NWABSD STRATEGIC PLAN
JANUARY 2023 – JUNE 2027

Adopted by the Board XX/XX/20XX

Ambler · Buckland · Deering · Kiana · Kivalina · Kobuk · Kotzebue · Noatak · Noorvik · Selawik · Shungnak

NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT

Ambler · Buckland · Deering · Kiana · Kivalina · Kobuk · Kotzebue · Noatak · Noorvik · Selawik · Shungnak
PO Box 51 · Kotzebue, Alaska 99752 · Phone (907) 442-1800

DISTRICT LEADERSHIP

Superintendent: Terri Walker**:**

FY 2023 School Board members: Margaret Hansen, President; Carol Schaeffer, Vice President; Marie Greene, Treasurer; Tillie Ticket, Secretary; Millie Hawley, Parliamentarian; Joanne Harris, Member; Shannon Melton, Member; Alice Melton-Barr, Member; Alice Adams, Member; Nellie Ballot, Member; Lawrence Jones, Sr., Member

Current School Board members: Margaret Hansen, President; Carol Schaeffer, Vice President; Marie Greene, Treasurer; Tillie Ticket, Secretary; Millie Hawley, Parliamentarian; Joanne Harris, Member; Shannon Melton, Member; Alice Melton-Barr, Member; Alice Adams, Member; Jeanne Gerhardt-Cyrus, Member; Vacant, Member

FOUNDATION STATEMENTS

Mission - To provide a learning environment that inspires and challenges students and employees to excel.

Mission Descriptors
We do this through:

- Traditional Learning – cultural and Language
- Succeeding through challenges
- Setting up for success
- Walking along with students
- Preparing students to plan for their futures
- Understanding each has different dreams

Vision - To graduate all students with the knowledge, skills, and attitudes necessary for a successful future.

Vision Descriptors

Needed Skills	*Needed Knowledge*	*Needed Attitudes*
• Construction • Mechanics • Teamwork • Cooperation • Basic Work Skills • Communication • Ready to work – Interview • Sled Building	• Basic Knowledge • Computers - Technical Readiness • Knowledge of Careers • Consequences	• Responsibility for Communities • Respect for Homelands • Respect for Others • Work Ethic • Accountability • Aspiring

CORE VALUES

- Respect
- Hard Work
- Cooperation
- Perseverance
- Ability to Adapt
- Belief in yourself
- Learning
- Resilience
- Accountability

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Goal 1: School and Culture

Objective 1: Community School Connections
NWABSD will work with each site to establish a Tribal/Community Partnership Plan to provide relevant learning opportunities and support. Schools will support the plan with improvement data and ongoing adjustments for continuous improvement.

Objective Lead: Superintendent

Strategies and Actions	Key Indicators/Metric	Completion Date/Timeline	Progress	Budget (Time & Money)
1.1.1 Partner with stake holders to strengthen Inupiaq curriculum through language and culture programs that include goals and actions.	Schools will support the plan with improvement data and ongoing adjustments for continuous improvement. Sign agreements with stakeholders that include goals and actions.	Submit data every quarter Beginning 2nd semester January 2024	100% ongoing	
1.1.2 Connect Curriculum with Cultural Ways and Science Knowledge in a local setting.	1. Documentation of partnerships between the school and community. 2. Knowledge bearers in the classroom	Quarter 1,2,3,4	100% ongoing	
1.1.3 Inform all stake holders about the progress of school/community connections	Provide progress report. Feedback and surveys	Bi-annually in October and March	50%	

Objective 2: Immersion School Program
NWABSD will begin an immersion school program starting with PreK level and moving to Kindergarten, 1st, and 2nd grade progressively throughout the next five years.

