



**MASSACHUSETTS  
HEAD START ASSOCIATION**

# 2023-2025 STRATEGIC PLAN





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## **Note to the Board of Directors and Strategic Plan Committee**

This Strategic Plan would not have been possible without your time and effort. Thank you for your dedication to this process and the mission of the Massachusetts Head Start Association.

## **Strategic Plan Process**

From January - September 2022, the Massachusetts Head Start Association (MHSA) underwent a Strategic Planning process. The Strategic Plan Committee included MHSA staff, Board members, and program members. The Committee met biweekly from January through April to craft the plan using data from the MHSA Board and members. In the data collection process, a committee member conducted a focus group and six individual interviews with MHSA stakeholders to ensure that the final Strategic Plan is reflective of input from the MHSA community. Other data used by the Committee included MHSA member survey results, and a SWOT analysis developed by the Board of Directors.

The draft Plan was share with the Board of Directors on May 12, 2022 and feedback was solicited from members at a meeting on May 20, 2022 and through a comprehensive survey sent out by email following the meeting. Using member and stakeholder feedback, the MHSA Board of Directors amended and approved the final MHSA 2023 – 2025 Strategic Plan on September 23, 2022.





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## Vision, Mission & Values

### **Vision**

Head Start programs in MA are fully resourced, creating opportunities for vulnerable families, children, caregivers and communities to thrive.

### **Mission**

MHSA serves as the voice of Head Start in Massachusetts by providing collaborative learning opportunities, leveraging partnerships, and advocating for Head Start programs.

### **Values**

#### **Equity**

We are committed to social justice by creating an organization that is equitable and inclusive.

#### **Integrity**

We act honestly and transparently, and we do what is right rather than what is easy.

#### **Community**

Our best work comes when diverse voices and experiences are included, seen and heard, and we actively cultivate spaces where partnerships thrive.

#### **Passion**

We bring enthusiasm and sustained energy to our shared goals.





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## Strategic Plan Goals

### **Programmatic**

1. MHSA provides collaborative learning opportunities for its members and partners.
2. MHSA leverages partnerships to support and enhance the Head Start community.
3. MHSA advocates for Head Start programs.

### **Administrative**

1. Explore expanding staff to two full-time employees and additional administrative support (contractor or employee) and offer competitive compensation in order to attract and retain high quality talent.
2. Develop Board succession and recruitment plan.
3. Improve MHSA organizational and technological capacity.
4. Communicate organizational priorities, initiatives, and accomplishments to stakeholders using a variety of platforms.
5. Further develop and strengthen MHSA Committees.

### **Fiscal**

1. Increase proposed revenue by 75% to expand staffing to at least 2 full time employees to fund all programs and operations.
  2. Explore investing at least 30% of cash reserves in a low-risk managed investment account.
  3. Make investments for future growth in revenue.
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