



North Slope Borough School District

2010/2011 Districtwide Strategic Plan Review

(Ipalook, Hopson, Barrow High, Meade River, Alak, Kiita, Kali, Tikigaq, CO, Kaktovik, Nuiqsut, AKP)

Summarized Feedback

1. All students will reach their intellectual potential and achieve academic success through integrating Iñupiaq knowledge systems into the core content areas.

1.1 Complete the first phase of the cycle for K-12 culturally integrated curriculum mapping and alignment in language arts, math and science.

Action Steps:

1. **Cultural Integration by Subject:** Teach specific cultural units in all subjects. (5+)
2. **Incorporate Local Animals** from our environment in the classrooms as part of cultural integration and to improve our Iñupiaq language.
3. **Involve Elders** in the classroom/as part of the curriculum. (see below/10+ comments)
4. **Implement Inupiaq Values in the classroom.** (20+ comments re: Values)
5. Develop culturally themed lesson plans using *Understanding by Design Framework* and template.
6. **Implement traditional foods into school menu;** Work on approval by state or FDA to do this. (3)
7. **Have an “Iñupiaq word of the day”**
8. **More Native Teachers in the classroom** (5+ - see below)
9. **Hunting/Outdoor Survival Skills:** Teach Hunting, Safety and Survival Skills as part of the curriculum/cultural integration.
10. Incorporate **Lessons in Other Cultures** (2+).
11. **Hire an Iñupiaq Cultural Liaison** to assist in implementing cultural values into the classroom.
12. **Indigenous Art Program:** Start an art and shop program using Indigenous local people teaching their skills.

1.2 Students will excel in academic areas.

Action Steps:

1. **Define “excel in academic areas”** to ensure mutual understanding.
2. **Celebrate and Recognize Student Achievement** (Student of the week, Awards, Recognition) (6+)
3. **Make School Fun, Motivational and Instructional;** Use creative practices, games, humor, etc.
4. **Encourage and increase the amount of parent involvement.** (10+ - see below)
5. **Implement Mentorship Programs** (5+)
6. **End Social Promotion:** If students do not know how to add/subtract, they should not be moved on to Algebra
7. **Increase Electives** such as Woodshop, Sewing, Hands-on Skills.
8. **Provide Credit Recovery Courses** (7th Period, to stay on track for Graduation) (2+)
9. Provide/Promote **Summer School** and Programs (2)
10. Emphasize Science, Reading and Math. (2)
11. **Offer a Gifted/Talented Program;** Challenge students so they retain interest.
12. **Provide Tutoring** including after school and Saturdays (use volunteers to grow the program). (4)
13. **Class Size:** Create a plan to address Increasing Population/Class Size.
14. **Ensure Healthy/Active Kids/Implement Programming** (including parent/community education, breakfast program, health education in the middle schools (10+)
15. **Incorporate Voc-Education/Life-Skills/OJT Training to learn work readiness and ethics** (10+)
16. **Re-energize the School to Work Program.** (5+)
17. **Student Success Center:** Define the parameters of the student success center.
18. **Increase Programs for Elementary** (esp. reading programs)

19. **Afternoon Preschool (Just K in the mornings)**
20. **ECE Literacy:** Look at research for literacy for ECE to guide the district wide program.
21. **Arts Programs (2+)**
22. **Music Program/More Instruments**
23. **Consistent/Daily Homework (2+)**
24. **KIITA: Counselors for KIITA and house in Barrow for students. (2)**

1.3 Raise by 20% the percent of students who are at least at the 90% attendance rate through teaming with the community and parents around the issue of absenteeism.

Action Steps:

1. **Create a Pilot Program called “Corrective Absenteeism Behavior” (CAB).**
2. **Update the Absenteeism Policy in the District Handbook. (6+)**
3. **Implement a Credit Completion Policy based on 10 absences per quarter. (5+)**
4. **Educate, involve and inform parents. (3+)**
5. **Encourage Parental Responsibility; provide incentive for families with perfect attendance. (5+)**
6. **Educate the Community re: Absenteeism;** More advertising (Posters/Public Display Board). (6+)
7. **Work with the community to excite students about school. (3+)**
8. **Provide Staff Incentives for good/perfect attendance. (2+)**
9. **Promote Student Accountability/Incentives for good attendance. (15+)**
10. **Educate/Train Home School Facilitators around improving attendance.**
11. **Educate Students** on why Attendance is important (for them and the school) – help them understand.
12. **Provide Wake up Calls (3+)**
13. **Gym list for absenteeism (2+)**
14. **Guest Speakers/Role Models; Talk to students about the importance of school/attendance. (3+)**
15. **Work with the community to Enforce Curfew;** Increased involvement from city council, law enforcement, and parents. (5+)
16. **Extra school time for poor attendance/make-up work that was missed. (5+)**
17. **Modify Start-Time for High School (later in the day).**
18. **Delta CyberSchool** as an option for students with poor attendance due to subsistence activities (take courses with support of school personnel).

