
- Immigration: As we have reported to this board on multiple occasions and will continue to do so, the Migrant and Seasonal Head Start Programs continue to have concerns with trauma related to the nation's anti-immigration rhetoric and the impact on families, children, program personal and classrooms. We cannot ease our commitment to our children and their families as they continue to experience stress and trauma.
- Income Eligibility- Migrant and Seasonal Head Start Programs continue to have concerns related to family eligibility as states and communities increase minimum wages.

Section II: PROPOSED RECOMMENDATIONS FOR NHSA TO PURSUE

- As stated above, we would appreciate the efforts of NHSA to continue to inform regions on the tension generated by anti-immigration rhetoric, the separation of families, children being caged and the border wall. As NHSA joins efforts to support any BLM movements- does this provide an opportunity to leverage strength to include the anti-immigration rhetoric we hear from within our immigrant, farmworker community. It is long overdue for NMSHSA and NHSA to raise the voices of our immigrant community who suffer due to the current environment. Help NMSHSA become a comprehensive resource for our programs.

NMSHSA'S Announcements

- We will host a virtual Parent Conference early winter of 2020. More information will be forthcoming.
- We will host our Annual Conference and Annual Membership Meeting virtually in

the Spring of 2021. Additional information will be forthcoming in the next several weeks.

- We will plan and attempt to have our 2021 Public Policy Forum as an in-person event.
- We continue our legislative efforts to ask for a \$350,000,000.00 set aside in the next “stimulus” bill. The purpose is to continue providing services to children and families in this new COVID environment (\$250M) and dedicate \$100M to continue helping our programs and families bridge the digital divide that exist in our rural communities and programs.

Report submitted by: NMSHSA Representatives to the NHSA Board of Directors

Date: September 2020

1651 Prince Street | Alexandria, Virginia 22314
T: (703) 739-0875 | F: (703) 739-0878 | www.nhsa.org



NATIONAL HEAD START ASSOCIATION

ANNOUNCEMENTS

Next Regular Board Meeting

Wednesday, November 18, 2020 | 2:00—4:30 p.m. Eastern Time Zone

Head Start Recipe Book

As we cook for the upcoming holidays, please share one of your recipes with us. [Click here to share.](#)



NATIONAL HEAD START ASSOC

	DIRECTOR	STAFF	PARENT	FRIEND
REGION I				
<i>Name</i>	Mary Varr	Vacant	Pauline Riordan	Jim Houlares
<i>Seated and Voting</i>	Yes	No	Yes	Yes
<i>Board Service</i>	Member, Finance Committee	Member, Research and Evaluation Committee	Member, Governance and Nominating Committee	Member, Finance Committee
	Member, Government Affairs Committee	Member, Governance and Nominating Committee	Member, Resource Development and Member Services Committee	Member, Research and Evaluation Committee
<i>Organization</i>	Woonsocket Head Start Child Development Association, Inc.		Woonsocket Head Start Child Development Association, Inc.	Region I Head Start Association
<i>Title</i>	Executive Director		Parent Representative	Retired
<i>Phone</i>	(401) 769-1850		(860) 786-2070	(781) 237-3949
<i>Mobile</i>	(401) 309-9202		(401) 769-1850	(781) 974-7761
<i>Email</i>	mvarr@whscda.org		priordan15@gmail.com	jimhoulares@yahoo.com
<i>City</i>	Woonsocket		Woonsocket	South Nattick
<i>State</i>	Rhode Island		Rhode Island	Massachusetts



NATIONAL HEAD START ASSOC

	DIRECTOR	STAFF	PARENT	FRIEND
REGION II				
<i>Name</i>	Reva Gershen-Lowy	Vacant	Yamira Colón Rosa	Maureen Moorehead
<i>Seated and Voting</i>	Yes	No	Yes	Yes
<i>Board Service</i>	Member, Finance Committee	Member, Research and Evaluation Committee	Member, Governance and Nominating Committee	Member, Governance and Nominating Committee
	Member, Resource Development and Member Services Committee	Member, Resource Development and Member Services Committee	Member, Research and Evaluation Committee	Member, Resource Development and Member Services Committee
<i>Organization</i>	Cardinal McCloskey School and Home for Children		Head Start and Early Head Start Dorado	Department of Human Services Head Start Program (VI)
<i>Title</i>	Senior Vice President of Early Childhood Education Division		President, Puerto Rico Parent Head Start Association	Retired Educator
<i>Phone</i>	(914) 997-8000x198		(787) 518-5364	(340) 277-6783
<i>Mobile</i>	(917) 612-1603		(787) 518-5364	(340) 277-6783
<i>Email</i>	rgershenlowynhsa@gmail.com		yamiracolnrosa@gmail.com	mwmoorehead2@gmail.com
<i>City</i>	Valhalla		Toa Alta	Christiansted
<i>State</i>	New York		Puerto Rico	Virgin Islands



