



Discussion Guide

Source Material to Guide Board Discussion

Strategic Planning Board Retreat
January 6-7, 2023

Contents

1. Agenda
2. Draft Message Points (Summary from August 2022 Retreat)
3. 2020-2025 NSBSD Strategic Plan Summary
4. 2015-2020 NSBSD Strategic Plan Summary

Board Retreat- Strategic Planning

Friday, January 6th from 8:30-5p; Saturday January 7th from 8:30-4p



Outcomes

Continuing from the work started in August, re-establish the foundation, direction and governance of the North Slope Borough School District...

- Confirmed Board Agreements
- Confirmed mission & foundation
- Clear vision & long-term direction
- Board guidance on strategic priorities & budget alignment
- Key Message Points (Narrative)
- Implementation approach

Agenda Flow

- I. **Opening (~1 hr)**
 - Land & Elder Acknowledgement
 - Words of Wisdom / Opening Remarks
 - Grounding on Intentions & Outcomes
 - Connect with work started in August
- II. **BLOCK ONE: Our Governance (~ 3 hr)**
 - Board Roles, Responsibilities & Accountability
 - Governance & Commitment (Board, Administration, Community)
 - Board Agreements
- III. **BLOCK TWO: District Foundation (~ 3 hr)**

Who we are and what we stand for...

 - Our core purpose (Mission)
 - Our impact & aspiration (Vision)
 - Our beliefs (Values)
 - Framing our Strategy (Plan Structure, Pedagogy)

~ SATURDAY ~

- IV. **BLOCK THREE: District Direction (~ 6hr)**

Deep Dive Discussion by Strategic Goal Area:

 - Success looks like...
 - Evidence/Outcomes
 - Strategic Topics
 - Strategic Priorities
- V. **Closing (~ 1hr)**
 - Re-Cap - Our Narrative, Our Commitment
 - Closing & Next Steps



Our District (Who we are and what we believe)

We are....

... a diverse, student-focused District anchored by, guided by, and committed to Inupiat values, language, and culture.

- Our schools & curriculum are **culturally safe, responsive, and inclusive** of all students.
- We are **dedicated to** nurturing each student’s unique strengths, interests, and opportunities to ensure that **student success** is measured by the growth of the **whole child**.
- We are a District that honors our past and is **guided by our ancestors** as we educate our children for the **future**.
- Like our ancestors, **we are resilient, adapting** to the challenges of our environment, **overcoming** obstacles, and constantly moving forward in the pursuit of **excellence**.
- **We are proud** to have been **empowered** by our ancestors to **preserve our unique language and culture**.

We stand for

A school system that centers our Inupiat language, culture and values and integrates these with a best practice, culturally responsive educational program, providing our students with a holistic educational experience that offers each student the best pathway for success.

We believe...

- **There is hope.**
- **All students can learn** and be anything they want to be.
- We are **all here to serve** the best interests of our students.
- We can build an **Inupiat-speaking population** again.
- **Teacher longevity** creates trust and success for our students.
- Students are the **teachers and leaders** of tomorrow.
- There will be a day when we are truly a sovereign **Inupiat education system**.
- **It will take time** to create and achieve our envisioned future.

Our Direction (Where we are headed)

We will be taking a phased approach in setting the strategic direction for NSBSD over the next 3-5 years.



In this preliminary stage of planning, we have defined the following **Areas of Focus for the 2022/23 School Year:**

Overall

- **HIRING**
- **Culture of the District**
- **Social Emotional Well-being**
- **Maintaining High Expectations**
- **Reintroducing Immersion**

Four Corners

- **Student Learning:** Pre-K-Grade 3 Literacy
- **ILF:** Re-energizing the Inupiat Learning Framework with structure and focus.
- **Instructional Leadership:** Teaching/empowering teachers and raising up leaders.
- **CTE/Practical Life Skills:** Getting shops up and running in the villages and creating intentional pathways.

