UCLA Anderson
SCHOOL of MANAGEMENT

Early Childhood National Centers

NATIONAL CENTER ON
Program Management and Fiscal Operations

UCLA HEAD START MANAGEMENT FELLOWS PROGRAM

Strengthening the Management and Leadership Skills of Head Start Directors and Managers

Developed by:

HAROLD AND PAULINE
PRICE CENTER
ENTREPRENEURSHIP & INNOVATION

PROGRAM OVERVIEW

The UCLA Head Start Management Fellows Program offers a unique opportunity for Head Start directors and managers to participate in a 12-day intensive leadership and management development training session at UCLA Anderson School of Management.

Early childhood professionals face management and strategic challenges in an increasingly changing environment. Agency leaders must understand core business principles, think strategically and be able to implement effective management practices in order to accomplish their objectives. The UCLA Head Start Management Fellows Program is designed to assist executives in developing an entrepreneurial mindset and competence. The 80+ hours of classroom instruction include lectures, group discussions, case studies and workshops. Designed from a strategic planning perspective, the curriculum focuses on applying current management concepts to relevant Head Start needs and interests. The curriculum represents a course of study developed by UCLA faculty, field research and focus groups. The program was sponsored previously by Johnson & Johnson from 1991-2015 and has enhanced the management and leadership capabilities of over 1,400 Head Start directors and managers nationwide.

A unique feature of the program is the assistance of MBA students as Teaching Associates (TA). TAs work closely with the program participants individually and in study groups to guide them through the coursework and strategic planning process.

Graduates of the Fellows Program are awarded a certificate from UCLA and are given the option of receiving academic level credits at an additional cost.

CURRICULUM

The curriculum covers essential management topics and includes the following:

- Strategic Planning
- Management Effectiveness
- Group Design & Process
- Financial Management
- Data Analysis
- Cost Accounting
- Leasing
- Understanding Data for School Readiness
- Project Management
- Marketing & Public Relations
- Communication Principles
- Evaluation & Measurement
- Decision Making
- Persuasion & Influence
- Negotiations
- Management & Leadership
- Organizational Design
- Human Resource Management

Several case studies from actual Head Start programs are used to illustrate key concepts and enhance learning. Faculty members are drawn mainly from the UCLA Anderson School of Management with additional faculty from other major universities and the Head Start community, based on the needs of each year's participants.

As a tool for the program, a web-based "learning management system" coordinates the educational process and delivers some of the program content. Such a system serves participants, faculty and administration as an easily accessible information source for online presentations, readings, useful links, and both participant and faculty rosters, among other features.

"This program was a huge success for my career. The Head Start Management Fellows Program would significantly impact any director or manager that attends."

PROGRAM OBJECTIVES

The principal mission of the UCLA Head Start Management Fellows Program is to strengthen the management skills of Head Start directors and managers by:

- providing them with modern management theories and principles;
- increasing their ability to plan, lead and control the effective delivery of Head Start services in an increasingly changing and challenging environment;
- fostering an entrepreneurial competence and promoting a bias for action;
- enhancing their capacity to find alternate funding sources and collaborate with other social service programs in their communities;
- developing strategies that they can quickly implement in their programs and share with other Head Start managers; and,
- establishing a network of Head Start Fellows who will assist in management education of other Head Start programs nationwide.

SPECIAL PROGRAM FEATURE: THE MANAGEMENT IMPROVEMENT PROJECT (MIP)

The Management Improvement Project (MIP) is an essential component of the Fellows program, allowing participants to immediately translate the UCLA program curriculum to improve performance at their own organizations. Participants routinely meet in learning groups to discuss and complete the MIP planning template. The MIP provides a process for conducting an environmental analysis, identifying critical issues and/or key problems, reaffirming missions, and formulating goals, objectives and strategic options. Through a peer-and-faculty consulting process, participants develop a unique strategic plan to resolve a significant issue or obstacle in their organization. Examples of past MIPs include designing a strategy to solve a specific management problem, developing an organization restructuring plan, or developing a plan to acquire on-going health and dental care for children. On the final day of the program, participants present their MIPs to faculty, program sponsors and to their colleagues. The entire MIP process is conducted using a web-based application that Fellows may continue to use after graduation from the program. Participants will also be asked to report outcomes and impact associated with their MIPs.

