North Slope Borough School District

2010-2015 Strategic Plan: 2014-15 School Year As of June 10, 2015

Full Strategic Plan Created by OnStrategy

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.

2010-2015 STRATEGIC PLAN: 2014-15 SCHOOL YEAR — AT-A-GLANCE

INSTRUCTIONAL FOCUS STRATEGIC GOALS & DISTRICT OBJECTIVES

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 5 of the cycle for curriculum alignment, integration and mapping effort based on the Iñupiaq Learning Framework; establish the Sustainability Plan to ensure CAIM is sustained over time.

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 spiritual, social, cultural, environmental, emotional, physical and economic well-being.

COMMUNITY AND FAMILY ENGAGEMENT STRATEGIC GOALS & DISTRICT OBJECTIVES

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

2.1 Qargi Concept: Implement the Qargi Concept at each site.

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 involvement, presence and participation in the schools as a powerful influence to improve attendance and school climate.

2.4 SAC: Increase the effectiveness of 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 OBJECTIVES

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.

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.

3.5 Teacher Evaluation: Provide teacher support through an updated evaluation process that meets new State requirements using the Danielson Framework.

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.

INSTRUCTIONAL FOCUS STRATEGIC GOALS & DISTRICT OBJECTIVES

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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 5 of the cycle for curriculum alignment, integration and mapping effort based on the Iñupiaq Learning Framework; establish the Sustainability Plan to ensure CAIM is sustained over time. (06/30/15)

Measure: Complete/YR 5 cycle   Target: 100%

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
1.1.1 Refine the process of replacing commercial products with culturally relevant materials. (DILT) (CDT) (IED) (Curriculum and Instruction)	Articulated Process	100%	07/01/14, 06/30/15
1.1.2 Deploy and maintain the multi-layered, interactive web portal to be added to the NSBSD website that will house the Iñupiaq Learning Framework and content. (Curriculum & Instruction) (IT) (Iñupiaq Education)	Web portal deployment	100%	07/01/14, 06/30/15
1.1.3 Continue to communicate with communities about curriculum alignment, integration and mapping efforts; convene community steering committees. (CDT) (Board) (Superintendent) (Assistant Superintendent)	# of steering team meetings - 1 for each of 7content areas	7	07/01/14, 06/30/15
1.1.4 Convene a follow up meeting with community steering committee members to review Units and give feedback as cultural experts in conjunction with CAIM in-services in 2014 (Assistant Superintendent)	Complete	100%	07/01/14, 06/30/15
1.1.5 Convene CCAT and CDT during August for CAIM activities identified in the 5 year plan for 2014-2015. (macro maps, cornerstone assessments) (CDT/C-CATs) (Assistant Superintendent)	Developed macro maps, cornerstone assessments, Rubrics	100%	07/01/14, 12/31/14
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%	07/01/14, 06/30/15
1.1.7 Complete activities as designated in the CAIM 5 year plan for FY 2015. (Curriculum and Instruction) (CDT) (Assistant Superintendent)	Implementation of 5-Year Plan	100%	07/01/14, 06/30/15
1.1.8 Ensure curriculum is aligned to ILF and AK State Standards, using the Unit Review Rubric, and that teachers receive professional development on the full implementation of AK State Standards and integration of local culture. (Curriculum and Instruction)	% Approve *R Units	100%	07/01/14, 06/30/15

1.2 Academic Success: Students will be proficient or excel in academic areas at a rate equal to or higher than National Standards. (06/30/15)

Measure: 33% students meeting standards (9% over FY14)   Target:

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
1.2.1 Develop an alternate village program model (at selective sites) 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. (Principals) (Res Center Vlg Coordinator)	# of models 5	3	07/01/14, 06/30/15