Objective Lead: Superintendent

Strategies and Actions	Key Indicators/Metric	Completion Date/Timeline	Progress	Budget (Time & Money)
1.2.1 Assist Iñupiaq Instructors to obtain their certification through the state of Alaska	1. Determine NWABSD Eligibility for Alternative Certification Options 2. Identify Coursework and Professional Development. 3. Develop ongoing support, onboarding, and checkpoints for teacher progress. 4. Identify local partnerships to support local context and culturally responsive professional development. 5. Align our system with UA system for cosponsored courses and alternative path consisting of CEUs (budget item).	System Developed: Spring 2025	50%	Unknown
1.2.2 Train our Iñupiaq Instructors fluently into immersion methods of teaching Iñupiaq	1. Identify the path for obtaining fluency a. Develop a roadmap for fluency progression. b. Identify screener/assessment for each level.	System Developed: Spring 2025	100% ongoing	Unknown
1.2.3 Provide ongoing professional development for the Iñupiaq Instructors.	1. Build a plan and timeline for professional development.	Ongoing	100% ongoing	Unknown

Objective 3: Cultural Science Curriculum
NWABSD will create a cultural place-based science curriculum using the traditional Native Ways of Knowing and Learning.

Objective Lead: Superintendent

Strategies and Actions	Key Indicators/Metric	Completion Date	Progress	Budget (Time & Money)
1.3.1 Develop lessons and activities that align with local traditions and practices utilizing natural resources to make the science curriculum more relevant and relatable for all students.	1. Completion of a curriculum map that identifies specific points in the science curriculum where local traditions can be incorporated, with consultation from Elders or cultural leaders. 2. A minimum of 3 hands-on, project-based activities per semester that engage students with the natural	In Progress	100% ongoing	

	environment (e.g., water quality testing of local rivers, plant identification, or studying local wildlife migration patterns). 3. At least 2 community-based science projects per year that involve students working alongside community members (e.g., collaborative projects with hunters, gatherers, or local environmental experts).			
1.3.2 Incorporate the Iñupiaq language into the curriculum, promoting language preservation and encouraging students to learn and communicate these concepts in their native tongue.	1. Develop and use vocabulary lists, with both English and Iñupiaq terms, for key science concepts. 2. Work with local Iñupiaq language experts or Elders to integrate traditional stories, phrases, or terminology into science lessons, ensuring students hear and practice Iñupiaq in a real-world context.	In Progress	100% ongoing	
1.3.3 Design hands-on, experiential learning opportunities that connect students with the local environment and traditional practices.	1. Collaborate with local experts, such as hunters, gatherers, or Elders, to guide students in traditional practices while integrating relevant scientific principles like ecology or sustainability. 2. Plan field trips or outdoor lessons where students can observe and interact with the local environment.	In Progress	100% ongoing	
1.3.4 Establish community partnerships with local organizations and tribal councils to support the development and implementation of the curriculum and ensure ongoing cultural relevance.	1. Form a network with local organizations, tribal councils, and community leaders to regularly consult curriculum development, ensuring cultural relevance and alignment with community values and traditions. 2. Meet with Iñupiaq Ilisautri and science teachers twice a year to co-develop and review curriculum, ensuring the integration of traditional knowledge, practices, and cultural relevance.	In Progress	100% ongoing	
1.3.5 Involve local elders as educators and mentors, recognizing their invaluable role in passing down traditional knowledge.	1. Present the curriculum to the Elders' Council twice a year for feedback and to strengthen local partnerships, ensuring accuracy.	In Progress	100% ongoing	
1.3.6 Empower students to explore and share their own traditional knowledge within the curriculum, creating a learning environment where both the teacher and students contribute to the learning.	1. Organize an annual "Local Science Showcase" where students present projects that reflect their learning on local traditions, natural resources, and scientific principles, with community members invited to participate. 2. Create opportunities for students to share personal or family stories that connect with the lesson topics, integrating traditional knowledge into classroom discussions and allowing students to take an active role in contributing to curriculum development.	In Progress	100% ongoing	

Goal 2: Operational Improvement

Objective 1: Optimize Business Operations
The NWABSD will evaluate, scope, and create an implementation plan for integrations to streamline and maximize operating software. Completion will support initiatives like the implementation of a 5-year budget forecast.

