

# STRATEGIC PLAN DETAIL

## DISTRICT OBJECTIVES & BOARD DIRECTED FOCUS FOR SY2020/21

(Board priorities for School Year 2020-21 are called out in red font)

**Strategic Goal #1: STUDENT SUCCESS: All students will reach their intellectual potential and achieve academic success through integrating Iñupiaq knowledge systems into the core content areas and focusing on the development of the Whole Child.**

Performance Measures: <i>How will we measure Student Success?</i>	
<ul style="list-style-type: none"> <li>Attendance Rate</li> <li>Graduation Rate</li> <li>Dropout rate</li> <li>Academic Achievement</li> <li>Achievement Gap</li> </ul>	<ul style="list-style-type: none"> <li>3<sup>rd</sup> Grade Literacy</li> <li>9<sup>th</sup> Grade On-Track</li> <li>School Climate</li> <li>Career &amp; Tech Ed Concentrators</li> </ul>

Board Priority SY20/21	DISTRICT OBJECTIVES: <i>What must we do to achieve Student Success?</i>	FOCUS FOR SY20/21: <i>How will we achieve the objectives?</i>
<b>X</b>	<b>1.1 Academic Achievement:</b> Ensure all students show growth in academic areas measured by authentic assessment where possible and state and district standards where necessary.	<ul style="list-style-type: none"> <li style="color: red;">Identify learning gaps through preliminary testing and provide targeted instruction to address gaps.</li> <li style="color: red;">Strengthen virtual learning approach and materials. (Ex: Blackboard for kids/weekly (online view) to help them stay organized and focused week by week; Lessons on thumb drives for students; virtual instruction; etc.</li> <li style="color: red;">Provide resources to parents/families to help guide and support students through virtual learning.</li> <li>Pilot Individual Learning Plans.</li> <li>Set policy on class size.</li> <li>Explore doing more with GT program.</li> </ul>
<b>XX</b>	<b>1.2 Attendance:</b> Cultivate an environment where attendance is valued, encouraged, and supported and implement a culturally integrated calendar that is aligned across the district to increase attendance and expand options for students.	<ul style="list-style-type: none"> <li>Develop Attendance Recognition Program in partnership with the community.</li> </ul>
<b>XXX</b>	<b>1.3 Early Childhood Success:</b> Support all students to read at grade level by the end of third grade.	<ul style="list-style-type: none"> <li style="color: red;">More effort and emphasis on K3/K4 reading and early childhood success.</li> <li>(Idea) Start student portfolios at early stages to capture student aspirations and evolve the portfolio throughout the course of schooling. (Store in student cume file; incorporate with AKCIS folders)</li> </ul>

XX	<p><b>1.4 Inupiaq Language &amp; Culture:</b> Implement language and culture programs to revitalize the Inupiaq language.</p>	<ul style="list-style-type: none"> <li>• <b>Increase the number of ILT's and support</b> (Inupiaq language/culture teachers for every grade)</li> <li>• <b>Provide ILF/curriculum-based instruction at every grade level</b> (Inupiaq Learning Framework).</li> <li>• <b>Mapkuq unit implementation</b></li> <li>• <b>Share curriculum, information on standards and with families and other teachers.</b></li> <li>• Expand the K3/K4 Language &amp; Culture Immersion</li> <li>• Enhance the curriculum/materials for K3/K4 immersion</li> </ul>
X	<p><b>1.5 Multiple Pathways:</b> Implement career learning and alternative programs expanding educational opportunities that connect students to careers and providing multiple pathways to graduation based on student needs and interests.</p>	<ul style="list-style-type: none"> <li>• Provide on the job training (OJT) opportunities.</li> <li>• Increased investment in CTE and Alternative Programming.</li> </ul>
	<p><b>1.6 Place-Based Learning:</b> Implement place-based units across academic subjects including life-skills, connection to the land and experiential learning in the field.</p>	<ul style="list-style-type: none"> <li>• Provide cultural learning opportunities in all subjects.</li> </ul>
XXXX	<p><b>1.7 Student Well-Being:</b> Support the physical, nutritional, mental, and social-emotional health of all students.</p>	<ul style="list-style-type: none"> <li>• <b>COVID Response Team</b> at every school to address health and safety on a site-by-site basis (low, med &amp; high-risk levels – at every school (Principles working with stakeholders).</li> <li>• <b>Implement identified SEL programs at every school.</b> (Restorative circles; Distance SEL support, Counselors reaching out to students; Inter-agency collaboration; Suicide prevention modules; Second Step Program, etc.)</li> <li>• <b>Strengthen the relationships and engagement with families</b> via zoom meetings, online toolbox and ongoing support to help them support students.</li> <li>• Provide Mental Health Professional Development for Staff.</li> <li>• Improve the quality of food for students.</li> <li>• Increase emphasis on Bullying (Student led campaigns, Professional Development, etc.)</li> <li>• Bring awareness to PBIS to improve student discipline.</li> </ul>