1.2.2 Increase opportunities for summer school and credit recovery to ensure availability at every site for every student that needs it. (Principals) (Curriculum and Instruction)	Ratio: % of students who need services to % available	100%	07/01/14, 06/30/15
1.2.3 Select elementary science materials that align with the CAIM effort. (Curriculum and Instruction)	Recommendation made to Board	100%	07/01/14, 06/30/15
1.2.4 Provide opportunity for after school Tutorial Programs. (Principals) (Curriculum and Instruction)	Implement tutoring programs	100%	07/01/14, 06/30/15
1.2.5 Incorporate Cycles of Collective Inquiry into the District Writing Assessment. (Principals) (Curriculum and Instruction)	Complete	100%	07/01/14, 06/30/15
1.2.6 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)	8 ECE UbD Collaborative Units	100%	07/01/14, 06/30/15
1.2.7 Continue district-wide focus and implementation of the PLC/RTI initiative by facilitating prof dev and by continuing to require quarterly Cycles of Collective Inquiry. (Principals) (Teachers) (Curriculum and Instruction)	Quarterly Cycles of Inquiry	100%	07/01/14, 06/30/15
1.2.8 Evaluate each site's Cycles of Collective Inquiry and monitor progress on each site's RTI Self-Assessment Tool. (Principals) (PLC Review Team). (Curriculum and Instruction)	Completed documents reviewed by Principals/PLC	100%	07/01/14, 06/30/15
1.2.9 Identify and continue the development of Career Pathways for North Slope specific career clusters. (CDT) (Assistant Superintendent) (Curriculum and Instruction)	# Career Specific Secondary-Post Pathways	5	07/01/14, 06/30/15
1.2.10 Maintain On the Job Training (OJT) Programs at all sites, expanding in the villages. (Curriculum and Instruction) (Principals) (Curriculum and Instruction)	# sites with OJT	9	07/01/14, 06/30/15
1.2.11 Increase student usage of AKCIS district-wide (Grades 7-12). (T: TBD-Determine Baseline) (Principals) (Counselors) (Curriculum and Instruction)	Increase in # of students using AKCIS (Increase over FY14)	100%	07/01/14, 06/30/15
1.2.12 Continue to implement ELL strategies district-wide with emphasis on incorporating standards written in WIDA and professional development placed on the plan of service. (Principals) (Assessment and Accountability)	Meet/exceed State target AMAOs in exit criteria	100%	07/01/14, 06/30/15
1.2.13 Increase the number of school-wide Positive Behavioral Support programs in the District with specific focus on Kali School in FY15. (Principals) (Student Services)	1 additional school sites with PBIS	1	07/01/14, 06/30/15
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 Atqasuk. (IPK, HMS, PHO, ATQ & PIZ Principals) (Student Services)	# trainings held; 1 per each existing PBIS site	4	07/01/14, 06/30/15
1.2.15 Examine and attempt to overlap master schedules to best facilitate collaborative time district wide. (Principals) (Ed Tech) (Curriculum and Instruction)	Articulated Master Schedule; Joint village collaborative job-alike sessions	100%	07/01/14, 06/30/15
1.2.16 Continue to monitor EED requirements for Student Learning Objectives (SLO's). Utilize the District Evaluation Revision Committee to determine how SLO's will be incorporated into the District's new evaluation system. (Assessment & Accountability) (Assistant Superintendent) (Curriculum and Instruction)	SLO incorporation into new evaluation system	100%	07/01/14, 06/30/15
1.2.17 Develop program recommendations for a Residential Center in Barrow	# meetings (8);	100%	07/01/14,

with input from all communities. (Curriculum & Instruction) (Res Center Vlg Coordinator)	Plan completion 6		06/30/15

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. (06/30/15)

Measure: % increase in student participants (over FY14)