Objective Lead: Director of Administrative Services

Strategies and Actions	Key Indicators/Metric	Completion Date/Timeline	Progress	Budget (Time & Money)
2.1.1 Optimize Purchasing system with E-Procurement integration with vendors in Accounting Software (IVisions)	NWABSD secretaries and administrators will be able to purchase supplies from specific vendor websites through the District's accounting software. This will make purchasing from these vendors much easier and will encumber purchases.	October 2022 until complete, estimated timeline 3 months.	COMPLETE – February 2023	
2.1.2 Integrate Human Resources system (Frontline Central) with Accounting Software (IVisions)	NWABSD staff information will flow from Human Resources system to accounting software.	December 2026-projected	40%; HR has upgraded Frontline Hire & Recruit which will integrate with Frontline Central; HR & BO will be coordinating to integrate Frontline Central with IVisions in FY27	$49,998 to Frontline Central for configuration, setup and 3 years' service (300 hours commitment)
2.1.3 Streamline Adjusting and Budget journal entries with electronic workflow	NWABSD budget authorities will be able to submit budget transfers and re-code expenses electronically in the District's accounting software instead of on paper.	July 2026	50%; At this time, all journal entries are being completed on paper and submitted to the Business Office. Met with IVisions for possible solution. BO to create process guide for electronic workflow	
2.1.4 Optimize Employee Reimbursement system utilizing accounting software instead of DocuSign forms	Employees will be able to submit for reimbursement of purchases through IVisions.	TBD	Partial setup completed previously; Possible integration after Frontline Central configuration complete	$4932 to IVisions and an estimated 3 working days – One for setup, one for documenting process and training with staff, one for contingency (previous quote)
2.1.5 Evaluating Staff and Student travel processes and procedures	Update of policies and procedures for staff travel. Review travel internal processes and paperwork for the business office.	September 2025; partial completion	75%; Digitizing TR process has not been successful in past, may consider the purchase of a separate program or additional personnel to manage. BP 4133/4233/ 4333, as well as Student Travel in Handbook, reviewed and updated in FY25. BP returned to review June 2026	

Objective 2: Standard Operating Procedure Documentation

The NWABSD will establish written processes to support all processes within the district to support efficiency and succession planning.				
Objective Lead: Director of Administrative Services				
Strategies and Actions	**Key Indicators/metric**	**Completion Date/Timeline**	**Progress**	**Budget (Time & Money)**
2.2.1 Establish where District processes are to be compiled and outlined	NWABSD Staff members will have clearly defined processes for School District Procedures. These processes will be accessible to all staff and all staff will receive notification about where to find the District's processes and procedures upon being hired.	June 2027; ongoing	60% At this time, District processes are found on the District website, the Code of Conduct, and within each Department. Need to review the expectation of this action.	TBD. This project may have a heavy lift at first, but once implemented the District's processes will only need to be reviewed annually and adjusted based on need

Goal 3: Instructional Support

Objective 1: Evaluation of MTSS (Multi-Tiered System of Supports)/Safe and Civil Reset
NWABSD staff will evaluate the systems of MTSS and Safe and Civil operationalized within schools with current strategies supported with data (literacy) use. The implementation of the strategy will be supported with increased instructional support through support to instructional teams.