**Strategic Goal #2: COMMUNITY ENGAGEMENT: Foster collective responsibility, commitment and trust between the school and community.**

Performance Measures: <i>How will we measure success for Community Engagement?</i>	
<ul style="list-style-type: none"> <li>• Communications Plan</li> <li>• Parent Involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Student Volunteerism/Community Service</li> <li>• SAC Active &amp; Empowered (helping to create school success)</li> </ul>

Board Priority SY20/21	DISTRICT OBJECTIVES: <i>What must we do to achieve Community Engagement?</i>	FOCUS FOR SY20/21: <i>How will we achieve the objectives and are efforts aligned to budget?</i> (Note budget implications)
XXXX	<b>2.1 COMMUNICATION:</b> Advance on-going 2-way communication, participation and interaction <i>within</i> the school and <i>between</i> the school and community, building the bridge of trust.	<ul style="list-style-type: none"> <li>• <b>Facilitate communication between school, classroom and families.</b> (Homeschool Facilitators)</li> <li>• <b>Superintendent to reach out to parents/family with consistent updates.</b> (Communication Specialist)</li> <li>• Internal: Employee Engagement Survey</li> <li>• External: Parent Engagement Survey</li> </ul>
X	<b>2.2 COMMUNITY IN THE SCHOOL:</b> Include Elders, parents and community members in school academics and activities and utilize community resources and expertise in learning.	<ul style="list-style-type: none"> <li>• Develop a comprehensive Parent Involvement Plan &amp; Menu.</li> <li>• (Explore) Develop our own program for Community Mentors; Healing Circles to continue the process of healing.</li> </ul>
XXXX	<b>2.3 SAC:</b> Evolve the role of the School Advisory Council (SAC) as community leaders and advocates for education.	<ul style="list-style-type: none"> <li>• <b>Evolve effectiveness of SAC.</b> Re-focus on SAC to ensure support, bring awareness to responsibilities, and develop volunteer recognition.</li> <li>• <b>Principals to strengthen ties with the SAC;</b> collaborate, build partnership and fully utilize the SAC as a resource.</li> <li>• <b>Communications specialist to work with SACs</b> as the coordinator and report back to Administration via SAC Reports.</li> </ul>
XXXX	<b>2.4 STUDENTS &amp; STAFF IN COMMUNITY:</b> Facilitate staff involvement in community and village events and integrate student community projects into unit development to foster the spirit of volunteerism.	<ul style="list-style-type: none"> <li>• <b>Staff involvement in the community.</b></li> <li>• <b>Student community service projects.</b></li> <li>• Develop volunteer recognition.</li> <li>• Explore intramural sports w/in the community (for all schools across slope).</li> </ul>

**Strategic Goal #3: STAFF SUCCESS: Strengthen the recruitment and retention of highly effective staff and inspire more Inupiaq teachers and administrators.**

Performance Measures: <i>How will we measure Staff Success?</i>	
<ul style="list-style-type: none"> <li>• Staff Retention</li> <li>• Staff Cultural Integration</li> </ul>	<ul style="list-style-type: none"> <li>• Innovative Hiring &amp; Recruiting Practice</li> <li>• Homegrown Workforce</li> </ul>

Board Priority SY20/21	DISTRICT OBJECTIVES: <i>What must we do to achieve Staff Success?</i>	FOCUS FOR SY20/21: <i>How will we achieve the objectives and are efforts aligned to budget?</i> (Note budget implications)
XX	<b>3.1 HIRING &amp; RECRUITING:</b> Improve the hiring and onboarding process for all employees.	<ul style="list-style-type: none"> <li>• Develop/follow hiring procedures and hire the best/most qualified candidate (avoid “hiring just to hire”)</li> <li>• Recruit locally in Barrow where possible</li> <li>• Be more adaptative, start hiring process earlier.</li> <li>• Create a Recruitment Video (Documentary of the villages).</li> </ul>
XXXXX	<b>3.2 HOMEGROWN WORKFORCE:</b> Support the systems that inspire, develop and recruit local/homegrown teachers, administrators and staff.	<ul style="list-style-type: none"> <li>*Hire local teachers even if not fluent in Inupiaq.</li> <li>*Support the Inupiaq staff and teachers</li> <li>• Dual credit at Ilisagvik for teaching (while in High School) and providing incentive.</li> <li>• Explore a professional development/training program in collaboration with Ilisagvik for Para pros to receive training/development to enhance their jobs.</li> </ul>
XXXXX	<b>3.3 RETENTION:</b> Support and retain quality teachers, administrators and staff.	<ul style="list-style-type: none"> <li>• Career Ladder</li> <li>• Provide more Professional Development for Classified Staff.</li> <li>• Include Para pros in In-services.</li> <li>• Implement findings from the Compensation Study.</li> <li>• Benefits: Ensure benefits are comparable/competitive to other employers on the north slope.</li> <li>• Retirement: Explore/enhance retirement pkg offerings)</li> <li>• Develop an Employee Recognition program.</li> <li>• Prioritize getting the best K3/K4 Teachers (emphasis on local teachers for K3/K4)</li> <li>• Stabilize retention of teachers and site leadership.</li> </ul>
X	<b>3.4 STAFF CULTURAL INTEGRATION:</b> Provide cultural training and hands-on experiences for teachers and Principals to enhance cultural understanding and integration.	<ul style="list-style-type: none"> <li>• Cultural orientation for new staff</li> <li>• Implement culture camps at all sites.</li> </ul>