Target: 100%

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
1.3.1 Review District Technology Plan and revise as needed. (Education Technology)	Evidence District Tech Plan has been reviewed	100%	07/01/14, 06/30/15
1.3.1.1 Ensure site specific needs are considered through monthly meetings with site technologists through April. (Education Technology)	Monthly meetings	100%	07/01/14, 06/30/15
1.3.2 Increase technology literacy and competency in NSBSD; ensure that 5% of teachers and administrators complete Phase I of tech competencies and 4% of students participate in Tech Expo. (Education Technology)	5% teachers/admins complete; 4% student participation in tech expo	100%	07/01/14, 06/30/15
1.3.2.1 Provide training opportunities to increase the technological competency of teachers and administrators. (Education Technology)	# Trainings offered (T: 10+)	10	07/01/14, 06/30/15
1.3.2.2 Continue district-wide tech expo that provides a forum for students and teachers to publish academic projects aligned to state standards that integrate technology. (Education Technology)	Tech Expo continuation	100%	07/01/14, 06/30/15
1.3.2.3 Provide just in time technology PD for classified staff. (Education Technology)	# of departments/ schools served (create baseline in FY15)	7	07/01/14, 06/30/15
1.3.3 Develop and support increased academic offerings through distance education and emerging technologies. (Education Technology)	Increase (over FY14) of distance delivered academic offerings.	100%	07/01/14, 06/30/15
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)	Variety of academic resources offered	100%	07/01/14, 06/30/15
1.3.3.2 Plan for and pilot video course delivery. (Education Technology)	A multi-year schedule for video course	100%	07/01/14, 06/30/15

1.4 Student Wellness/Safe School: Enhance student wellness through implementation of a district driven wellness program which encompasses safe school, as well as spiritual, social, cultural, environmental, emotional, physical and economic well-being. (06/30/15)

Measure: Wellness Plan Implementation   Target: 100%

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
1.4.1 Explore funding opportunities under wellness that are tied to community integration activities such as camping, hunting, fishing, etc. (Grants)	Funding identified	100%	07/01/14, 06/30/15
1.4.2 Implement the comprehensive school wellness/safe-school design and wellness grant activities. (Wellness)	Program implementation	100%	07/01/14, 06/30/15
1.4.3 Incorporate counseling CCAT into the CAIM. (Student Services) (Assistant Superintendent)	Complete	100%	07/01/14, 06/30/15
1.4.4 Articulate the relationship between behavioral health and the district. (Student Services)	Complete	100%	07/01/14, 06/30/15
1.4.5 Incorporate the School Climate data into the wellness plan. (Wellness)	Complete	100%	07/01/14, 06/30/15
1.4.6 Establish district procedures according to State regulations on school physicals. (Assessment and Accountability)	Procedures established	100%	07/01/14, 06/30/15

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

2.1 Qargi Concept: Implement the Qargi Concept at each site. (06/30/15)   Measure: Qargi concept established   Target: 100%

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
2.1.1 Articulate a plan for community rollout of Qargi. (Board) (Iñupiaq Education)	Plan developed	100%	07/01/14, 06/30/15
2.1.2 Schedule and conduct site visits at Kali and Meade River School. Hold a Community Leadership Meeting in Barrow. (IED) (Board)	2 site visits conducted	100%	07/01/14, 06/30/15
2.1.3 Articulate plan for incorporation of budget considerations inclusive of the implementation of the Qargi Concept in budget process. (Inupiaq Education) (Board)	Plan developed	100%	07/01/14, 06/30/15
2.1.4 Develop Qargi regional recommendations separated by district and other entity initiatives. (Inupiaq Education) (Board)	Recommendations developed	100%	07/01/14, 06/30/15

2.2 Partnerships: Increase community and business partnerships to build mutual understanding, responsibility and investment in the education of our youth. (06/30/15)   Measure: On target; Increase in partnerships   Target: 100%

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
2.2.1 PLACEHOLDER FOR FY16: 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	07/01/15, 06/30/16
2.2.2 Include partners in the wellness activities including policy revisions. (Grants) (Wellness)	Process on target	100%	07/01/14, 06/30/15
2.2.3 Participate in the North Slope Leadership Team Local Workforce Initiative. (Superintendent)	Process on target	100%	07/01/14, 06/30/15
2.2.4 Tap into the science community, build partnerships and pull in local expertise to enhance the science curriculum. (Curriculum and Instruction)	Process on target	100%	07/01/14, 06/30/15
2.2.5 Partner with the North Slope Borough Workforce Initiative. (Superintendent) (Assistant Superintendent)	Complete	100%	07/01/14, 06/30/15
2.2.6 Continue to partner with the Borough on the day care program supporting local workforce. (Assistant Superintendent)	Plans for day care centers	2	07/01/14, 06/30/15
2.2.7 Develop mini-partnerships to enhance student's awareness to specific fields; pull in local expertise to make students aware of jobs available. (Curriculum and Instruction)	Partnerships developed	100%	07/01/14, 06/30/15

2.3 Family and Elders: Gain Family/Elder regular involvement, presence and participation in the schools as a powerful influence to   Measure: % students with 90% attendance or above;   Target: 20%

improve attendance and school climate. (06/30/15)   Increased district attendance overall.