Objective Lead: Director of Curriculum

Strategies and Actions	Key Indicators/Metric	Completion Date/Timeline	Progress	Budget (Time & Money)
Identify and implement a district-wide reporting system to document student intervention plans and team meetings.	❑ Build and test MTSS monitoring dashboard. Aug. 2025: PowerSchool MTSS development initiated. ❑ 100% of instructional staff are trained to use the new dashboard. Aug. 2025 development of in-service trainings (during collaborative meetings) on new platform(PowerSchool) ❑ 90% of student intervention meetings and plans documented.	June 2025 August 2026 May 2026	100%: May 2026 90%. April 20 90% April 2026 90% October 2026	Not to exceed $10,000
Build a schedule for principals, teachers, intervention teams, and district leaders to meet regularly (quarterly) to review student data, intervention effectiveness, and next steps.	❑ 100% of schools with active student intervention teams: Aug. 2025 initiated bi-monthly intervention team meeting during Monday collaborative meeting time.. ❑ Scheduled Districtwide professional development reviewing quarterly data. ❑ 100% of students at Tier III have Individual Reading Improvement Plans that include a regular review of their student data and intervention adjustments. ❑ 10% reduction of students in Tier III.	May 2027 April 2026 Sept 2026	80% April 2026 100% May 2026 80% May 2026	N/A
Implement the parent communication plan that includes regular updates on intervention plans and progress through meetings, progress reports, and online platforms.	❑ 100% of Tier II/Tier III K-3 parents update every four weeks on their students' progress. ❑ Annual workshops are scheduled to guide parents in supporting student growth outside of school. Schedules set up in Sep 2026.	Oct 2026 Sept 2026	90% April 2026	N/A (LIT GRANT)

Objective 2: Positive Behavior Intervention Supports
NWABSD will assess and refine the current Positive Behavior Intervention Supports (PBIS) systems, specifically those from Safe & Civil Schools.

Objective Lead: Director of Curriculum

Strategies and Actions	Key Indicators/Metrics	Completion Date/Timeline	Progress	Budget (Time & Money)
Annual review and improvement of a school-wide Positive Behavior Intervention System to promote consistent positive behavior.	❑ 100% of all staff have reviewed schoolwide plans by August 30th of each school year.	August 2025	80% Aug 2025	

	❑ 100% of schools have a written school-wide plan accessible to all students, staff, and parents. ❑ 100% of all staff have completed a second review and refinement of schoolwide plans by December 10th of each school year.	August 2026		
Annual review and improvement of a class wide Positive Behavior Intervention Plans to promote consistent positive behavior.	❑ 100% of all staff have reviewed class wide plans with Site Administrator by August 20th of each school year. ❑ 100% of classrooms have a written class-wide plan accessible to all students, staff, and parents.	August 2026	100% May 2026	

Goal 4: Wellness

Objective 1: Sustainable Counseling Program
NWABSD staff will develop the program with an implementation plan leading to an operationalized program to include documentation of counseling services at all sites.

Objective Lead: Director of Student Services

Strategies and Actions	Key Indicators/Metric	Completion Date/Timeline	Progress	Budget (Time & Money)
4.1.1 Obtain Grant to receive full funding -Our Youth Positive Vision for Future by 2027	Obtain a grant for to support the training and practice of school counseling in NWABSD	January 2023	100% Completed	Grant for Jan 23-24 to Jan 27-28 Grant total for 5 years=
4.1.2 Define all potential partnerships for counseling programs	March 2024: Maniilaq and Compassionate Counseling partnerships Sept. 2024: Initiated Behavior Health cooperation/meetings to facilitate counseling services. Release of information for shared programming. June 2025: 2025: Compassionate counseling MOA for fy 26 completed and paid for through counselor grant. Laptops purchased with grant monies for Maniilaq Partnership/Behavioral Health in Schools. Currently ~45 students are being served via dual school/Maniilaq partnership. August 2025: fy26 school year starts up beginning with Maniilaq continuation or care with current students. Monthly care meetings set up with school district liaisons and staff. **Jan. 2026**: Current Maniilaq/School caseload of students receiving behavioral health services at ~80. June 2026: continue to have good enrollment: Identified area of concern is having staff at site to assist with technology and supervision for students during online counseling sessions. Oct. 2027: Maniilaq /School counseling services continue to be offered at each site. now monthly visits from therapist and caseload continues to be ~80.	January 2027	75% complete Jan. 2026 80%complete Jan June 2026: 80% complete Oct. 2026 90%	No cost

