

# 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

### School Board

Margaret Hansen, President  
 Carol Schaeffer, Vice President  
 Marie Greene, Treasurer  
 Tillie M. Ticket, Secretary  
 Millie Hawley, Parliamentarian

Shannon Melton, Member  
 Lawrence Jones, Sr., Member  
 Alice Melton-Barr, Member  
 Alice Adams, Member  
 Joanne Harris, Member  
 Nellie Ballot, 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

<i>Needed Skills</i>	<i>Needed Knowledge</i>	<i>Needed Attitudes</i>
<ul style="list-style-type: none"> <li>• Construction</li> <li>• Mechanics</li> <li>• Teamwork</li> <li>• Cooperation</li> <li>• Basic Work Skills</li> <li>• Communication</li> <li>• Ready to work – Interview</li> <li>• Sled Building</li> </ul>	<ul style="list-style-type: none"> <li>• Basic Knowledge</li> <li>• Computers - Technical Readiness</li> <li>• Knowledge of Careers</li> <li>• Consequences</li> </ul>	<ul style="list-style-type: none"> <li>• Responsibility for Communities</li> <li>• Respect for Homelands</li> <li>• Respect for Others</li> <li>• Work Ethic</li> <li>• Accountability</li> <li>• Aspiring</li> </ul>

## CORE VALUES

- |   |  |  |
|---|--|--|
| <ul style="list-style-type: none"> <li>• Respect</li> <li>• Hard Work</li> <li>• Cooperation</li> </ul> | <ul style="list-style-type: none"> <li>• Perseverance</li> <li>• Ability to Adapt</li> <li>• Belief in yourself</li> </ul> | <ul style="list-style-type: none"> <li>• Learning</li> <li>• Resilience</li> <li>• Accountability</li> </ul> |
|---|--|--|



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<b>Objective 2: Immersion School Program</b> NWABSD will begin an immersion school program starting with PreK level and moving to Kindergarten, 1 <sup>st</sup> , and 2 <sup>nd</sup> grade progressively throughout the next five years.
<b>Objective 3: Cultural Science Curriculum</b> NWABSD will create a cultural place-based science curriculum using the traditional Native Ways of Knowing and Learning.
<b>Goal 2: Operational Improvement</b>
<b>Objective 1: Optimize Business Operations</b> 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.
<b>Objective 2: Standard Operating Procedure Documentation</b> The NWABSD will establish written processes to support all processes within the district to support efficiency and succession planning.
<b>Goal 3: Instructional Support</b>
<b>Objective 1: Evaluation of MTSS (Multi-Tiered System of Supports)/Safe and Civil Reset</b> 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 implemented through strengthening relationships to support instructional teams.
<b>Objective 2: Safe &amp; Civil Refresh</b> NWABSD staff will evaluate the systems of PBIS/Safe & Civil Schools operationalized within schools with current strategies for structured learning environments. The implementation of the strategy will be supported with increased instructional support implemented through strengthening professional development delivery to support instructional teams.
<b>Goal 4: Wellness</b>
<b>Objective 1: Sustainable Counseling Program</b> NWABSD staff will develop the program with an implementation plan leading to an operationalized program to include documentation of counseling services at all sites.
<b>Objective 2: Trauma-Informed Teaching Practices (TITP)</b> NWABSD will implement TITP practices through a train-the-trainer program, including ongoing reinforcement and implementation in the classroom.
<b>Goal 5: Growing Our Own</b>
<b>Objective 1: Vocational Track Mapping</b> NWABSD staff will align curriculum to support the growth of students throughout their education to be prepared for employable roles within the region.
<b>Objective 2: Regional Workforce Development</b> NWABSD will develop a plan for ATC to grow alignment between offerings and regional workforce needs.
<b>Goal 6: Board Development</b>
<b>Objective 1: Standard Operating Procedures for Board</b> NWABSD Regional School Board will Define standard operating procedures to support board efficacy and improve onboarding and communications.
<b>Objective 2: Definition of Board Role</b> NWABSD Regional School Board will define the board role and align it around the products of the board to support efficacy and board scope.