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
2.3.1 Engage members of the community (including Elders) in Core Content Area Team work Steering Committee reviews. (Assistant Superintendent) (Curriculum & Instruction) (Iñupiaq Education)	Community members engaged	100%	07/01/14, 06/30/15
2.3.2 Involve Elders in the development of Qargi and get Elder involvement in Qargi education systems. (Board) (Iñupiaq Education)	2 meetings re: Qargi	2	07/01/14, 06/30/15
2.3.3 PLACEHOLDER FOR FY16: Meet with city councils and other local groups to emphasize attendance during Board member visits to schools and villages. (Principals) (Board)	8, # communities	8	07/01/15, 06/30/16
2.3.4 Analyze and share the school climate data to identify opportunities to improve attendance. (Assessment and Accountability)	Complete	100%	07/01/14, 06/30/15
2.3.5 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	100%	07/01/14, 06/30/15
2.3.5.1 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%	07/01/14, 06/30/15
2.3.6 Create partnerships for learning parent teams at each building, using John Hopkins University Model. (Grants & Partnerships) (Assessment & Accountability) (Principals)	11 functioning teams	100%	07/01/14, 06/30/15
2.3.7 Work with Board to implement two initiatives generated by Qargi meetings district-wide. (Board) (Iñupiaq Education)	Identification & successful implementation of 2 Qargi ideas	100%	07/01/14, 06/30/15

2.4 SAC: Increase the effectiveness of SACs in all communities. (06/30/15)   Measure: 50% increase in # of participants; 75% participation of sites (or 6 out of 8)   Target: 50%

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
2.4.1 Do a needs assessment on area for SAC training from Roles and Responsibilities. (Superintendent)	Complete needs assessment	100%	07/01/14, 06/30/15
2.4.2 Host one Barrow onsite SAC training. (Superintendent)	1 Barrow Training	100%	07/01/14, 06/30/15
2.4.3 Provide continuing staff development to SACs on partnerships and school improvement (Superintendent)	Process on target; SAC Development	100%	07/01/14, 06/30/15
2.4.4 Provide a framework to the staff for the Board SAC report that includes the Epstein areas. (Superintendent)	Framework developed	100%	07/01/14, 06/30/15

2.5 Board: Increase community dialogue, awareness and participation through one Board Member visiting each village once per year. (06/30/15)

Measure: # villages visited   Target: 8

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
2.5.1 Assign a Board member to each village. (Board)	Complete	100%	07/01/14, 06/30/15
2.5.2 Visit each school and village. (Consider whether school or village – Board is not doing Barrow School Visits, do they want to?) (Board)	# schools visited	11	07/01/14, 06/30/15
2.5.3 PLACEHOLDER FOR FY16: Meet with SAC's at each village visit. (Board)	# SAC's visited	8	07/01/15, 06/30/16
2.5.4 Host community dialogue at village visits. (Board)	# of total meetings	8	07/01/14, 06/30/15
2.5.5 PLACEHOLDER FOR FY16: Meet with city councils and other local groups during village visits to emphasize attendance. (Principals) (Board)	# of meetings/village visits	8	07/01/15, 06/30/16
2.5.6 Follow up on Qargi Concept in community and schools through Board village visits. (Board)	Qargi related village visits	8	07/01/14, 06/30/15
2.5.7 PLACEHOLDER FOR FY16: Create a Community Outreach Forum in each village - a sustained group to drive site-specific solutions (led by the Board). (Board)	Community Outreach Forum established	100%	07/01/15, 06/30/16

2.6 Calendar: Implement with each community a culturally sensitive calendar that maintains an academic focus throughout. (06/30/15)