4.1.3 Establish harm-to-self follow-up protocols, training and tracking data/procedures	Harm to Self or Others protocol or others established and yearly training with principals and counselors. To be completed yearly: 22-23 = yes completed 23-24= yes completed 24-25= yes, completed 25-26= yes completed in-service (principals and counselors) Jan.2026: new leadership trained as part of the onboarding process and all counselors trained. 26-27 Oct. 2026 Self Hard protocol well established. The need continues for assistance with documentation.	June 2027	80% complete: 25-26 school year) 90% Oct. 2026:	June 2027
4.1.4 Obtain funding for continuation of Programming after funding -Our Youth Positive Vision for Future no longer available.	Grant or general fundings. Sept. 2024: Initiated conversation with Grants regarding timing on potential new grants: Spring 2025: Initial discussions on what use of general funds for counseling services could be worked into site funding. Possible funding options: • Could include counselors as part of the student teacher ratio. • Or Counselor vs. Assistant principal at larger sites. • Or could use Title I and/or IV grant funds and/or Mig. ed funds can be used too. OYOF grand continues for 2.5 more years. No changes have been announced. Spring 2026: Researching grants OYOF end Dec. 2027 Spring 2027 Unlikely to obtain a new grant. Counselors funding suggestions are to ask local contributors..	June 2027	8/14/25 50% complete 60% Jan 2026 65% June 2026 65% Oct. 2026	2027-28 (see funding options)
Objective 2: Trauma-Informed Teaching Practices (TITP) **NWABSD will implement TITP practices through a train-the-trainer program, including ongoing reinforcement and implementation in the classroom.**				
Objective Lead: Director of Student Services				
Strategies and Actions	**Key Indicators/Metrics**	**Completion Date/Timeline**	**Progress**	**Budget (Time & Money)**
4.2.1 Train-the-trainer for Trauma Informed Practices	Obtain Train -the-trainer certification.	Completed Trainer #1 May 2023 Trainer #2 Dec. 2023	100% completed	ESER funds used to train the trainer
4.2.2 Inservice training ongoing yearly through length of this strategic plan	Training completed as evidenced by sign in sheet during beginning of the year in-service and monthly office hours on TEAMS **Jan. 2026:** Train the trainer continuing ed in the area of self-regulation and co-regulations. Training emphasizes how the energy and attitudes you bring to a situation will affect the outcome of the situation. When interacting with students and co-workers. **June 2026:** Planning for Fall inservice	Aug. 2023 completed all staff Aug. 2024 Completed all staff training during in-service. Aug. 2025 Staff training completed in Aug. 14,2025 Staff Training completed at in-service	75% Jan 20 80% June 2026	No cost as we have inhouse trainers

		Aug.2026 Staff training at inservice Aug. 2027		
4.2.3 Trauma informed professional Development and supports to be made available to all staff on a yearly basis. Obtain grant funds for yearly presenters on trauma informed teaching practices and/or resiliency and restorative practice PD	FY 23: FY 24: March 2024 Weekly Trauma informed and Resilience Focused Office hours initiated for teachers Sept. Office hours continue, and Trauma Informed in-service planned for Oct. 2024 FY 25 Oct. 2024 District-wide professional development with Trauma informed specialist: Linda Chamberline June 2025: Empower U programming used about 60% of sites for social stories/Social emotional supports/social/emotional skills, problem solving and de-escalation techniques. Developing trauma informed classroom management training for fy 26. FY 26 Discussion with Corwin Group for Dr. Smith to address Restorative Practices. June 2026: Planning for FY 27 started for Fall in-service on resiliency and co-regulation, book study planning.	2024 Grant funds used for In-service Professional Development. 2025: Empower U being implemented in school, resiliency lessons. Oct. 2026 : planning Corwin in-service for 2026.	60% Oct. 2025 65% Jan. 2026 70% June 2026: 75%: plan for purchase of restorative practice books with grant funds. Oct. 2026 75%	No cost as we have inhouse trainers Grants: to be determined.

Goal 5: Growing Our Own

Objective 1: High School and Post Secondary Vocational Track Mapping
NWABSD staff will align curriculum to support the growth of students throughout their education to be prepared for employable roles within the region.

