



# North Slope Borough School District

**2010-2015 Strategic Plan**  
**2013-14 School Year - DRAFT as of July 29, 2013**

## MISSION STATEMENT

Learning in our schools is rooted in the values, history and language of the Iñupiat. Students develop the academic and cultural skills and knowledge to be:

- Critical and creative thinkers able to adapt in a changing environment and world;
- Active, responsible, contributing members of their communities; and
- Confident, healthy young adults, able to envision, plan and take control of their destiny.

## VISION STATEMENT

Our students graduate prepared and qualified to excel as productive citizens in the world, and able to integrate Iñupiat knowledge and values with Western ways. Our curriculum is culture-based, our attendance rate is above the state average, our parents and community members are committed to education and meaningfully engaged, more of our teachers are our own graduates and speak Iñupiaq, and our schools reflect who we are as people.

## CORE VALUES

**Compassion** - Though the environment is harsh and cold, our ancestors learned to live with warmth, kindness, caring and compassion.

**Avoidance of Conflict** - The Iñupiaq way is to think positive, act positive, speak positive and live positive.

**Love and Respect for Our Elders and One Another** - Our Elders model our traditions and ways of being. They are a light of hope to younger generations. May we treat each other as our Elders have taught us.

**Cooperation** - Together we have an awesome power to accomplish anything.

**Humor** - Indeed, laughter is the best medicine!

**Sharing** - It is amazing how sharing works. Your acts of giving always come back.

**Family and Kinship** - As Iñupiaq people we believe in knowing who we are and how we are related to one another. Our families bind us together.

**Knowledge of Language** - "With our language we have an identity. It helps us to find out who we are in our mind and in our heart."

**Hunting Traditions** - Reverence for the land, sea and animals is the foundation of our hunting traditions.

**Respect for Nature** - Our Creator gave us the gift of our surroundings. Those before us placed ultimate importance on respecting this magnificent gift for their future generations.

**Humility** - Our hearts command we act on goodness. Expect no reward in return. This is part of our cultural fiber.

**Spirituality** - We know the power of prayer. We are a spiritual people.

## EDUCATIONAL PHILOSOPHY

Education, a lifelong process, is the sum of learning acquired through interactions with one's environment, family, community members, schools, and other institutions and agencies. Within the Home Rule Municipality of the North Slope Borough, "schooling" is the specific, mandated responsibility of the North Slope Borough School District Board of Education.

The Board of Education is committed to providing academic excellence in the "schooling" environment. This commitment to academic excellence shall focus on the learner, recognizing that each student brings to the "schooling" environment his own interest, learning styles, cultural background and abilities.

*\*Red Font indicates Principal Priorities for the 2013-14 School Year*

INSTRUCTIONAL FOCUS STRATEGIC GOALS & DISTRICT ACTIONS STEPS

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**1 All students will reach their intellectual potential and achieve academic success through integrating Inupiaq knowledge systems into the core content areas.**

- 1.1 CAIM: Complete Year 4 of the cycle for curriculum alignment, integration and mapping effort based on the Iñupiaq Learning Framework.
- 1.2 Academic Success: Students will be proficient or excel in academic areas at a rate equal to or higher than National Standards.
- 1.3 Technology 2.0: Enable student focused technology integration as a creative medium for student learning and ensure that teachers are technologically proficient in order to achieve this.
- 1.4 Student Wellness/Safe School: Enhance student wellness through implementation of a district driven wellness program which encompasses safe school as well as physical and emotional well-being.

COMMUNITY AND FAMILY ENGAGEMENT STRATEGIC GOALS & DISTRICT ACTIONS STEPS

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**2 We will actively engage parents, Elders, businesses and the community as partners in our children's education.**

- 2.1 Qargi Concept: Establish the Qargi Concept at each site by Fall 2014
- 2.2 Partnerships: Increase community and business partnerships to build mutual understanding, responsibility and investment in the education of our youth.
- 2.3 Family and Elders: Gain Family/Elder regular (weekly, daily, etc.) involvement, presence and participation in the schools as a powerful influence to improve attendance and school climate.
- 2.4 SAC: Achieve fully functioning SACs in all communities.
- 2.5 Board: Increase community dialogue, awareness and participation through one Board Member visiting each village once per year.
- 2.6 Calendar: Implement with each community a culturally sensitive calendar that maintains an academic focus throughout.
- 2.7 Community Awareness: Increase awareness on the Slope around the progress and positive momentum happening at NSBSD.