NATIONAL HEAD START ASSOC

	DIRECTOR	STAFF	PARENT	FRIEND
REGION III				
<i>Name</i>	Paula J. Margraf	Janet D. Stewart	Jessica Spradley	Dawn Ault
<i>Seated and Voting</i>	Yes	Yes	Yes	Yes
<i>Board Service</i>	Member, Research and Evaluation Committee	Member, Research and Evaluation Committee	Member, Finance Committee	Member, Resource Development and Member Services Committee
	Member, Government Affairs Committee	Member, Resource Development and Member Services Committee	Member, Resource Development and Member Services Committee	Member, Finance Committee
<i>Organization</i>	Community Services for Children, Inc.	EACHS Head Start, Inc.	Pittsburgh Early Childhood Education	Virginia Head Start Association
<i>Title</i>	CEO/President	ERSEA, Family Services, and Health Coordinator	Chair, ECE Policy Council	Executive Director
<i>Phone</i>	(610) 437-6000	(304) 530-5511		(804) 347-6706
<i>Mobile</i>			(440) 897-2596	(804) 347-6706
<i>Email</i>	pmargraf@cscinc.org	janetstewart@hardynet.com	jessicaaspradley@gmail.com	dault@headstartva.org
<i>City</i>	Allentown	Moorefield	Pittsburgh	Ashland
<i>State</i>	Pennsylvania	West Virginia	Pennsylvania	Virginia



NATIONAL HEAD START ASSOC

	DIRECTOR	STAFF	PARENT	FRIEND
REGION IV				
<i>Name</i>	Eloise McClinton	Dorothy Foster, Ed.D.	Maritza Vasquez	David White
<i>Seated and Voting</i>	Yes	Yes	Yes	Yes
<i>Board Service</i>	Member, Government Affairs Committee	Member, Governance and Nominating Committee	Member, Government Affairs Committee	Treasurer of the Board Chair, Finance Committee
	Member, Governance and Nominating Committee	Member, Research and Evaluation Committee	Member, Resource Development and Member Services Committee	Member, Resource Development and Member Services Committee
				Member, Executive Committee
<i>Organization</i>	Institute of Community Services, Inc.	Mississippi Action for Progress, Inc.	Region IV Head Start Association	Western Carolina Community Action, Inc.
<i>Title</i>	Executive Director	Chief Operation Officer	Parent Representative	Chief Executive Officer
<i>Phone</i>	(662) 252-1582	(601) 923-4100		(828) 693-1711
<i>Mobile</i>	(662) 231-0117		(407) 373-9181	(828) 696-7391
<i>Email</i>	emcclinton@ics-hs.org	dorothy.foster6@gmail.com	mvasquez7@knights.ucf.edu	david@wcca.net
<i>City</i>	Holly Springs	Jackson	Snellville	Hendersonville
<i>State</i>	Mississippi	Mississippi	Georgia	North Carolina



NATIONAL HEAD START ASSOC

	DIRECTOR	STAFF	PARENT	FRIEND
REGION V				
<i>Name</i>	Debra Beeler	Debra "Deb" Wege	Kyle Hubert	Dennis DeMers
<i>Seated and Voting</i>	Yes	Yes	Yes	Yes
<i>Board Service</i>	Secretary of the Board Member, Executive Committee	Member, Governance and Nominating Committee	Member, Government Affairs Committee	Member, Government Affairs Committee
	Chair, Research and Evaluation Committee	Member, Resource Development and Member Services Committee	Member, Governance and Nominating Committee	Member, Finance Committee
	Member, Government Affairs Committee			
<i>Organization</i>	Hoosier Uplands EDC	CAP Scott, Carver & Dakota Co.	Champaign County Head Start	Region V Head Start Association
<i>Title</i>	Head Start Director	Education Services Manager	Parent Representative	Retired
<i>Phone</i>	(812) 849-4447	(651) 332-3504	NA	(218) 686-6834
<i>Mobile</i>	(812) 276-8925	(952) 457-4376	(217) 685-1964	(218) 686-6834
<i>Email</i>	dsbeeler@hoosieruplands.org	dwege@capagency.org	kylehubert87@gmail.com	dpd1966@gmail.com
<i>City</i>	Mitchell	Rosemount	Urbana	East Grand Forks
<i>State</i>	Indiana	Minnesota	Illinois	Minnesota