Our Governance (Our commitment as the Board)



Board Message

Our District is in the process of repairing and rebuilding so that each student can thrive on whatever pathway they choose. We know that the transition to a high-expectation, truly Iñupiaq grounded, guided and driven education system will require hard work and strong partnerships across our community. We are resilient as Iñupiaq people and we are unified and committed to moving forward on that positive path. Together we are pulling together and moving as one in the pursuit of excellence for all students of the North Slope Borough School District. **Atautchikun!**

Our Role

We are the elected governance body and **ambassadors** for the North Slope Borough School District. Our role is to set the **direction** and **govern/oversee** accountability of the District. We have responsibility to **advocate** for our students, **be the voice** for all villages across our community, and ensure operations reflect and represent the **mission and vision of the District**.

As a Board we are committed to governing based on our Board values and agreements/guiding principles.

Our Board Values

We are...

- **Accountable** <<develop descriptors at Winter Retreat>>
- **Unified**
- **Committed**
- **Trustworthy**

Our Board Agreements

We will...

- Assume positive intent
- Listen for understanding
- Use strength-based language
- Have an open mind and an open heart
- Be solutions-oriented
- Be student-focused, always

"We are not divided – we are working together in unity"

"This is the new us"

"We are committed and it will come to pass..."

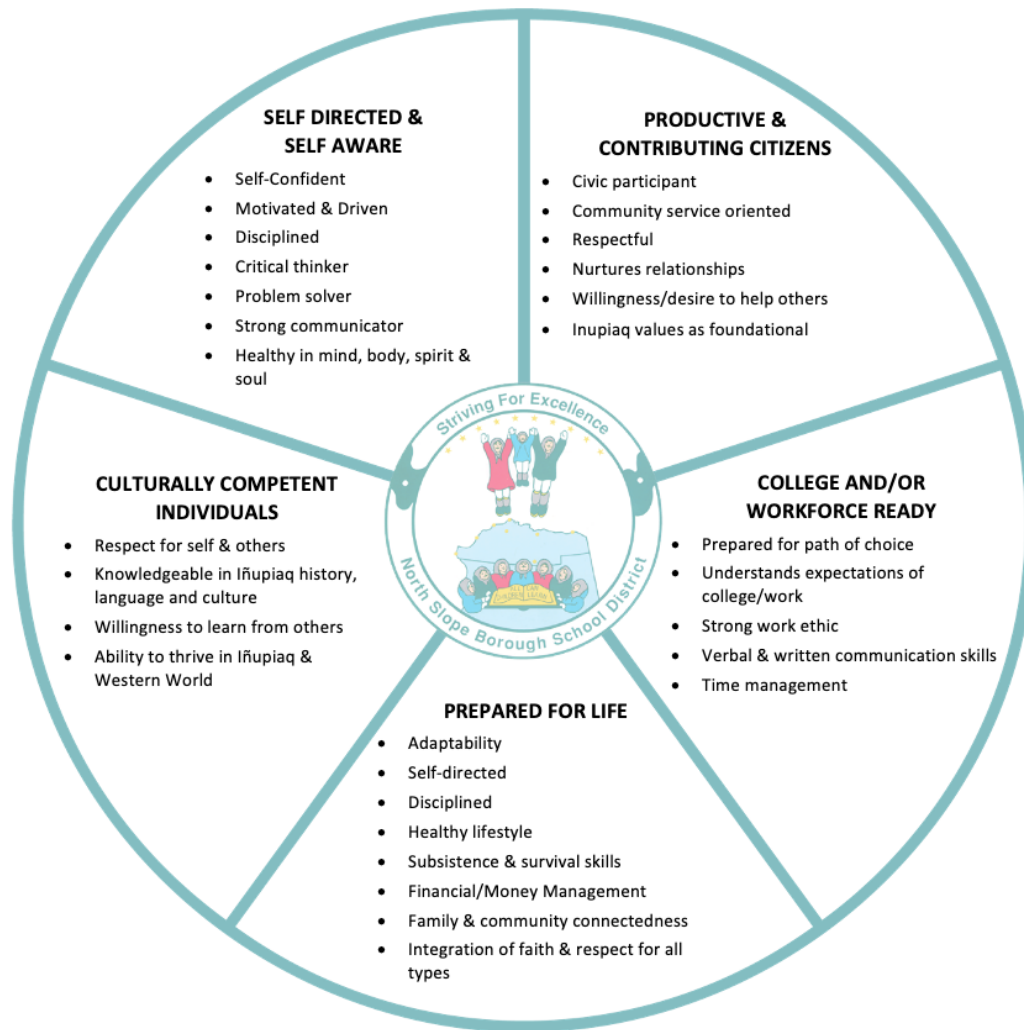
NORTH SLOPE BOROUGH SCHOOL DISTRICT 2020-25 STRATEGIC PLAN

MISSION - OUR CORE PURPOSE

Learning in our schools is rooted in the values, history and language of the Iñupiat. Our priority, purpose and responsibility is to partner with families and community to provide high-quality education resulting in students that are...

- 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.

PORTRAIT OF A GRADUATE – OUR GRADUATES WILL BE...



IÑUPIAQ VALUES – HOW WE WILL BEHAVE

- Compassion
- Avoidance of Conflict
- Love and Respect for Our Elders and One Another
- Cooperation
- Humor
- Sharing
- Family and Kinship
- Knowledge of Language
- Hunting Traditions
- Respect for Nature