Measure: % complete   Target: 100%

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
2.6.1 Evaluate the calendars for cultural relevance and academic focus against the culturally sensitive calendar rubric when developing 2016 Calendar for site. (Board) (Principals)	Complete	100%	07/01/14, 06/30/15
2.6.2 Develop a rubric for culturally sensitive calendar (Iñupiaq Education)	Rubric developed	100%	07/01/14, 06/30/15
2.6.3 Identify calendar considerations for live Distance Ed. (Education Technology)	Complete	100%	07/01/14, 06/30/15
2.6.4 Identify calendar considerations for district assessments. (Assessment and Accountability)	Complete	100%	07/01/14, 06/30/15

2.7 Community Awareness: Increase awareness on the Slope around the progress and positive momentum happening at NSBSD. (06/30/15)

Measure: Completed proposal

Target: 100%

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
2.7.1 Develop a detailed proposal to increase community awareness. (Principals) (Grants)	Proposal	100%	07/01/14, 06/30/15
2.7.2 Conduct radio shows encompassing a common strategic theme (every School/Dept to do one). (Principals) (Superintendent)	Radio shows conducted for each site/dept.	100%	07/01/14, 06/30/15
2.7.3 Develop Facebook presence at every site. (Education Technology)	Complete	100%	07/01/14, 06/30/15
2.7.4 Launch Qargi.com and communicate out to the district. (Iñupiaq Education)	Website Luanched	100%	07/01/14, 06/30/15

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. (06/30/15)	Measure: Process improvement (status of supporting objectives)	Target: 100%

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
3.1.1 Review spring teacher hiring process and implement recommendations. (Assistant Superintendent) (COO) (Human Resources)	Recommendations established/ implemented	100%	08/01/14, 11/30/14

3.2 Retention: Maintain a staff turnover rate lower than the Alaska rural average. (06/30/15)	Measure: % turnover rate; lower than AK rural average (30% = EOY Target)	Target: 100%

School/Department Objectives and Team Member Objectives	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)	1 initiative per site	11	07/01/14, 06/30/15
3.2.2 Complete a culture camp experience for teachers and curriculum unit development by teachers to increase retention. (Implement the plan in FY15 and evaluate the plan in FY16.) (Iñupiaq Education)	# camps implemented	9	07/01/14, 06/30/15
3.2.3 Identify resources to sustain Culture Camps for staff. (Grants)	Resources identified	100%	07/01/14, 06/30/15
3.2.4 Hold district-wide staff appreciation events in association with all Inupiat Days. (IED) (Superintendent)	Staff appreciation events	100%	07/01/14, 06/30/15
3.2.5 Target hard-to-fill positions (classification and salary study) to be more competitive in the work-force. (Human Resources)	Study/plan completed	100%	07/01/14, 06/30/15
3.2.6 Develop an appreciation plan for classified staff. (Leadership Team) (Principals) (Human Resources)	Appreciation plan	100%	07/01/14, 06/30/15

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. (06/30/15)	Measure: % complete; Relevant PD offerings	Target: 100%

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
3.3.1 Board Development & Training: Maintain (and evaluate) a Professional Development Plan for the Board. (Superintendent)	PD Plan	100%	07/01/14, 06/30/15

3.3.2 Implement a tracking and management system for all required staff training. (Principals) (HR) (AA) (Human Resources)	Complete	100%	07/01/14, 06/30/15
3.3.3 Train staff in Iñupiaq history, culture, language and philosophy. (Iñupiaq Education)	1 training per school	11	07/01/14, 06/30/15
3.3.4 Ensure that we incorporate culture, history, language and philosophy into all professional development. (All Depts to own) (IED supporting all) (Iñupiaq Education)	Process on target	100%	07/01/14, 06/30/15
3.3.5 Articulate and implement a plan for just-in-time training for teachers throughout the year. (Curriculum and Instruction)	Plan implementation	100%	07/01/14, 06/30/15
3.3.6 Develop a comprehensive/long-range PD plan that incorporates state-required training as well as those that support our strategic direction. (Assistant Superintendent)	Plan developed	100%	07/01/14, 06/30/15

3.4 Local Workforce: Maximize our local workforce by growing and employing local staff. (06/30/15)   Measure: % increase in local employees   Target:

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
3.4.1 Design and implement program to support and encourage community members to become certified teachers. (IED) (Iñupiaq Education)	Program implementation	100%	07/01/14, 06/30/15
3.4.1.1 3.4.4.1 Indigenous Teacher Certification program to increase the number of Iñupiaq people certified as teachers. (working on what the program will look like beyond year 4) (Iñupiaq Education)	% of Year 4 of 4	100%	07/01/14, 06/30/15
3.4.1.2 Develop a career ladder for para-professionals (with Illisagvik). (Human Resources)	Career ladder developed	100%	07/01/14, 06/30/15
3.4.2 Participate in job recruitment events for community members. (Human Resources)	Recruitment event participation	100%	07/01/14, 06/30/15

3.5 Teacher Evaluation: Provide teacher support through an updated evaluation process that meets new State requirements using the Danielson Framework. (06/30/15)   Measure: Process improvement/updated evaluation system   Target: 100

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
3.5.1 Develop performance evaluations for certified staff that comply with new state requirements. (Evaluation Revision Committee) (HR) (Assistant Superintendent)	Instrument developed	50%	07/01/14, 06/30/15
3.5.2 Pilot new evaluation tool with two schools and provide menu of options to principals. (Assistant Superintendent)	On target; 2 school pilots	100%	07/01/14, 06/30/15
3.5.3 Train all principals in Danielson Framework for Teaching Evaluation Model 2014-2015 (Assistant Superintendent)	All Principals trained	100%	07/01/14, 06/30/15
3.5.4 Begin to train and provide professional development to all teachers in the Danielson Framework for Teaching. (Assistant Superintendent)	Training & PD provided	100%	07/01/14, 06/30/15
3.5.5 Integrate cultural standards for teachers and schools into the certified staff performance evaluations. (Assistant Superintendent)	Process operationalized	100%	07/01/14, 06/30/15

3.5.6 Adapt the national evaluation best practices to fit the NSBSD. (Eg. Video Bank) (Assistant Superintendent)	Process on target	100%	07/01/14, 06/30/15
3.5.7 Ensure that Staff Evaluations are connected to the goals of the Strategic Plan. (Principals) (Evaluation Revision Committee) (Human Resources) (Assistant Superintendent)	Instrument developed	100%	07/01/14, 06/30/15

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. (06/30/15)	Measure: Strengthened policies and controls	Target: 100%

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
4.1.1 Propose any necessary policy changes to NSBSD's Board of Education for approval. (Business Office)	Process on target	100%	07/01/14, 06/30/15
4.1.2 Conduct an external review of financial internal control processes. (Business Office)	Process on target	100%	07/01/14, 06/30/15
4.1.3 Bring recommendation for status quo or changes in staffing in the finance office to Superintendent. (Business Office)	Process on target	100%	07/01/14, 06/30/15
4.1.4 Provide periodic reports to Directors/Principals related to YTD budget status. (Business Office)	Consistent reporting	100%	07/01/14, 06/30/15
4.1.5 Provide training at Leadership/Principal Team Meetings related to systems (pertinent materials posted globally to ensure access). (Business Office)	Consistent trainings	100%	07/01/14, 06/30/15

4.2 Learning Environment: Provide classroom environments conducive to learning through proactive operational support including increased focus on efficiency and decreasing our energy consumption. (06/30/15)	Measure: % complete/on target	Target: 100%

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
4.2.1 Continue to incorporate student and community perspective into a transparent design process to integrate the Inupiaq culture into school's architecture. (Inupiaq Ed) (M and O)	Process on target	100%	07/01/14, 06/30/15
4.2.2 Institutionalize an art in the school process (inclusive of design process and the committee process). (M and O)	Complete	100%	07/01/14, 06/30/15
4.2.3 Develop new Educational Specifications for district CIP process which supports the district's educational program. (Principals) (Leadership Team) (M and O)	Complete	100%	07/01/14, 06/30/15
4.2.4 Develop an energy efficiency strategy district-wide. (M and O)	Complete	100%	07/01/14, 06/30/15
4.2.5 Expand the new maintenance management system to include inventory control, facility use module and material cost tracking. (M and O)	Complete	100%	07/01/14, 06/30/15
4.2.6 Explore alternative location for Kiita 2014-2015 (working with local partners) (M and O)	Complete	100%	07/01/14, 06/30/15