NATIONAL HEAD START ASSOC

	DIRECTOR	STAFF	PARENT	FRIEND
REGION VI				
<i>Name</i>	Gloria Lopez	James Evans	Vacant	Albert Black
<i>Seated and Voting</i>	Yes	Yes	No	Yes
<i>Board Service</i>	Member, Government Affairs Committee	Member, Research and Evaluation Committee		Member, Resource Development and Member Services Committee
	Member, Research and Evaluation Committee	Member, Government Affairs Committee		Member, Governance and Nominating Committee
<i>Organization</i>	HELP - New Mexico, Inc.	Total Community Action, Inc.		Child, Inc.
<i>Title</i>	Vice President	Deputy Director of Operations		Executive Director
<i>Phone</i>		(504) 309-3503		(512) 451-7361
<i>Mobile</i>	(575) 649-7205	(804) 220-8957		(512) 695-0690
<i>Email</i>	gloria.lopez@helpnm.com	jevans@tca-nola.org		ablack@childinc.org
<i>City</i>	Las Cruces	New Orleans		Austin
<i>State</i>	New Mexico	Louisiana		Texas



NATIONAL HEAD START ASSOC

	DIRECTOR	STAFF	PARENT	FRIEND
REGION VII				
<i>Name</i>	Kimberly Sill	Kelly Johnson	Ibrahim Ramsey	Pam LaFrenz
<i>Seated and Voting</i>	Yes	Yes	Yes	Yes
<i>Board Service</i>	Member, Governance and Nominating Committee	Member, Resource Development and Member Services Committee	Member, Resource Development and Member Services Committee	Chair, Resource Development and Member Services Committee
	Member, Finance Committee	Member, Governance and Nominating Committee	Member, Government Affairs Committee	Member, Executive Committee
				Member, Governance and Nominating Committee
<i>Organization</i>	Olathe Head Start	SCMCAA	Mid America Regional Council	Region VII Head Start Association
<i>Title</i>	Director	PFCE Manager	Parent Representative	Director Retired
<i>Phone</i>	(913) 780-7416	(573) 325-4255	(816) 672-9915	(660) 886-9323
<i>Mobile</i>	(913) 780-7416	(573) 325-4255		(660) 631-0365
<i>Email</i>	ksillhlc@olatheschools.org	kjohnson@scmcaa.org	ibrahimzramsey@gmail.com	pamlafrenz@sbcglobal.net
<i>City</i>	Olathe	Broseley	Kansas City	Marshall
<i>State</i>	Kansas	Missouri	Missouri	Missouri



NATIONAL HEAD START ASSOC

	DIRECTOR	STAFF	PARENT	FRIEND
REGION VIII				
<i>Name</i>	Vicki Lowry	Linda Meredith	Vacant	Vacant
<i>Seated and Voting</i>	Yes	Yes	No	No
<i>Board Service</i>	Member, Research and Evaluation Committee	Vice Chairwoman of the Board Member, Executive Committee		
	Member, Government Affairs Committee	Member, Government Affairs Committee		
		Member, Research and Evaluation Committee		
<i>Organization</i>	Youth and Family Services Head Start Program	Community Partnership for Child Development		
<i>Title</i>	Program Director	Chief Operating Officer		
<i>Phone</i>	(605) 341-6448	(719) 884-1418		
<i>Mobile</i>	(605) 415-5057	(719) 330-8007		
<i>Email</i>	vlowry@youthandfamilyservices.org	lmeredith@cpcd.org		
<i>City</i>	Rapid City	Colorado Springs		
<i>State</i>	South Dakota	Colorado		