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<b>Goal 1: School and Culture</b>				
<b>Objective 1: Community School Connections</b>				
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.				
<b>Objective Lead: Superintendent</b>				
Strategies and Actions	Key Indicators/Metric	Completion Date/Timeline	Progress	Budget (Time & Money)
1.1.1 Partner with stake holders to strengthen Immersion 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 stake holders that include goals and actions.	Submit data every quarter Beginning 2 <sup>nd</sup> semester January 2024	75%	
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	10%	
1.1.3 Inform all stake holders about the progress of school/community connections	Provide progress report.	Bi-annually in October and March	Feedback and surveys	
<b>Objective 2: Immersion School Program</b>				
NWABSD will begin an immersion school program starting with PreK level and moving to Kindergarten, 1 <sup>st</sup> , and 2 <sup>nd</sup> grade progressively throughout the next five years.				
<b>Objective Lead: Superintendent</b>				
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			0%	
1.2.2 Train our Iñupiaq Instructors fluently into immersion methods of teaching Iñupiaq			2%	
1.2.3 Provide ongoing professional development for the Iñupiaq Instructors.			75%	
<b>Objective 3: Cultural Science Curriculum</b>				
NWABSD will create a cultural place-based science curriculum using the traditional Native Ways of Knowing and Learning.				
<b>Objective Lead: Superintendent</b>				
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.			10%	
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.			10%	
1.3.3 Design hands-on, experiential learning opportunities that connect students with the local environment and traditional practices.			10%	
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.			10%	



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1.3.5 Involve local elders as educators and mentors, recognizing their invaluable role in passing down traditional knowledge.			10%	
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.			10%	

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<b>Goal 2: Operational Improvement</b>				
<b>Objective 1: Optimize Business Operations</b>				
<b>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.</b>				
<b>Objective Lead: Director of Administrative Services</b>				
<b>Strategies and Actions</b>	<b>Key Indicators/Metric</b>	<b>Completion Date/Timeline</b>	<b>Progress</b>	<b>Budget (Time &amp; Money)</b>
<b>2.1.1</b> 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	
<b>2.1.2</b> Integrate Human Resources system (Frontline Central) with Accounting Software (IVisions)	NWABSD staff information will flow from Human Resources system to accounting software to	January 2023 until complete, estimated timeline is 6 months without staff turnover		
<b>2.1.3</b> 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.			
<b>2.1.4</b> Optimize Employee Reimbursement system utilizing accounting software instead of DocuSign forms	Employees will be able to submit for reimbursement of purchases through IVisions		Partial setup in IVisions complete previously, not sure what date. Need to complete setup, train staff, and add to process manual	\$4932 to IVisions and an estimated 3 working days – One for setup, one for documenting process and training with staff, one for contingency
<b>2.1.4</b> Evaluating Staff and Student travel processes and procedures				
<b>Objective 2: Standard Operating Procedure Documentation</b>				
<b>The NWABSD will establish written processes to support all processes within the district to support efficiency and succession planning.</b>				
<b>Objective Lead: Director of Administrative Services</b>				
<b>Strategies and Actions</b>	<b>Key Indicators/metric</b>	<b>Completion Date/Timeline</b>	<b>Progress</b>	<b>Budget (Time &amp; Money)</b>
<b>2.2.1</b> 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.			TBD. This project may have a heavy lift at first, but once implemented the District's Processes will only need to be reviewed and adjusted based on need



