



Strategic Framework | Approved by the Board of Directors September 21, 2021

Mission	To unite and support New England Head Start programs as leaders in early education				
Stakeholders & Partners	Head Start Grantees * Head Start Parents * Head Start State Associations * OHS Region 1 * Regional T&TA * State Head Start Collaboration Offices * New England Early Childhood Community				
Strategic Priorities	Board/Governance	Staff	Association Members	Marketing and Outreach	Financial
Strategic Initiatives	Setting strategy and direction	Infrastructure	Member engagement	External outreach	Realistic budget development
Goal	<p>Establish a strategic framework and operational plan to move the organization forward</p> <p>Establish roles and responsibilities of board members relative to the operational plan</p> <p>Establish NEHSA core values</p>	<p>Develop a staffing plan that supports the mission and work of the Association and that is resilient to change</p>	<p>Establish realistic membership targets from each state</p> <p>Create a standard welcome process for new members</p> <p>Create meaningful engagement opportunities for members to network with one another and key partners</p>	<p>Develop and implement targeted communication strategies to engage stakeholders and partners</p> <p>Use social media, the website, and written communication to engage stakeholders and partners</p>	<p>Establish realistic membership and conference revenue targets</p>
	Providing oversight	Operational procedures	Innovation	Messaging	Ensuring resources
	<p>Establish clear channels of communication between regional, state and national associations</p>	<p>Ensure the organization has operational procedures and professional development for staff and Board members that supports continuity</p>	<p>Support the delivery of innovative training and support to member agencies</p>	<p>Ensure messaging includes the benefits of membership, including collaboration, networking, professional development, and parent leadership training</p>	<p>Diversify revenue sources beyond membership and conference revenue</p>
	Board engagement				
	<p>Implement identity-conscious recruitment, orientation and mentoring supports for board members</p>				

Notes:

- providing oversight includes developing things like regional position statements; these may need to be developed by the Board in the absence of an ED.
- ensuring resources and diversifying means looking at membership levels, e.g. alumni, consultants/vendors membership, as well as considering sponsorship of the association outside of the conference.
- Blank spaces under Strategic Perspectives can be used to add onto this Framework as needed.
- Core values can be added under Stakeholders and Partners once developed.

September 2021 – May 2022 Operational Plan <i>(tasks, due dates, and persons responsible to be entered into Trello Board once reviewed by the Executive Committee)</i>				
<i>KH suggestions: Absent having Board Committees, each Board member must participate in at least 1 of the strategic initiatives/goals as noted below</i>				
Strategic Initiative	Timeline	What will we do?	Who will do it?	How will we know?
Board - Setting strategy and direction <i>Establish a strategic framework and operational plan</i>	June - September 2021	<ul style="list-style-type: none"> Engage in a data collection to hear from key stakeholders and partners (Regional Associations Report, State Leader Interviews, Grantee Survey, OHS Interview) Engage in 2 virtual strategic planning sessions to determine the organization’s priorities Execute a written strategic framework and operational plan Ensure each board meeting agenda has a standing item to review progress towards the strategic framework and operational plan 	<ul style="list-style-type: none"> External Management Consultant Board Executive Committee Individual Board members 	<ul style="list-style-type: none"> The strategic framework and operational plan will be approved by the Board of Directors in September 2021
Board - Setting strategy and direction <i>Establish roles and responsibilities of board members relative to the operational plan</i>	By September 30, 2021	<ul style="list-style-type: none"> Review bylaws to ensure they allow the board to work in a manner that meets the strategic framework Fill all positions on the Executive Committee 	<ul style="list-style-type: none"> External Management Consultant and Karen Executive Committee 	<ul style="list-style-type: none"> The Executive Committee will present any recommended changes to the full Board for review and approval
Board - Providing oversight <i>Establish clear channels of</i>	By October 15, 2021	<ul style="list-style-type: none"> Draft a written communication plan that describes the various entities, expectations for 	<ul style="list-style-type: none"> NHSA National Board Representatives (Mary, Jim) 	<ul style="list-style-type: none"> Written communication plan

<i>communication between regional, state and national associations</i>		communication, who can communicate on NEHSA's behalf, etc.		
Board - Board engagement <i>Implement identity-conscious recruitment, orientation and mentoring supports for Board members</i>	By September 30, 2021	<ul style="list-style-type: none"> • Create a Board member job description • Create a shared folder of Board training materials 	<ul style="list-style-type: none"> • Board Chair to provide job description • External Management Consultant to provide resources for the shared folder 	<ul style="list-style-type: none"> • Shared folder inclusive of board training materials, board roster, and board job description will be available to all board members
Staff - Infrastructure <i>Develop a staffing plan that supports the mission and work of the Association and that is resilient to change</i>	Data to consultants by October 15, 2021 Analysis due to NEHSA October 31, 2021 Revise job description Board approval of revised job description	<ul style="list-style-type: none"> • Analyze workload of ED to identify what the focus of the position should be and what supports are needed; provide data to Consultant team • Use the Regional Association Report to learn how other like organizations are structured • Review and revise the ED job description to reflect what is needed from the position to meet the strategic framework 	<ul style="list-style-type: none"> • Michelle, Sandra, Katya (little bitty Karen) 	<ul style="list-style-type: none"> • Revised ED job description

<p>Association Members - Innovation</p> <p><i>Support the delivery of innovative training and support to member agencies</i></p>	<p>By November 15, 2021</p>	<ul style="list-style-type: none"> • Survey member agencies to solicit grantee needs and wants to be used to plan the April 2022 conference • Survey Association leaders (6) to learn about state-level needs • Engage OHS and State Collaboration Offices to learn about grantee needs from their perspectives 	<ul style="list-style-type: none"> • Member survey - External Management Consultant • Each State Director Representative would obtain state-specific information (notes in communal note catcher) 	<ul style="list-style-type: none"> • Survey results will be presented to the Board for April 2022 planning
<p>Marketing and Outreach - External outreach</p> <p><i>Use social media, the website, and written communication to engage stakeholders and partners</i></p>	<p>By October 30, 2021</p>	<ul style="list-style-type: none"> • Determine if current system of social media is working; revise as necessary • Reaffirm the NEHSA mission statement via social media posts • Share the strategic framework on the website, via social media, and via a letter to members from the Board Chair 	<ul style="list-style-type: none"> • Nicole, Rita (admin contractor) 	<ul style="list-style-type: none"> • Records (social media posts, websites, letters to members)
<p>Marketing and Outreach - Messaging</p> <p><i>Ensure messaging includes the benefits of membership, including collaboration, networking, PD and parent leadership training</i></p>	<p>By October 30, 2021</p>	<ul style="list-style-type: none"> • Develop a 12-month calendar that details what will be communicated by month, and by whom using what platform 	<ul style="list-style-type: none"> • Nicole, Linda, Katya 	<ul style="list-style-type: none"> • Written communication plan will include the calendar • Communication with Association members will be a standing agenda item for Board meetings
<p>Financial - Realistic budget development</p> <p><i>Establish realistic membership and conference revenue targets</i></p>	<p>By December 1, 2021</p>	<ul style="list-style-type: none"> • Review 3-years' worth of budget actual and participation actual data to set targets for 2021-2022 • Review and analyze conference presenter costs • Standardize conference presenter fee structure/stipend/benefits (e.g. hotel costs) 	<ul style="list-style-type: none"> • Kathy, Paul, Mary 	<ul style="list-style-type: none"> • Proposed targets will be used to develop the conference budget