NATIONAL HEAD START ASSOC

	DIRECTOR	STAFF	PARENT	FRIEND
REGION IX				
<i>Name</i>	Denyse Cardoza	Damon Carson	Rosalba Barragan	Bill Donaldson
<i>Seated and Voting</i>	Yes	Yes	Yes	Yes
<i>Board Service</i>	Chair, Governance and Nominating Committee	Chairman of the Board	Member, Government Affairs Committee	Member, Finance Committee
	Member, Executive Committee	Member of all Committees	Member, Finance Committee	Member, Resource Development and Member Services Committee
	Member, Resource Development and Member Services Committee			
<i>Organization</i>	Placer Community Action Council, Inc.	Neighborhood House Association	Neighborhood House Association	Mindful Insurance Solutions, Inc.
<i>Title</i>	Executive Director	General Manager of Education, Instruction, and Operations	Parent Representative	President/CEO
<i>Phone</i>	(530) 886-4130	(858) 715-2642	(858) 715-2642	(877) 223-4437
<i>Mobile</i>	(530) 613-1901	(858) 864-0203	(619) 861-8713	(530) 867-2721
<i>Email</i>	dcardoza@pcac-inc.org	dcarson@neighborhoodhouse.org	morningglories1@hotmail.com	bd@mindfulins.com
<i>City</i>	Auburn	San Diego	San Diego	Sacramento
<i>State</i>	California	California	California	California



NATIONAL HEAD START ASSOC

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NHSA Board of Directors
Board Roster

	DIRECTOR	STAFF	PARENT	FRIEND
REGION X				
<i>Name</i>	Mark Lackey	Elle Taylor	Tom Jones	Tienaya Godes
<i>Seated and Voting</i>	Yes	Yes	Yes	Yes
<i>Board Service</i>	Chair, Government Affairs Committee	Member, Governance and Nominating Committee	Member, Finance Committee	Member, Resource Development and Member Services Committee
	Member, Executive Committee	Member, Finance Committee	Member, Government Affairs Committee	Member, Governance and Nominating Committee
	Member, Governance and Nominating Committee			
<i>Organization</i>	CCS Early Learning	Rural Resources	North Idaho College Head Start	Spokane County HS/ECEAP/EHS
<i>Title</i>	Executive Director	Family Advocate	Parent	Parent
<i>Phone</i>	(907) 373-7000	(509) 935-4315	(208) 267-8202	(509) 904-3131
<i>Mobile</i>	(907) 232-7203	(509) 936-1996	(208) 304-8524	(509) 904-3131
<i>Email</i>	mlackey@ccsalaska.org	etaylor@ruralresources.org	thomas_becton_jones@yahoo.com	tienayagodes@gmail.com
<i>City</i>	Wasilla	Chewelah	Bonnors Ferry	Spokane
<i>State</i>	Alaska	Washington	Idaho	Washington



NATIONAL HEAD START ASSOC

	DIRECTOR	STAFF	PARENT	FRIEND
REGION XI				
<i>Name</i>	Tina Routh	Jenny Oatman	Vacant	Melissa Harris
<i>Seated and Voting</i>	Yes	Yes	No	Yes
<i>Board Service</i>	Member, Research and Evaluation Committee	Member, Government Affairs Committee		Member, Research and Evaluation Committee
	Member, Finance Committee	Member, Research and Evaluation Committee		Member, Resource Development and Member Services Committee
<i>Organization</i>	Mississippi Band of Choctaw Indians	Nez Perce Tribe HS/EHS		ISWA Development Corporation
<i>Title</i>	Department Director	Director		Director
<i>Phone</i>	(601) 650-1722	(208) 621-3791		(803) 366-8303
<i>Mobile</i>	(601) 504-8669	(208) 791-1496		(803) 415-1265
<i>Email</i>	tina.routh@choctaw.org	jennyo@nezperce.org		mharris@iswaheadstart.com
<i>City</i>	Philadelphia	Lapwai		Catawba
<i>State</i>	Mississippi	Idaho		South Carolina



NATIONAL HEAD START ASSOC

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NHSA Board of Directors
Board Roster