1.4 Establish the Qargi concept at each site by fall 2014.

Action Steps:

1. **Provide Resources/Education on the Qargi Concept. (2+)**
2. **Create an Online “Virtual Qargi” (2)**
3. **Utilize the Qargi Concept to engage parents and students** about the Iñupiaq Framework. (3+)
4. **Incorporate Native Crafts**
5. **Involve Volunteers/Members of the Community with Traditional Knowledge. (2+)**
6. **Community Involvement in the Qargi Concept:** Bring community in for discussion and dialogue to the school in order to “teach” community about what we are doing in the schools.
7. **Qargi Day** – have community experts come in and teach lessons to youth – sewing, hunting, and games.
8. **Share Parenting Successes (via Qargi):** Utilize the Qargi concept and have local community members talk about parenting successes, “parenting to develop healthy students that are ready to learn.”

2. We will actively engage parents, elders and community as partners in our children’s education.

2.1 School Climate: Improve the school climate by engaging the community in dialogue:

Action Steps:

1. **Host More School & Community Gatherings/Events (10+)**
2. **Include Student Representatives as part of the SAC.**
3. **Involve students in reporting Community Events in the school paper (2+)**

4. **Implement Positive Behavioral Support (PBS) at all schools (ex: Ipalook).**
5. **Increase Teacher Engagement at home/Evening home-visits.**
6. *We need to go to them* - pick a community spot and announce that staff will be present so community can stop in and talk, ask questions, etc.
7. **Provide Parent Education and Resources at clinics, hotels, dentists office, etc. (3+)**
8. **Fundraisers:** Hold fund raiser activities that require groups to gather at school and communicate.
9. **School/Community to work together on the Enforcement of Rules.**

2.2 Board: One board member will visit each village once per year to host community dialogue.

Action Steps:

1. **Board member from each village. (3+)**
2. Have more than one (1) board member from each village and visit not once a year, but more like three (3) times a year.

2.3 Parents: Increase meaningful parent participation by regularly inviting parents to school, developing ILP's, hosting events and increasing the two-way communication with parents in multiple forms, including one-on-one communication.

Action Steps:

1. **Increase face-to-face parent/teacher communication**
2. **Invite parents to the school/classroom on a regular basis (5+)**
3. **Invite/Encourage Parent Volunteers in the classroom. (5+)**
4. **Encourage Parents to Observe in the Classroom** (with no obligations). (5)
5. **Weekly Student Folders** – to improve parent contact.
6. **Involve parents with Behavior Plans** being implemented within the classroom (Parent-generated ideas).
7. **Host continual parent/student activities and events.** (17+)
8. **Communication:** Alleviate Parent Confusion through continual communication/information.
9. **Online: Develop a Parent Blog or email system to share important information/notes for home.**
10. **PTA:** Create a Parent and Teachers Association/Advisory Committee.
11. **Parent Education: Offer Parenting Classes** around key issues/topics. (5+)
12. **Parent/Student Contract:** Parent/student Contract; I will visit my child at least one time in his/her classroom within each quarter.
13. **More Parent involvement in SAC Meetings.** (3+)
14. **Provide Parent Incentives/Awards for volunteering/participation** (3+)
15. **Develop a Parent Mentoring Program**

2.4 Elders: Provide the opportunity for interested Elders to be involved in academics.

Action Steps:

1. **Invite Elders to participate in School Events/Activities (Lunch, Elders Day, etc) (3+)**
3. Implement a “Culture week” led by elders.
4. **Invite Elder's into the Classroom/Specific involvement in Values, Language, and Story-Telling. (5+)**
5. **Invite Elders to Teach Local Traditions/Skills (8+)**
6. **Include/Honor Elders during School/Community Events**
7. **Virtual Story Telling by the Elders (2+)**
8. **Elders Panel at Community Meetings:** Have a big community meeting with an elders panel to talk about bullies, respecting each other and the basic values of the people.

2.5 Community Outreach: Increase the number of partnerships including corporations, tribes, nonprofits, governments, and other educational institutions.

Action Steps:

1. **Field Trips to Local Businesses:** Job Exposure/Training opportunities in the community. (5+)

2. **Work/Credit Opportunities:** Add work credit opportunities/internships for students (vocational track).
3. Implement program wherein **employers allow/pay employees for volunteering time in school.** (5+)
4. **Mentorship Program:** Encourage more entities to come mentor our students, more high school students.
5. **Invite community members into the school to teach skills, local traditions or other culturally relevant concepts.** (10+)
6. **More joint events with other organizations such as UIC Tournaments, Cultural Fairs, etc.** (3+)
7. City organized athletics programs/partnerships.
8. **Work with Airlines** on ticketing for Holidays or dividend times three times a year.
9. **Increased Community Activities such as camping, pot lucks, talent shows, etc.** (5+)
10. **Community Learning Center** sponsored by businesses and local organizations.