- Humility
- Spirituality

NSBSD STRATEGIC GOALS & DISTRICT OBJECTIVES

To do this...	GOAL 1: STUDENT SUCCESS <i>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.</i>			
learners must be....	<i>Engaged & empowered by learning</i>	<i>Culturally competent individuals</i>	<i>College and/or workforce ready...</i>	<i>Productive, contributing citizens prepared for life...</i>
To achieve this, we must...	<ul style="list-style-type: none"> • Academic Achievement: Ensure all students show growth in academic areas measured by authentic assessment where possible and state and district standards where necessary. • Attendance: 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. • Early Childhood Success: Support all students to read at grade level by the end of third grade. 	<ul style="list-style-type: none"> • Place-Based Learning: Implement place-based units across academic subjects including life-skills, connection to the land and experiential learning in the field. • Iñupiaq Language & Culture: Implement language and culture programs to revitalize the Inupiaq language. 	<ul style="list-style-type: none"> • Multiple Pathways: 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. 	<ul style="list-style-type: none"> • Student Well-Being: Support the physical, nutritional, mental, and social-emotional health of all students.

And we must have these critical supports....	GOAL 2: COMMUNITY ENGAGEMENT <i>Foster collective responsibility, commitment and trust between the school and community.</i>	GOAL 3: STAFF SUCCESS <i>Strengthen the recruitment and retention of highly effective staff and inspire more Iñupiaq teachers and administrators.</i>	GOAL 4: FINANCIAL & OPERATIONAL STEWARDSHIP <i>Effectively employ our operational and financial resources to support the long-term stability of the district.</i>
	<ul style="list-style-type: none"> • 2-Way Communication • Community in the School • Empowered SAC (Student Advisory Council) • Students and Staff in the Community 	<ul style="list-style-type: none"> • Innovative Hiring & Recruiting • Homegrown Workforce • Employee Retention • Staff Cultural Integration 	<ul style="list-style-type: none"> • Safe, Modern, High Performing Facilities • Financial Stewardship • Student Centered Learning Environment • Efficient Organization • Current & Relevant Technology