STAFF AND BOARD DEVELOPMENT STRATEGIC GOALS & DISTRICT ACTIONS STEPS

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**3 We will continually strengthen the recruitment, retention and professional development of highly effective staff.**

- 3.1 Hiring and Recruiting: Improve the hiring and on-boarding process for all employees by incorporating elements from the human resources audit.
- 3.2 Retention: Maintain a staff turnover rate lower than the Alaska rural average.
- 3.3 Training and Development: Provide professional development and succession planning for certified and classified employees in support of the goals in the strategic plan.
- 3.4 Local Workforce: Maximize our local workforce by growing and employing local staff.

**4 We will effectively employ our financial and operational resources to support our strategic goals.**

4.1 Transparency: Continue to improve and implement transparency and credibility by strengthening financial policies and controls in the budget process.

4.2 Learning Environment: Provide classroom environments conducive to learning through proactive operational support including increased focus on efficiency and decreasing our energy consumption.

4.3 Technology Hardware: Evaluate and adjust the adequacy of technology as a tool to facilitate learning, communication and collaboration, especially in the villages.

## 2010-2015 STRATEGIC PLAN: 2013-14 SCHOOL YEAR - DETAIL

*\*Red Font indicates Principal Priorities for the 2013-14 School Year*

### INSTRUCTIONAL FOCUS STRATEGIC GOALS & DISTRICT ACTIONS STEPS

**1 All students will reach their intellectual potential and achieve academic success through integrating Inupiaq knowledge systems into the core content areas.**

**1.1 CAIM: Complete Year 4 of the cycle for curriculum alignment, integration and mapping effort based on the Iñupiaq Learning Framework. (06/30/14)**

Measure: Complete/YR 4 cycle Target: 100%

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
1.1.1 Identify and adopt Inupiaq Culture Based Instructional Materials (DILT) (Iñupiaq Education)	# units	3	07/01/13, 06/30/14
1.1.2 Create and deploy a multi-layered, interactive web portal that will house the Iñupiaq Learning Framework and content. (Curriculum & Instruction) (IT) (Iñupiaq Education)	Complete Phase 2 of Stage 2	100%	07/01/13, 06/30/14
1.1.3 Communicate with communities about curriculum alignment, integration and mapping efforts; convene community steering committees. (Board) (Superintendent) (Assistant Superintendent)	# of steering team meetings - 2 for each of 3 content areas	6	07/01/13, 06/30/14
1.1.4 Roll-out ILF Performance Expectations to teachers after being vetted through CDT with concomitant training. (Curriculum & Instruction) (Iñupiaq Education)	Individual site visits	10	07/01/13, 06/30/14
1.1.5 Convene CCAT and CDT during August for CAIM activities identified in the 5 year plan for 2013-2014. (macro maps, cornerstone assessments) (Assistant Superintendent)	Developed macro maps, cornerstone assessments	100%	07/01/13, 06/30/14
1.1.6 Provide training and time to develop curriculum mapping during district-wide in services. (CDT/Assistant Superintendent) (Curriculum and Instruction)	Unit development	100%	07/01/13, 06/30/14
1.1.7 Complete activities as designated in the CAIM 5 year plan for SY 2013-2014. (Curriculum and Instruction) (CDT) (Assistant Superintendent)	Core content area added	100%	07/01/13, 06/30/14
1.1.8 Ensure curriculum is aligned with AK State Standards and that teachers receive professional development in using the Standards (Curriculum and Instruction)	Curriculum aligned to AK Standards	100%	07/01/13, 06/30/14

**1 All students will reach their intellectual potential and achieve academic success through integrating Inupiaq knowledge systems into the core content areas.**

**1.2 Academic Success: Students will be proficient or excel in academic areas at a rate equal to or higher than National Standards. (06/30/14)**

Measure: % students meeting standards

Target: 9% over FY13 (#TBD)