**Strategic Goal #4: FINANCIAL & OPERATIONAL STEWARDSHIP: Effectively employ our operational and financial resources to support our strategic goals and long-term stability of the district.**

Performance Measures: <i>How will we measure Systems of Support/Operational Success?</i>	
<ul style="list-style-type: none"> <li>Budget</li> <li>Grants Received</li> <li>Repair &amp; Maintenance Backlog</li> </ul>	<ul style="list-style-type: none"> <li>Safety (Safe Facilities)</li> <li>Improved Food Quality</li> </ul>

Board Priority SY20/21	DISTRICT OBJECTIVES: <i>What must we do to ensure successful Systems of Support?</i>	FOCUS FOR SY20/21: <i>How will we achieve the objectives and are efforts aligned to budget?</i> (Note budget implications)
XXXX	<b>4.1 FACILITIES:</b> Establish <b>safe</b> , modern and high-performing learning facilities.	<p><i>*Improve facilities management &amp; training.</i></p> <ul style="list-style-type: none"> <li><b>Explore federal funding</b> and potential capital resources to apply to safe facilities.</li> <li><b>Develop and implement preventative maintenance plan.</b></li> <li><b>Invest in employees</b> – Ensure training (plant managers) on specifics around site preventative maintenance.</li> <li><b>Formation of a Safety Committee</b> (meet on monthly basis)</li> <li><b>Update the Safety Manuel</b></li> <li>Superintendent to sit on PRC committee to ensure priority around school facilities.</li> <li>Collaborate with the Borough in creation of MOAs and coordination / cost efficiencies with updates to facilities</li> <li>Work with AMLJIA (risk assessments &amp; funding associated, training programs)</li> </ul>
XXXXXX	<b>4.2 FINANCIAL STEWARDSHIP:</b> Ensure financial management based on what is best for our students.	<ul style="list-style-type: none"> <li><b>Regular assessments of contract and insurance to help ensure cost efficiency.</b></li> <li><b>Annual training for staff around processes, protocols, preventative maintenance, practices in place.</b></li> <li><b>Standardize contracts/MOAs</b> to help protect the financial security of the District.</li> <li>New hire orientation on standardizing operating procedures on infinite visions (ensure new employees have the tools to learn/understand the resources in place)</li> <li><b>Robust Budget Planning process</b> (with clear timeline)</li> <li>Create a Budget Patrol position.</li> <li>Develop and document budget guidelines.</li> <li>Create a Grants Team (new position/s)</li> </ul>
	<b>4.3 LEARNING ENVIRONMENT &amp; SUPPORTS:</b> Create student-centered schools incorporating culture beyond curriculum into all aspects of our work including facilities and operations.	
X	<b>4.4 ORGANIZATIONAL EFFECTIVENESS:</b> Structure the organization to operate with efficiency and better serve our students.	<ul style="list-style-type: none"> <li>Implement Org Re-Structure (Unified Instructional Program).</li> </ul>
X	<b>4.5 TECHNOLOGY:</b> Leverage technology as a tool to facilitate learning, communication and collaboration.	<p><i>*Emphasis here given virtual learning. Ensuring equitable access to internet for virtual learning.</i></p> <ul style="list-style-type: none"> <li>Ensure equipment that is operating well</li> <li>Increase connectivity - Mesh networks to establish hot spots around town. (Internet in homes)</li> <li>Appropriate firewalls (to meet e-rate requirement)</li> <li>Security of network and data (providing training to staff to ensure we are not getting compromised in our network)</li> </ul>