INDICATORS OF SUCCESS

	STUDENT SUCCESS	COMMUNITY ENGAGEMENT	STAFF SUCCESS	FINANCIAL & OPERATIONAL STEWARDSHIP
We will gauge our progress by looking at...	<ul style="list-style-type: none"> • Attendance Rate • Graduation Rate • Dropout rate • Academic Achievement • Achievement Gap • 3rd Grade Literacy • 9th Grade On-Track • School Climate • Career & Tech Ed Concentrators 	<ul style="list-style-type: none"> • Communications Plan • Parent Involvement • Student Volunteerism/Community Service • Active and empowered SAC 	<ul style="list-style-type: none"> • Local Teacher Ed Program Enrollment • Time to Fill Key Positions • Teacher Positions Filled • Teacher Retention Rate • Staff Retention Rate • Culture Camps 	<ul style="list-style-type: none"> • Budget • Grants Received • Repair & Maintenance Backlog • Food Quality

STRATEGIC GOALS & DISTRICT OBJECTIVES

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

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.

- 1.1 **ACADEMIC ACHIEVEMENT:** Ensure all students show growth in academic areas measured by authentic assessment where possible and state and district standards where necessary.
- 1.2 **ATTENDANCE:** 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.
- 1.3 **(New) EARLY CHILDHOOD SUCCESS:** Support all students to read at grade level by the end of third grade.
- 1.4 **IÑUPIAQ LANGUAGE & CULTURE:** Implement language and culture programs to revitalize the Inupiaq language.
- 1.5 **MULTIPLE PATHWAYS:** 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.
- 1.6 **PLACE-BASED LEARNING:** Implement place-based units across academic subjects including life-skills, connection to the land and experiential learning in the field.
- 1.7 **(New) STUDENT WELL-BEING:** Support the physical, nutritional, mental, and social-emotional health of all students.

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

- 2.1 **COMMUNICATION:** Advance on-going 2-way communication, participation and interaction *within* the school and *between* the school and community, building the bridge of trust.
- 2.2 **COMMUNITY IN THE SCHOOL:** Include Elders, parents and community members in school academics and activities and utilize community resources and expertise in learning.
- 2.3 **SAC:** Evolve the role of the School Advisory Council (SAC) as community leaders and advocates for education.
- 2.4 **STUDENTS & STAFF IN COMMUNITY:** Facilitate staff involvement in community and village events and integrate student community projects into unit development to foster the spirit of volunteerism.

3 STAFF SUCCESS: Strengthen the recruitment and retention of highly effective staff and inspire more Iñupiaq teachers and administrators.

- 3.1 **HIRING & RECRUITING:** Improve the hiring and onboarding process for all employees.
- 3.2 **HOMEGROWN WORKFORCE:** Support the systems that inspire, develop and recruit local/homegrown teachers, administrators and staff.
- 3.3 **RETENTION:** Support and retain quality teachers, administrators and staff.
- 3.4 **STAFF CULTURAL INTEGRATION:** Provide cultural training and hands-on experiences for teachers and Principals to enhance cultural understanding and integration.

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

- 4.1 **FACILITIES:** Establish safe, modern and high-performing learning facilities.
- 4.2 **FINANCIAL STEWARDSHIP:** Ensure financial management based on what is best for our students.
- 4.3 **LEARNING ENVIRONMENT & SUPPORTS:** Create student-centered schools incorporating culture beyond curriculum into all aspects of our work including facilities and operations.
- 4.4 **(New) ORGANIZATIONAL EFFECTIVENESS:** Structure the organization to operate with efficiency and better serve our students.
- 4.5 **TECHNOLOGY:** Leverage technology as a tool to facilitate learning, communication and collaboration

2015-20 STRATEGIC PLAN SUMMARY



NORTH SLOPE
BOROUGH SCHOOL DISTRICT

— *Striving For Excellence* —



MISSION STATEMENT - WHAT IS OUR CORE PURPOSE?

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 - WHAT DOES SUCCESS LOOK LIKE?