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
1.2.1 Develop Alternative Village Program Model (e.g., distance delivery, alternate structure, credit recovery, pull out classes): Selected sites will develop an alternative village program model to meet the needs of our students with the intent of improving academic achievement and graduation rates. Sites will research models, pilot program(s) and report progress at the end of each semester of implementation. (Wellness) (Principals)	# of models	3	07/01/13, 06/30/14
1.2.2 Increase the number of students participating in Credit Recovery options and summer school. (Principals) (Curriculum and Instruction)	% increase number of students	20%	07/01/13, 06/30/14
1.2.3 Select elementary science materials that align to the district curriculum. (DILT) (Curriculum and Instruction)	Revised Course List/Syllabi	100%	07/01/13, 06/30/14
1.2.4 Provide opportunity for after school Tutorial Programs. (Principals) (Student Services)	Implement tutoring programs as presented by Principal	100%	07/01/13, 06/30/14
1.2.5 Improve writing scores by requiring each site to complete at least one Cycle of Collective Inquiry in the area of Writings. (Principals) (Curriculum and Instruction)	Completed Cycle of Collective Inquiry reviewed by Site Admin & District PLC Team	11	07/01/13, 06/30/14
1.2.6 Facilitate professional development that is determined by collaborative teams at each site through a Cycle of Collective Inquiry which includes data analysis. (Principals) (Curriculum and Instruction)	Quarterly cycles of Collective Inquiry and weekly team meeting minutes	100%	07/01/13, 06/30/14
1.2.7 Continue development of K3/K4 program with a focus on integration of early literacy, mathematics and the Iñupiaq Learning Framework. (Iñupiaq Education) (Curriculum and Instruction)	ECE UbD Collaborative Units	8	07/01/13, 06/30/14
1.2.8 Re-establish district-wide focus and implementation of the RTI model by introducing and requiring the use of quarterly Cycles of Collective Inquiry. (Principals) (Teachers) (Curriculum and Instruction)	Quarterly Cycles of Inquiry	100%	07/01/13, 06/30/14
1.2.9 Evaluate each site's Cycles of Collective Inquiry and monitor progress on each site's RTI Self-Assessment Tool. (Principals) (PLC Review Team) (Principals)	Completed documents reviewed by Principals and PLC Review Team	100%	07/01/13, 06/30/14

1.2.10 Continue the development of Career Pathways in the 10 North Slope Specific career clusters. (CDT/Assistant Superintendent) (Curriculum and Instruction)	# Career Specific Secondary-Post Pathways	5	07/01/13, 06/30/14
1.2.11 Increase student usage of AKCIS district-wide (Grades 7-12) by 20%. (Principals) (Counselors) (Curriculum and Instruction)	% increase in # of students with an AKCIS portfolio	20%	07/01/13, 06/30/14
1.2.12 Continue ELL strategies district-wide with emphasis on incorporating the standards written in WIDA and expanding SLOP trainers; transition to the new standards through the lens of ELL students. (Principals) (Assessment and Accountability)	Meet/exceed State Target AMAOs in Exit Criteria/Growth in Acad Lang Acquisition	100%	07/01/13, 06/30/14
1.2.13 Increase the number of school-wide Positive Behavioral Support programs in the District with specific focus on Meade River in FY14. (Principals) (Student Services)	# additional school sites with PBIS	1	07/01/13, 06/30/14
1.2.14 Provide staff development for school-wide Positive Behavioral Intervention and Support programs currently in place at Ipalook Elementary, Hopson Middle School, Point Hope and Meade River. (IPK, HMS, PHO, ATQ Principals) (Student Services)	Trainings held for each existing PBIS site (1 per site)	4	07/01/13, 06/30/14
1.2.15 Examine and attempt to overlap master schedules to best deliver instruction and increase collaborative time district wide. (Principals) (Education Technology) (Curriculum and Instruction)	Articulated Master Schedule; Joint village collaborative job-alike sessions	100%	07/01/13, 06/30/14
1.2.16 Begin the transition from SLP's (Student Learning Plans) to SLO's (Student Learning Objectives), focusing on goals for students rather than data entry and utilizing information/direction from EED as it becomes available. Math and Language Arts goals to be established and reviewed for each K-12 student three times a year and submitted to building principals and C&I (Principals) (Curriculum and Instruction)	Math & Language Arts goals established & reviewed for each K-12 student 3x/yr	100	07/01/13, 06/30/14