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<b>Goal 3: Instructional Support</b>				
<b>Objective 1: Evaluation of MTSS (Multi-Tiered System of Supports)/Safe and Civil Reset</b>				
<b>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 implemented through strengthening relationships to support instructional teams.</b>				
<b>Objective Lead: Director of Curriculum</b>				
<b>Strategies and Actions</b>	<b>Key Indicators/Metric</b>	<b>Completion Date/Timeline</b>	<b>Progress</b>	<b>Budget (Time &amp; Money)</b>
<b>3.1.1</b> Assessed districtwide MTSS “fit and feasibility.”	1. Evaluate the alignment between MTSS principles and the organization's goals and needs. 2. Assess Resources a. Personnel b. Time c. Funding 3. Conduct a review of existing systems, documentation, resources, and practices to determine compatibility with MTSS frameworks. a. Develop a system for resolving gaps/unclear areas. b. Develop a system to monitor fidelity of integrated academic and behavioral practices. c. Develop a system for potential challenges or barriers to MTSS adoption and engage Instructional Leadership Team to develop strategies to address them. d. Develop feedback. 4. Evaluate current systems for equity and access... a. Scheduling i. What do students need? ii. Program offering. b. State Requirements (Standards) i. GL Matriculation ii. Aligned Resources iii. Recommended Pacing & Alignment to AK STAR Analyze relevant research and best practices to inform decision making and ensure a thorough understanding of MTSS requirements and benefits.	Spring 2024		Unknown currently.
<b>3.1.2</b> Build an infrastructure that will support effective and efficient service delivery of MTSS Framework.	1. Identify MTSS Team (Site & District) Compositions for each Tier. 2. Develop professional learning and collaboration goals. 3. Develop MTSS Handbook/Guide a. District b. Site c. Classroom 4. Determine needs based on grade-level and building level goals. 5. <i>Develop a clearly defined MTSS framework that outlines the tiers of support, adopted programs and resources.</i> Identify benchmark, progress monitoring, diagnostic schedules and outcome measures for literacy, math, and behavior.	Summer 2024		Unknown currently.



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<p><b>3.1.3</b> Establish a system for collecting and analyzing student data to identify areas of need, including academic, behavioral, and attendance data.</p>	<ol style="list-style-type: none"> <li>1. Literacy               <ol style="list-style-type: none"> <li>a. Screening</li> <li>b. Placement Assessment</li> <li>c. Progress Monitoring</li> <li>d. Risk Assessment</li> <li>e. Diagnostic Tool</li> </ol> </li> <li>2. Math               <ol style="list-style-type: none"> <li>a. Screening</li> <li>b. Placement Assessment</li> <li>c. Progress Monitoring</li> <li>d. Risk Assessment</li> <li>e. Diagnostic Evaluation- SPED</li> </ol> </li> <li>3. Attendance               <ol style="list-style-type: none"> <li>a. Risk Assessment</li> <li>b. Diagnostic Tools</li> <li>c. Progress Monitoring</li> </ol> </li> <li>4. Behavioral               <ol style="list-style-type: none"> <li>a. Screening</li> <li>b. Risk Assessment (FBA)</li> <li>c. Progress Monitoring</li> <li>d. Diagnostic Evaluation- SPED</li> </ol> </li> </ol>	<p>Spring/Summer 2024</p>		<p>Unknown currently.</p>
<p><b>3.1.4</b> Initiate the implementation of MTSS (Multi-Tiered Systems of Support) by aligning resources, organizing teams, and establishing clear communication channels to ensure readiness for systems change.</p>	<ol style="list-style-type: none"> <li>1. Train core MTSS (data) teams and stakeholders.</li> <li>2. Develop continuum of MTSS coaching and professional learning supports.</li> <li>3. Establish problem-solving protocols for use with teams at each Tier.</li> </ol> <p>Arrange necessary professional development for teams and stakeholders to build capacity.</p>	<p>Fall 2024</p>		<p>Unknown currently.</p>
<p><b>Objective 2: Safe &amp; Civil Refresh</b>          NWABSD staff will evaluate the systems of PBIS/Safe &amp; Civil Schools operationalized within schools with current strategies for structured learning environments. The implementation of the strategy will be supported with increased instructional support implemented through strengthening professional development delivery to support instructional teams.</p>				
<p><b>Objective Lead: Director of Curriculum</b></p>				
<p><b>Strategies and Actions</b></p>	<p><b>Key Indicators/Metrics</b></p>	<p><b>Completion Date/Timeline</b></p>	<p><b>Progress</b></p>	<p><b>Budget (Time &amp; Money)</b></p>
<p><b>3.2.1</b> Implement a tiered system of supports to address the behavioral needs of all students. Clarify Safe &amp; Civil universal interventions for all students to targeted interventions for at-risk students and individualized supports for students with intensive needs.</p>	<ol style="list-style-type: none"> <li>1. Develop a multi-tiered framework that includes universal (Tier 1), targeted (Tier 2), and intensive (Tier 3) interventions.</li> <li>2. Identify evidence-based strategies and interventions at each tier that align with the school's behavior expectations and address common behavioral challenges.</li> <li>3. Establish a system for screening and progress monitoring to identify students in need of additional support and track their progress over time.</li> </ol> <p>Research AK PBIS: Contact Sharon Fischel, schedule initial information meeting.</p>	<p>Summer 2024</p>		<p>Unknown currently.</p>
<p><b>3.2.2</b> Collect and analyze data to identify areas of priority for implementation of</p>	<ol style="list-style-type: none"> <li>1. Establish a data collection system that is efficient, reliable, and aligned with the school's goals and priorities.</li> </ol>	<p>Winter 2024/2025</p>		<p>Unknown currently.</p>