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

CORE VALUES

- Compassion
- Avoidance of Conflict
- Love and Respect for Our Elders and One Another
- Cooperation
- Humor
- Sharing
- Family and Kinship
- Knowledge of Language
- Hunting Traditions
- Respect for Nature
- Humility
- Spirituality

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. The School Board uses the Five Year Strategic Planning process as the overarching planning tool for the district; this plan is augmented by other department and state required plans such as the Six Year Capital Improvement Plan and School Improvement Plans. 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 the student's own interest, learning styles, cultural background and abilities.

DEVELOPMENT OF THE WHOLE CHILD

“Through a holistic and interdependent approach to education guided by, and deeply rooted in Iñua, we foster the development of spiritual, social, cultural, environmental, emotional, physical and economic connection leading to well-grounded, well-educated individuals able to navigate effectively in a modern world.”

STRATEGIC GOALS AND DISTRICT OBJECTIVES

Objectives relevant to Site Planning are tagged with an (*)

1 ACADEMIC SUCCESS/WHOLE CHILD: 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.

- 1.1 AUTHENTIC ASSESSMENT:** Define success beyond statewide standards through development of authentic assessments.
- 1.2 PLACE-BASED UNITS:** Implement place-based units across academic subjects including life-skills, connection to the land and experiential learning in the field.*
- 1.3 STAFF CULTURAL INTEGRATION:** Provide cultural training and hands-on experiences for teachers and Principals to enhance cultural understanding and integration.*
- 1.4 ACADEMIC ACHIEVEMENT:** Ensure all students show growth in academic areas measured by authentic assessment where possible and state and district standards where necessary.*
- 1.5 ALTERNATIVE PROGRAMMING:** Design and implement alternative programs to graduation at all sites.*
- 1.6 QATQIÑÑIAGVIK (CAREER LEARNING PROGRAM):** Design a career learning program expanding educational opportunities that connect students to careers.
- 1.7 CULTURALLY INTEGRATED CALENDAR:** Implement a seasonal/culturally integrated calendar across the district to increase attendance and expand options for students.*

2 QARGI/COMMUNITY SPIRIT: Fostering the reclamation and recovery of the responsibility each one of us has for living the Iñupiaq values and being accountable at the personal and community levels for “walking the talk,” embodying the QARGI spirit and commitment to education.

- 2.1 STUDENTS & STAFF IN COMMUNITY:** Facilitate staff involvement in community and village events and integrate community projects into unit development to *foster the spirit of volunteerism*.*
- 2.2 COMMUNITY IN THE SCHOOL:** Honoring ideas generated by the community for the inclusion of Elders, parents and community members in school academics and activities as well as utilizing community resources and expertise in learning.*
- 2.3 COMMUNICATION:** Advancing on-going 2-way communication, participation and interaction *within* the school and *between* the school and community, building the bridge of trust.*
- 2.4 SAC:** Evaluate and evolve the role of the School Advisory Council (SAC) as community leaders and advocates for education.*
- 2.5 K3/K4 INUPIAQ LANGUAGE & CULTURE:** Implement K3/K4 language and culture programs to revitalize the Inupiaq language.

3 STAFF RECRUITMENT & RETENTION: Strengthen the recruitment and retention of highly effective staff and inspire indigenous Iñupiaq teachers.

- 3.1 LOCAL TEACHERS:** Support the systems that inspire, develop and recruit local teachers.
- 3.2 HIRING & RECRUITING:** Improve the hiring and onboarding process for all employees.
- 3.3 RETENTION:** Support and retain quality teachers, administrators and staff.

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

- 4.1 FINANCIAL STEWARDSHIP/MANAGEMENT:** Ensure financial management based on what is best for our students.
- 4.2 TECHNOLOGY:** Leverage technology as a tool to facilitate learning, communication and collaboration.
- 4.3 LEARNING ENVIRONMENT:** Schools designed for students incorporating culture beyond curriculum into all aspects of our work including facilities and operations.
- 4.4 FACILITIES:** Ensure safe, modern and high-performing learning facilities.