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**1.3 Technology 2.0: Enable student focused technology integration as a creative medium for student learning and ensure that teachers are technologically proficient in order to achieve this. (06/30/14)**

Measure: % increase in student participants

Target:20%

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
1.3.1 Review and revise District Technology Plan. (Information Technology) (Education Technology)	Revised District Tech Plan	100%	07/01/13, 06/30/14
1.3.1.1 Ensure site specific needs are considered through annual training for site technologists and follow-up meetings each trimester. (Information Technology)	Annual training for site technologists; follow up meetings each trimester	100%	07/01/13, 06/30/14
1.3.2 Increase technology literacy and competency for all staff and students; ensure that 10% of teachers and administrators complete Phase I of tech competencies and 4% of students participate in Tech Expo. (Information Technology) (Education Technology)	10% teachers/admins complete Ph I; 4% student participation in tech expo	100%	07/01/13, 06/30/14
1.3.2.1 Review/revise technology competencies in District Technology Plan. (Information Technology) (Education Technology)	Revised Competencies	100%	07/01/13, 06/30/14
1.3.2.2 Provide training opportunities to increase the technological competency of teachers, administrators, and students. (Education Technology)	# trainings offered	11	07/01/13, 06/30/14
1.3.2.3 Initiate District-wide Technology Exposition that provides a forum for students and teachers to publish academic projects aligned to state standards that integrate technology. (Education Technology)	Completed Technology Expo	100%	07/01/13, 06/30/14
1.3.2.4 Develop and implement appropriate technology competencies for classified staff through providing at least one training session to implement new competencies. (Information Technology) (Education Technology)	At least one training session	100%	07/01/13, 06/30/14
1.3.3 Develop and support increased academic offerings through distance education and emerging technologies. (Information Technology) (Education Technology)	% increase of distance delivered academic offerings	20%	07/01/13, 06/30/14
1.3.3.1 Provide a variety of blended learning opportunities (including but not limited to Apex, AKLN, CILC, teachersdomain.org, Safari Montage) for students across the District. (Education Technology)	% increase in # of students participating in courses/events	20%	07/01/13, 06/30/14
1.3.3.2 Research video course delivery requirements, needs, specifications, and timeline and plan for possible implementation. (Education Technology)	Report on research	100%	07/01/13, 06/30/14



**1 All students will reach their intellectual potential and achieve academic success through integrating Inupiaq knowledge systems into the core content areas.**

**1.4 Student Wellness/Safe School: Enhance student wellness through implementation of a district driven wellness program which encompasses safe school as well as physical and emotional well-being. (06/30/14)**

Measure: Completed Plan Target: 100%

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
1.4.1 Design a comprehensive school wellness/safe-school plan for NSBSD to be inclusive of: Nutrition, Fitness/PE, Emotional Health, Drug/Alcohol Prevention, Safe School Concept, Crisis Plan. (Superintendent) (Wellness)	Complete	100%	07/01/13, 06/30/14
1.4.2 Develop a NSBSD Comprehensive Counseling Program based on Alaska standards and guidelines. (Student Services)	Complete	100%	07/01/13, 06/30/14

**2 We will actively engage parents, Elders, businesses and the community as partners in our children's education.**

**2.1 Qargi Concept: Establish the Qargi Concept at each site by Fall 2014 (06/30/14)** Measure: # of resource centers Target: 11

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
2.1.1 Articulate a plan for community rollout/gatherings of Qargi. (Board) (Iñupiaq Education)	Plan developed	100%	07/01/13, 06/30/14
2.1.2 Schedule and conduct site visits. (IED) (Board)	# of site visits conducted	11	07/01/13, 06/30/14
2.1.3 Articulate plan for incorporation of budget considerations inclusive of the implementation of the Qargi Concept in budget process. (Board)	Plan developed	100%	07/01/13, 06/30/14

**2 We will actively engage parents, Elders, businesses and the community as partners in our children's education.**

**2.2 Partnerships: Increase community and business partnerships to build mutual understanding, responsibility and investment in the education of our youth. (06/30/14)** Measure: Increase in partnerships Target:

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
2.2.1 Iñupiaq Language: Share responsibility for perpetuating the Iñupiaq language by initiating dialogue and involving the community and Elders. (Inupiaq Education) (Board)	# of sessions led by Board	8	07/01/13, 06/30/14
2.2.2 Build sustained partnerships through the wellness efforts (see 1.4) (Grants) (Wellness)	# of agencies/ organizations	4	07/01/13, 06/30/14
2.2.3 Participate in the Borough leadership team workforce development initiatives. (Superintendent)	Complete	100%	07/01/13, 06/30/14

**2 We will actively engage parents, Elders, businesses and the community as partners in our children's education.**

**2.3 Family and Elders: Gain Family/Elder regular (weekly, daily, etc.) involvement, presence and participation in the schools as a powerful influence to improve attendance and school climate. (06/30/14)**

Measure: % students with 90% attendance rate or above; Increased district attendance overall (compared to FY13) Target: 20%

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
2.3.1 Engage members of the community in Core Content Area Team work Steering Committee reviews. (Curriculum & Instruction) (Iñupiaq Education) (Assistant Superintendent)	Active Community Engagement	100%	07/01/13, 06/30/14
2.3.2 Ensure Elder participation in the CAIM Steering Committee. (Curriculum & Instruction) (CDT/Assistant Superintendent). (Iñupiaq Education)	Elder participation in the CAIM Steering Committee	100%	07/01/13, 06/30/14
2.3.3 Involve Elders in the development of Qargi and get Elder involvement in Qargi education systems. (Board) (Iñupiaq Education)	# of meetings re: Qargi	8	07/01/13, 06/30/14
2.3.4 Provide data to educate parents and the community around attendance factors and new policy. (Principals) (Board) (Assessment and Accountability)	Complete	100%	07/01/13, 06/30/14
2.3.5 Meet with city councils and other local groups to emphasize attendance during Board member visits to schools and villages. (Principals) (Board)	# communities	8	07/01/13, 06/30/14
2.3.6 Work with community, businesses and partners to communicate the importance of attendance and implement school improvement and attendance incentive awards for the school and community. (Assessment & Accountability) (Grants) (Principals)	Implementation of 4 district-wide incentives (2 Fall & 2 Spring)	4	07/01/13, 06/30/14
2.3.6.1 Evaluate and compare data at end of school-year to assess effectiveness and determine best actions moving forward and keep grantor informed of progress. (Grants) (Assessment and Accountability)	Evaluation of data/comparison to FY13	100%	05/01/14, 06/30/14
2.3.6.2 Report the occurrence of Attendance Award Incentive Events to the Grants Office so that information can be reported back to the grantor. (Grants) (Principals)	Complete	100%	07/01/13, 06/30/14
2.3.7 Create partnership for learning parent teams at each building, using John-Hopkins University Model (Grants & Partnerships) (Principals)	# of functioning teams	11	07/01/13, 06/30/14
2.3.8 Provide professional development at the all-hire in service on parent/family/community involvement for all staff. (Grants & Partnerships) (Superintendent)	PD inclusion in in-service	100%	07/01/13, 06/30/14

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**2.4 SAC: Increase the effectiveness of SACs in all communities. (06/30/14)**

Measure: % participation in activities Target: 50%

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
2.4.1 Review the SAC policy to ensure clarity in roles. (Board)	Complete	100%	07/01/13, 06/30/14
2.4.2 Provide staff development to SACs based on roles and responsibilities. (Superintendent)	Complete	100%	07/01/13, 08/30/13
2.4.3 Provide continuing staff development to SACs on partnerships and school improvement. (Superintendent)	Complete	100%	07/01/13, 03/31/14

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**2.5 Board: Increase community dialogue, awareness and participation through one Board Member visiting each village once per year. (06/30/14)**

Measure: # villages visited Target: 8%

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
2.5.1 Assign a Board member to each village. (Board)	Complete	100%	07/01/13, 06/30/14
2.5.2 Visit each school and village. (Board)	# schools visited	11	07/01/13, 06/30/14
2.5.3 Meet with SAC's at each village visit. (Board)	# SAC's visited	8	07/01/13, 06/30/14
2.5.4 Host community dialogue at village visits. (Board)	# of total meetings; 11 staff; 8 community	19	07/01/13, 06/30/14
2.5.5 Meet with city councils and other local groups during village visits to emphasize attendance. (Principals) (Board)	# communities (1 visit per)	8	07/01/13, 06/30/14
2.5.6 Introduce the Qargi Concept in community and schools through Board village visits. (Board)	11 school staff meetings; 8 community meetings	19	07/01/13, 06/30/14
2.5.7 Include accountability to the mission in Board professional development. (Superintendent)	Complete	100%	07/01/13, 06/30/14
2.5.8 PLACEHOLDER FOR FY15: Create a Community Outreach Forum in each village - a sustained group to drive site-specific solutions (led by the Board). (Superintendent) (Principals) (Board)	# of community forums created	11	07/01/14, 06/30/15