Objective Lead: Director of the Alaska Technical Center and Director of Curriculum and Instruction

Strategies and Actions	Key Indicators/Metric	Completion Date/Timeline	Progress	Budget (Time & Money)
5.1.1 Develop overarching plan for complete alignment	Have a timeline and review cycle. FY25- Completed Perkins 4 Year Plan	August 2025	100%	
5.1.2 Design procedure and template for pillar alignment.	Implement pillar template	May 2026	100%	
5.1.3 Assess current CTE Alignments	Organize and identify current CTE courses and Career Technical Education Pathways. Identify deficiencies in pathways and course offerings.	May 2026	100%	
5.1.4 Identify best practices for CTE alignment for NWABSD students.	Review national CTE curricula standards and alignments Compare and examine other CTE institutions pathways with NWABSD pathways	February 2026	May 2026 100%	
5.1.5 Develop aligned pillars for High School and Adults	❑ Education ❑ Culinary Arts ❑ Construction Trades ❑ Certified Nursing Assistant (CNA) ❑ Business ❑ Process Technology	December 2027	90%	

Objective 2: Regional Workforce Development
NWABSD will develop a plan for ATC to grow alignment between offerings and regional workforce needs.

Objective Lead: Director of the Alaska Technical Center

Strategies and Actions	Key Indicators/Metrics	Completion Date/Timeline	Progress	Budget (Time & Money)
5.2.1 Identify regional workforce needs	Complete a Comprehensive Needs Assessment for Regional Workforce Development	Survey sent Out to Stakeholders and Data collected August 2025. Work with NWAB Economic Development Team	100%	
5.2.2 Map Regional workforce needs assessments	Identify common industry trainings Identify skillsets alignment	November 2025 to June 2026	90%	
5.2.3 Draft regional workforce map	Develop training schedule	October 2026	85%	
5.2.4 Validate regional workforce map with employers	Regional workforce feedback and revisions	January 2027	25%	
5.2.5 Develop a consortium to focus on a condensed training and workforce development scholarship application for the whole region	Region wide scholarship application	May 2027	15%	

Goal 6: Board Development				
Objective 1: Improve New Board Member Orientation **NWABSD Regional School Board will improve new board member orientation to support board efficacy and improve onboarding and communications.**				
Objective Lead: Regional School Board Secretary				
Strategies and Actions	Key Indicators/Metric	Completion Date/Timeline	Progress	Budget (Time & Money)
6.1.1 Attend the new boardsmanship annual AASB training and attend monthly webinar series	All first-term board members attend the Boardsmanship annual AASB training or attend the monthly webinar series	annual Conf. – by Nov. 2025 Minimum of 6 Webinars by Nov 2025	0%	$5,0000
6.1.2 Develop a Board handbook with pertinent information (calendar, policies, guidelines, strategic plan, budget, etc)	Scheduled ADHOC committee meeting Handbook completed, printed and posted online.	Oct. Retreat 2025	0%	$1,000
6.1.3 Improve succession plan outreach for attracting new board members				
Objective 2: Executive Committee Planning **NWABSD Regional School Board executive committee will meet quarterly to plan for regional strategies and partnerships.**				
Objective Lead: President of the Regional School Board				
Strategies and Actions	Key Indicators/Metrics	Completion Date/Timeline	Progress	Budget (Time & Money)
6.2.1 create an organizational committee to promote ideas.	Identify 3-5 outside agencies to strategize with to develop ideas.		0%	
6.2.2 work with outside organizations to assist with incentivizing reading at home.	Each committee will identify 3-5 strategies.		0%	
6.2.3 work with outside organizations to assist with incentivizing attendance and enrollment.	Each committee will identify 3-5 strategies.		0%	
Objective 3: Improve Board comprehension of student data (especially as it relates to the Alaska Reads Act) **NWABSD Regional School Board will monitor and review all assessment data and results.**				
Objective Lead: Regional School Board Treasurer				
6.3.1 Review student data 3 times a year-Annual AK-star assessment review and growth assessments after completed	Schedule on the Board agenda guidelines	October, February, and June meetings.	75%	
6.3.2 Annually review curriculum materials at all grades three times a year	Schedule on the Board agenda guidelines.	September, November, January	0%	
6.3.3				