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<p>PBIS, assess the impact on student behavior, and make data-informed decisions for continuous improvement.</p>	<ol style="list-style-type: none"> <li>2. Identify relevant data sources, such as office discipline referrals, attendance records, and student surveys.</li> <li>3. Regularly review and analyze data to identify trends, patterns, and areas for improvement related to student behavior and PBIS implementation.</li> </ol> <p>Engage stakeholders in data review meetings and decision-making processes to promote transparency and collaboration.</p>			
<p><b>3.2.3</b> Implement S&amp;C Foundations Team</p>	<p>Develop a Comprehensive Understanding of S&amp;C Foundations:</p> <ol style="list-style-type: none"> <li>1. Develop District Foundations Team: Organize regular work sessions to review the components of the Foundations program.</li> </ol> <p>Ensure principals have access to a comprehensive library of resources, including manuals, guides, case studies, and best practices related to the Foundations program.</p>	<p>Fall 2024</p>		<p>Unknown currently.</p>
<p><b>3.2.4</b> Develop effective PBIS/Safe &amp; Civil Schools onboarding and training practices.</p>	<ol style="list-style-type: none"> <li>1. Create a comprehensive training module that introduces principals, teachers, and counselors to the key concepts, principles, and strategies of Safe &amp; Civil Schools and NWABSD PBIS.</li> <li>2. Plan for delivery of training module through in-person workshops, webinars, or online learning platforms to ensure consistent understanding.</li> </ol>			<p>Unknown currently.</p>