**2 We will actively engage parents, Elders, businesses and the community as partners in our children's education.**

**2.6 Calendar: Implement with each community a culturally sensitive calendar that maintains an academic focus throughout. (06/30/14)** Measure: % complete Target: 100%

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
2.6.1 Implement the culturally sensitive calendars developed for the FY14 school year. (Principals)	Complete	100%	07/01/13, 06/30/14
2.6.2 Evaluate the calendars for cultural relevance and academic focus. (Board) (Principals)	Evaluation	100%	07/01/13, 06/30/14

**2 We will actively engage parents, Elders, businesses and the community as partners in our children's education.**

**2.7 Community Awareness: Increase awareness on the Slope around the progress and positive momentum happening at NSBSD. (06/30/14)** Measure: Completed proposal Target:100%

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
2.7.1 Look for resources and develop a detailed proposal to increase community awareness. (Grants)	Complete	100%	07/01/13, 06/30/14
2.7.2 Look for opportunities to increase positive communication across the district. (All Departments) (Superintendent) (Board)	Example in the Board Packet	1 per Dept	07/01/13, 06/30/14

**3 We will continually strengthen the recruitment, retention and professional development of highly effective staff.**

**3.1 Hiring and Recruiting: Improve the hiring and on-boarding process for all employees by incorporating elements from the human resources audit. (06/30/14)**

Measure: % complete; process improvement

Target: 100%

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
3.1.1 Develop performance evaluations for certified staff that comply with new state requirements. (Human Resources) (Assistant Superintendent)	% instrument developed	100%	07/01/13, 06/30/15
3.1.2 Ensure that Staff Evaluations are connected to the goals of the Strategic Plan. (Human Resources) (Assistant Superintendent)	% complete; instrument developed	100%	07/01/13, 06/30/15

**3 We will continually strengthen the recruitment, retention and professional development of highly effective staff.**

**3.2 Retention: Maintain a staff turnover rate lower than the Alaska rural average. (06/30/14)**

Measure: % turnover rate; lower than AK rural average

Target: 30%

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
3.2.1 Strengthen additional retention and stability efforts for all staff. Implementation of at least one initiative/activity to promote retention at each site. (Principals)	11 (1 initiative per site)	100%	07/01/13, 06/30/14
3.2.2 Complete the culture camp experience for teachers and curriculum unit development by teachers. (Implement the plan in FY15 and evaluate the plan in FY16.) (Human Resources) (Inupiaq Education)	Plan developed	100%	07/01/13, 07/31/14
3.2.3 Hold one district-wide staff appreciation. (Superintendent)	Complete	100%	07/01/13, 07/31/14

**3 We will continually strengthen the recruitment, retention and professional development of highly effective staff.**

**3.3 Training and Development: Provide professional development and succession planning for certified and classified employees in support of the goals in the strategic plan. (06/30/14)**

Measure: % complete; Relevant PD offerings Target: 100%

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
3.3.1 Board Development & Training: Maintain a Professional Development Plan for the Board. (Superintendent)	PD Plan	100%	07/01/13, 06/30/14
3.3.2 Use data to design an all-hire in-service that addresses the needs of all new hires. (Human Resources) (Superintendent/Assistant Superintendent)	Complete	100%	07/01/13, 06/30/14
3.3.3 Include accountability to the mission in professional development. (Assistant Superintendent) (Human Resources)	Complete	100%	07/01/13, 06/30/14
3.3.4 Implement a tracking and management system for all required staff training. (Principals) (Human Resources) (Assessment and Accountability) (Business Office)	Complete/System Implemented	100%	07/01/13, 06/30/14
3.3.5 Train staff in Iñupiaq history, culture, language and philosophy. (Iñupiaq Education)	# of trainings (1 per school)	11	07/01/13, 06/30/14