	DIRECTOR	STAFF	PARENT	FRIEND
REGION XII				
<i>Name</i>	Lourdes Villanueva	Karelia Harding	Kenia Estrada	Isabel Garcia
<i>Seated and Voting</i>	Yes	Yes	Yes	Yes
<i>Board Service</i>	Member, Research and Evaluation Committee	Member, Research and Evaluation Committee	Member, Governance and Nominating Committee	Member, Finance Committee
	Member, Governance and Nominating Committee	Member, Governance and Nominating Committee	Member, Resource Development and Member Services Committee	Member, Government Affairs Committee
<i>Organization</i>	Redlands Christian Migrant Association	Oregon Child Development Coalition	United Migrant Opportunity Services, Inc.	Redlands Christian Migrant Association
<i>Title</i>	Director of Farmworker Advocacy	Parent Engagement and Equity Manager	Parent	Executive Director
<i>Phone</i>	(239) 658-3560	(971) 224-1057		(239) 658-3560
<i>Mobile</i>	(813) 376-8687	(503) 702-8652	(920) 400-9667	(863) 245-3560
<i>Email</i>	lourdes@rcma.org	karelia.harding@ocdc.net	kenyamichell.estrada@gmail.com	isabel@rcma.org
<i>City</i>	Immokalee	Wilsonville	Milwaukee	Immokalee
<i>State</i>	Florida	Oregon	Wisconsin	Florida



NATIONAL HEAD START ASSOC

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NHSA Board of Directors
Board Roster

	DIRECTOR	STAFF	PARENT	FRIEND
Executive Director and Ex Officio				
<i>Name</i>	Yasmina Vinci	N/A		
<i>Seated</i>	Yes	No		
<i>Voting Member</i>	No	No		
<i>Board Service</i>	Member, All Committees	Member, Executive Committee		
<i>Organization</i>	National Head Start Association			
<i>Title</i>	Executive Director			
<i>Phone</i>	(703) 649-4222			
<i>Mobile</i>	(617) 599-0177			
<i>Email</i>	yvinci@nhsa.org			
<i>City</i>	Alexandria			
<i>State</i>	Virginia			

Total Vacant	0	2	3	1
Total Non Seated		6		

Total Seated	12	10	9	11
Total Voting Members		42		

Quorum to Transact Business (1/3) of seated body	14
Quorum to Elect Officers (1/2) of seated body	21



NATIONAL HEAD START ASSOCIATION

Saldana, Jr., Joel C. <jsaldana@nhsa.org>

Meeting Change

Dennis DeMers <dpd1966@gmail.com>
To: Joel Saldana <jsaldana@nhsa.org>

Tue, Sep 1, 2020 at 6:12 PM

Hi, Joel: I will attempt to connect on the 25th of September. However, my wife and I will be celebrating my 50th wedding anniversary and I will not be able to join visually. I will attempt to connect via phone.

Sorry,

Denny



NATIONAL HEAD START ASSOCIATION

Saldana, Jr., Joel C. <jsaldana@nhsa.org>

Re: Updated invitation with note: MEETING (1PM Eastern): NHSA Board of Directors @ Fri Sep 25, 2020 1pm - 4:30pm (EDT) (jessicaaspradley@gmail.com)

1 message

Jessica Spradley <jessicaaspradley@gmail.com>
To: "Saldana, Jr., Joel C." <jsaldana@nhsa.org>

Thu, Sep 10, 2020 at 9:28 AM

Hello Joel,
I teach from 1-1:50 on Fridays so I will join the meeting as soon as I am done teaching.
Warmly,
Jessica

On Tue, Sep 1, 2020 at 3:10 PM <jsaldana@nhsa.org> wrote:

This event has been changed with this note:

"Hi Board Members, Getting this to you as soon as we had to make the change so you can plan your calendar. The board meeting will now be on Friday, September 25th at 1PM Eastern Time. See you on the screen! Joel"

MEETING (1PM Eastern): NHSA Board of Directors

When **Changed:** Fri Sep 25, 2020 1pm – 4:30pm Eastern Time - New York

[more details »](#)

Where GoToWebinar ([map](#))

Calendar jessicaaspradley@gmail.com

Who

- jsaldana@nhsa.org - organizer
- Tommy Sheridan
- ibrahimzmransley@gmail.com
- jenny@nezperce.org
- dault@headstartva.org
- Mark Lackey
- dcardoza@pcac-inc.org
- priordan15@gmail.com
- tienayagodes@gmail.com
- etaylor@ruralresources.org
- debwege67@gmail.com
- bd@mindfulins.com
- isabel@rcma.org
- evansjj@hotmail.com
- mvarr@whscda.org
- lmeredith@cpcd.org
- yvinci@nhsa.org
- vlowry@youthandfamilyservices.org
- Gregg Porter
- dpd1966@gmail.com
- mwmoorehead2@gmail.com
- NHSA Board of Directors
- pamlafrenz@sbcglobal.net
- janetstewart@hardynet.com
- Robin Essandoh
- tina.routh@choctaw.org
- evaraas@neighborhoodhouse.org

—End of Book—