4.3 Technology Hardware: Evaluate and adjust the adequacy of technology as a tool to facilitate learning, communication and	Measure: % complete	Target: 100%

collaboration, especially in the villages. (06/30/15)

School/Department Objectives and Team Member Objectives	Measure	Target	Start Date, End Date
4.3.1 Conduct department-head/principal training and develop universal reports/templates for the district for data analysis, collaborative meetings, etc. (central data analysis person) in order to operationalize the data warehouse. (Asst & Acct) (C&I) (Education Technology)	Training plan to implement	100%	07/01/14, 06/30/15
4.3.1.1 Increase/allocate capacity to a central data analysis person to maintain and manage this process. (Ed Tech) (Janet Valentour)	Complete	100%	07/01/14, 06/30/15
4.3.2 Troubleshoot and evaluate ALIO Intelligence to ensure ability to implement the program. (Information Technology)	Evaluation complete	100%	07/01/14, 06/30/15
4.3.3 Train admin and support staff to use ALIO intelligence reporting system. (Business Office)	Training complete	100%	07/01/14, 06/30/15
4.3.4 Continue training on the use of the website. (Education Technology)	Process on target	100%	07/01/14, 06/30/15
4.3.5 Ensure all appropriate staff are trained to use VTC and desktop video (jabber) system. (Education Technology)	# of trainings - 2 per quarter	8	07/01/14, 06/30/15
4.3.6 Continue to ensure tech funding for capital improvement procurement. (M and O)	Funding secured	100%	07/01/14, 06/30/15
4.3.7 Collaborate with Ed Tech and IT to establish IT standards for appropriate purchases. (M and O)	Process operationalized	100%	07/01/14, 06/30/15
4.3.8 Create, vet and implement Style Guidelines for the district to ensure consistency in local and global communications. (Education Technology)	Process on target	100%	07/01/14, 06/30/15
4.3.9 Operationalize the program School-Dude/IT direct. (Ed Tech) (Information Technology)	Program operationalized	100%	07/01/14, 06/30/15
4.3.10 Continue to lobby for bandwidth equity/improved connectivity on the Slope. (Board) (Superintendent)	Process on target	100%	07/01/14, 06/30/15
4.3.11 Operationalize the web filtering system. (Principals) (Information Technology)	% of implementation	100%	07/01/14, 06/30/15

Strategic Planning Term	Definition
Core Values/Guiding Principles	How people want to behave with each other in the organization. Value statements describe actions that are the living enactment of the fundamental values held by most individuals within the organization. What are our guiding principles, as a group, to adhere to no matter what?
Core Purpose/Mission Statement	The organization's core purpose. Why do we exist?
Vision Statement (5+ years)	Where you are headed – your future state – your Big, Hairy, Audacious Goal. Where are we going?
Competitive Advantages	A characteristic(s) of an organization that allows it to meet their customer's need(s) better than their competition can. What are we best at in our market?
Organization-Wide Strategies	Your strategies are the general methods you intend to use to reach your vision. A strategy is like an umbrella. It is a general statement(s) that guides and covers a set of activities. You can develop strategies for your whole organization, a department, a specific set of activities, or a guiding statement for a year. No matter what the level, a strategy answers the question "how."
Long-Term Strategic Goals (3+ years)	Long-term, broad, continuous statements that address all areas of your organization. If you have a five-year vision, these would be three- to four-year intermediate guideposts on the way there. What must we focus on to achieve our vision?
Short-Term Invalid Variable Name and Invalid Variable Name (1 year)	Short-term Invalid Variable Name that convert the Strategic Goals into specific performance targets. Effective Invalid Variable Name clearly state what, when, who and are specifically measurable – they are Specific, Measurable, Attainable, Responsible person, time bound (SMART). What must we do to achieve our long-term Strategic Goals?
Key Performance Indicators (KPIs)	Metric and non-metric measurements essential to the completion of an organization's goals. Each organization narrows the possible list down to a manageable group of KPIs that make the most difference to performance. KPIs are linked to Invalid Variable Name. How will we know we have achieved our Invalid Variable Name?