**3 We will continually strengthen the recruitment, retention and professional development of highly effective staff.**

**3.4 Local Workforce: Maximize our local workforce by growing and employing local staff. (06/30/14)**

Measure: % increase in local employees Target:

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
3.4.1 Certification Program: Nurture partnership with Iļisaġvik College in the implementation of the Indigenous Teacher Certification program to increase the number of Iñupiaq people certified as teachers. (Iñupiaq Education)	% of Year 3 of 4 Objective/Implementation (according to Illisagvik grant)	100%	07/01/13, 06/30/14
3.4.2 Partner with the North Slope Borough Workforce Initiative. (Superintendent) (Assistant Superintendent)	Complete	100%	08/01/13, 06/30/14
3.4.3 Partner with the Borough on the day care program supporting local workforce. (Assistant Superintendent)	Plans for day care centers	2	07/01/13, 06/30/14
3.4.4 Design a program to incentivize locals to become certified teachers. (Inupiaq Education) (Human Resources)	Complete	100%	07/01/13, 06/30/14
3.4.5 Participate in job recruitment events for local hires. (Human Resources)	# events	2	07/01/13, 06/30/14

**4 We will effectively employ our financial and operational resources to support our strategic goals.**

**4.1 Transparency: Continue to improve and implement transparency and credibility by strengthening financial policies and controls in the budget process. (06/30/14)**

Measure: % complete; strengthened policies and controls Target: 100%

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
4.1.1 Propose any necessary policy changes to NSBSD's Board of Education for approval. (Business Office)	% of necessary changes in BP Section 3000	25%	07/01/13, 06/30/14
4.1.2 Review all financial internal controls including grant applications and reporting; revise as necessary. (Business Office)	Complete	100%	07/01/13, 06/30/14
4.1.3 Examine organization of Finance Office to be more effective. (Superintendent)	Complete	100%	07/01/13, 06/30/14

**4 We will effectively employ our financial and operational resources to support our strategic goals.**

**4.2 Learning Environment: Provide classroom environments conducive to learning through proactive operational support including increased focus on efficiency and decreasing our energy consumption. (06/30/14)**

Measure: % complete Target: 100%

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
4.2.1 Incorporate student and community perspectives into a transparent design process to integrate the Inupiaq culture into school's architecture and art. (M and O)	Complete	100%	07/01/13, 06/30/14
4.2.2 Update the NSBSD architectural design guidelines to integrate the Educational Specifications to support the districts educational program. (Principals) (Inupiaq Education) (M and O)	Complete	100%	07/01/13, 06/30/14
4.2.3 Implement the energy savings incentive program and audit strategies district wide. (M and O)	Incentive program implemented	100%	07/01/13, 06/30/14
4.2.4 Expand the new maintenance management system to include inventory control and material costs tracking. (M and O)	Complete	100%	07/01/13, 06/30/14



**4 We will effectively employ our financial and operational resources to support our strategic goals.**

**4.3 Technology Hardware: Evaluate and adjust the adequacy of technology as a tool to facilitate learning, communication and collaboration, especially in the villages. (06/30/14)**

Measure: % complete

Target: 100%

School/Department and Team Member Actions Steps	Measure	Target	Start Date, End Date
4.3.1 Operationalize the Data Warehouse system and provide training to teachers. (Information Technology) (Educational Technology)	Complete/operationalized	100%	07/01/13, 06/30/14
4.3.2 Train administrative and support staff to use ALIO Intelligence reporting system. (M and O) (IT) (Business Office)	% of administrative and support staff trained	100%	07/01/13, 03/31/14
4.3.3 Provide training on the use of the website. (Information Technology) (Educational Technology)	# of sites (11) and CO trained	100%	07/01/13, 06/30/14
4.3.4 Provide training on the distance delivery program (VTC solutions). (Educational Technology) (Information Technology)	# of sites (11) and CO trained	100%	07/01/13, 06/30/14
4.3.5 Incorporate capital improvement procurement (as appropriate to technology infrastructure upgrades and maintenance) in order to integrate hardware, software, and training needs. (Information Technology) (Education Technology) (M and O)	Approved Borough Capital Improvement Plan	100%	07/01/13, 06/30/14