SELECTION CRITERIA

Head Start directors and managers must have a minimum of two years' tenure in their current position, as well as a leadership role in a local, state or regional community organization for a minimum of two years. Leadership role in a community organization does not need to be current. A fundamental element of the program is the required in-person involvement of the participant's supervisor or Board Chair. During the last 2 ½ days of the program, these "co-participants" collaborate with the participant to formulate the MIP. The input and support from the co-participant is essential to the completion of the MIP. Participants must also demonstrate competence in working within community organizations and a pledge to work with other Head Start programs in the future through training workshops and/or mentoring opportunities. In addition, we select a limited number of two-person teams from the same program.

Final decisions on acceptance are made by the UCLA Head Start Management Fellows Program admissions committee, which assures that each class is representative of the Head Start program nationwide in terms of urban/rural mix, size, auspices and other demographic factors.

LOGISTICS AND FACILITIES

The 12-day residential program is held annually each summer on the beautiful UCLA campus. In 2016, the UCLA Head Start Management Fellows Program will be offered **June 20 – July 1, 2016.** Participants are housed in private rooms at the UCLA Guest House, a small hotel on campus. All classes and workshops take place at the UCLA Anderson School of Management. A number of special events are built into the program to establish communication networks among the participants. During the 12-day program, participants develop an invaluable network that they continue to draw upon long after they return to their organizations.

The National Center on Program Management and Fiscal Operations (PMFO) defrays the majority of the program costs (tuition, training materials, lodging and most meals) for both the participant and co-participant. Participants are responsible for a registration fee of $3,100. Participants and co-participants are also responsible for their travel expenses to and from Los Angeles.

ON-GOING ACTIVITIES FOR FELLOWS

The learning process does not end with the conclusion of the UCLA Head Start Management Fellows Program. Fellows will continue to benefit from a community of program alumni that fosters mutual support around common issues and objectives. Networking during and after the program will create and strengthen relationships that will ultimately further the management education and entrepreneurial skills of Head Start grantees nationwide.

Graduates of the Fellows Program conducted under the National Center on Program Management and Fiscal Operations will be included in alumni activities organized by UCLA Anderson. These include advanced level workshops as well as opportunities to attend other programs specifically marketed to alumni of the Fellows Program. An email list allows Fellows to stay informed of the professional activities of colleagues, program developments and other news affecting the Head Start community.

"This was by far the best professional development experience I have had. Thank you so much for validating the work that we do at Head Start and helping us realize that as managers we are worth the investment."

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PROGRAM SPONSORS

NATIONAL CENTER ON PROGRAM MANAGEMENT AND FISCAL OPERATIONS

UMass Donahue Institute, along with its partners FHI360, ZERO TO THREE, and the University of California, Los Angeles (UCLA) Anderson School of Management, serve as the National Center on Program Management and Fiscal Operations (NCPMFO) for the Office of Head Start.

NCPMFO disseminates clear, consistent messages on Office of Head Start priorities for the development and implementation of sound management systems and strong internal controls for all grantees. The Center's work includes, but is not limited to, topics such as risk management, governance, data collection and analysis, budgeting, management of multiple funding sources, and infrastructure enhancement to support a well-managed system of early care and education. NCPMFO brings together a thoughtful blend of highly experienced staff with national, regional, state and grantee Head Start experience; program management, governance and fiscal specialists; and fiscal consultants.

UCLA ANDERSON SCHOOL OF MANAGEMENT

UCLA Anderson School of Management is recognized as one of America's premier management schools. Its preeminent position is based on internationally acclaimed research, an innovative and distinguished faculty, excellent degree programs, and exceptionally bright, highly motivated students chosen from one of the largest and finest application pools in the nation.

The Head Start Management Fellows program is conducted under the auspice of the Harold and Pauline Price Center for Entrepreneurship & Innovation, a recognized leader in entrepreneurial education and research. The Price Center oversees all teaching, research, extracurricular and community activities related to entrepreneurship at UCLA Anderson, and maintains a strong commitment to serving the non-profit and small business communities through management development programs.

HOW TO FIND OUT MORE

PLEASE VISIT OUR WEB SITE: **anderson.ucla.edu/price/jnj/headstart**

OR CONTACT:

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