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<b>Goal 4: Wellness</b>				
<b>Objective 1: Sustainable Counseling Program</b>				
NWABSD staff will develop the program with an implementation plan leading to an operationalized program to include documentation of counseling services at all sites.				
<b>Objective Lead: Director of Student Services</b>				
<b>Strategies and Actions</b>	<b>Key Indicators/Metric</b>	<b>Completion Date/Timeline</b>	<b>Progress</b>	<b>Budget (Time &amp; Money)</b>
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: Manilaq and Compassionate Counseling partnerships	January 2027	50% complete	
4.1.3 Establish harm-to-self follow-up protocols, training and tracking data/procedures	Harm to Self Protocol established and yearly training with principals and counselors. To be completed yearly: 23-24= yes 24-25 25-26 26-27	June 2027	20% complete	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.	Jan. 2027	0% complete	2027-28
<b>Objective 2: Trauma-Informed Teaching Practices (TITP)</b>				
NWABSD will implement TITP practices through a train-the-trainer program, including ongoing reinforcement and implementation in the classroom.				
<b>Objective Lead: Director of Student Services</b>				
<b>Strategies and Actions</b>	<b>Key Indicators/Metrics</b>	<b>Completion Date/Timeline</b>	<b>Progress</b>	<b>Budget (Time &amp; Money)</b>
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 serves.	Aug. 2023 completed all staff Aug. 2024 Aug. 2025 Aug.2026 Aug. 2027	20%	No cost as we have inhouse trainers
4.2.3 Trauma informed professional Development and supports to be made available to all staff. Obtain grant funds for yearly presenters on trauma informed teaching practices and/or resiliency and restorative practice PD	March 2024: Weekly Trauma informed and Resilience Focused Office hours initiated for teachers	March: No grants obtained for trauma informed at this time.	10%	No cost as we have inhouse trainers Grants: to be determined.



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<b>Goal 5: Growing Our Own</b>				
<b>Objective 1: Vocational Track Mapping</b>				
NWABSD staff will align curriculum to support the growth of students throughout their education to be prepared for employable roles within the region.				
<b>Objective Lead: Director of the Alaska Technical Center</b>				
<b>Strategies and Actions</b>	<b>Key Indicators/Metric</b>	<b>Completion Date/Timeline</b>	<b>Progress</b>	<b>Budget (Time &amp; Money)</b>
5.1.1 Assess current CTE Alignments	Review and analyze current K-14 CTE pathways Identify gaps in pathway alignment	August 2024	25%	
5.1.2 Investigate external best practices for 9-14 CTE alignment	Review national CTE curricula standards and alignments Compare and examine other CTE institutions pathways and compare the NWABSD	December 2024	10%	
5.1.3 Develop overarching plan for complete alignment.	Establish timeline and review cycle	August 2024	10%	
5.1.4 Design process for individual pillar alignment	Determine and align first Pillar (Education)	May 2024	50%	
<b>Objective 2: Regional Workforce Development</b>				
NWABSD will develop a plan for ATC to grow alignment between offerings and regional workforce needs.				
<b>Objective Lead: Director of the Alaska Technical Center</b>				
<b>Strategies and Actions</b>	<b>Key Indicators/Metrics</b>	<b>Completion Date/Timeline</b>	<b>Progress</b>	<b>Budget (Time &amp; Money)</b>
5.2.1 Identify regional workforce needs	Gather employer workforce and training needs	May 2024	20%	
5.2.2 Map Regional workforce needs assessments	Categorize and identify common industry trainings and skillsets alignment	August 2024	10%	
5.2.3 Draft regional workforce map	Develop training options and	December 2024	10%	
5.2.4 Validate regional workforce map with employers	Regional workforce feedback and revisions	February 2024	0%	



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<b>Goal 6: Board Development</b>				
<b>Objective 1: Standard Operating Procedures for Board</b>				
<b>NWABSD Regional School Board will Define standard operating procedures to support board efficacy and improve onboarding and communications.</b>				
<b>Objective Lead: President of the Regional School Board</b>				
Strategies and Actions	Key Indicators/Metric	Completion Date/Timeline	Progress	Budget (Time & Money)
6.1.1				
6.1.2				
6.1.3				
<b>Objective 2: Definition of Board Role</b>				
<b>NWABSD Regional School Board will define the board role and align it around the products of the board to support efficacy and board scope.</b>				
<b>Objective Lead: President of the Regional School Board</b>				
Strategies and Actions	Key Indicators/Metrics	Completion Date/Timeline	Progress	Budget (Time & Money)
6.2.1				
6.2.2				
6.2.3				
6.2.4				

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