2.6 Calendar: Define with each community what a culturally sensitive calendar looks like.

Action Steps:

1. **Community Input/Involve the Public in the calendar process.** (5+)
2. **Arrangement of calendar around cultural events.** (3+)
3. **Integrate Local Traditions into the Calendar** such as a **Culture Day, Elders Day or Survival Day.**
4. **Timing of Assessments:** Push back assessments (aims web, map) to later in the fall – use different norms.
5. **Summer School Schedule:** Change the dates of summer school (should not be right after school/kids are burned out)
6. **Implement S-Term:** Implement subsistence term in schools to be flexible around whaling and hunting.
7. **Each community to have their own calendar.** (3+)
8. **ASRC Check Dividend Dates to coincide with school vacation** (or move school vacation to existing ASRC check dividend times).

2.7 Ilisagvik Partnership: Transform the pre-K3/K4 program into a lab school to build local capacity needed to develop the sustain language nests slope wide, in partnership with Ilisagvik. (Contingent on funding).

Action Steps:

1. **Funding:** Seek out more funding (grant otherwise) to support K3/K4 programs.
2. **Work with Ilisagvik** to start locals on a path to teaching certifications with an incentive program.
3. **Dual credit** with Ilisagvik during the minimum day on Mondays for BHS students to acquire a credit.
4. **Dual enrollment classes** with Ilisagvik College.
5. **Ilisagvik teachers/professors on site** to teach classes and programs.
6. Invite Ilisagvik professors to share with kids science/college, etc.

2.8 Iñupiaq Language: Share responsibility for perpetuating the Iñupiaq language by initiating dialogue with community and elders.

Action Steps:

1. **Cultural Camp:** Cultural Camp with elders and students.
2. **Visit Elders:** Students visit or school trip to Elders house to learn and inherit Iñupiaq.
3. **Lead by Example; Speak Inupiat first at major school events** (Christmas program, graduation) and then in English.
4. **Encourage families to speak Inupiaq at home.**
5. **Provide Iñupiaq language classes for the community.** (3+)

3. We will continually strengthen the recruitment, retention and professional development of highly effective staff.

3.1 Hiring and Recruiting: Improve hiring and on-boarding process for all employees by incorporating elements from the human resources audit.

Action Steps:

1. **Include teacher representation** in the hiring process.
2. **Begin recruitment in the Fall and Hire Staff earlier in the year. (2)**
3. **Relevant/Individualized Onboarding:** Create an on board process that is relevant and focused on the individual needs of the new hire with effective experienced rural teachers.
4. **Maintain High Standards** for new teachers/experience needed.
5. Hire more “In State” teachers.
6. **New Hire Packet** to include pertinent information vital to survival on the North Slope. (5+)
7. **Tech Evaluation of Interviewees.**
8. **Involve a Local Person/Community Member in the Hiring Process (3+)**
9. **Ensure realistic representation of the District/Villages during recruitment efforts. (3+)**
10. **New-Hire Mentor Program: Provide a community mentor for new staff (Adopt a teacher). (3+)**
11. **Recognize Community Differences in the hiring process/each Community is different.**
12. **Specialized New Hires:** Hire people in specialized areas i.e. a reading teacher for Tier 3 students; Inupiat language/cultural liason.
13. **Provide New Hire Resources** such as a Video and survival book. (3+)
14. **Community Welcome to New Hires:** Develop an organized “Welcome to AKP” for example – or “Wagon Wheel” for New Teachers.
15. **Local In-Service for New Staff:** New staff – local have in-service here in Tikigaq
16. C&I develop a strategic plan for the in-services so that the delivery is differentiated by level or in-service experience.

3.2 Retention: Maintain a staff turnover rate lower than the Alaska rural average.

Action Steps:

1. **Strategic Plan:** Educators, staff, and Board develop strategic goals and district objectives.
2. **Contracts:** Ensure that contracts are accurate on the first day of school.
3. **Salary:** Maintain a good pay scale; Invest in 1st-3rd year teachers. (3+)
4. **Bonus Incentives** for Staff
5. **Pilot new programs** and provide appropriate trial time to **ensure successful implementation** and lessen teacher burn-out.
6. **Solicit more input from teachers; provide a “Suggestion Box” online.**
7. Develop a **Teacher Meeting Group** to openly discuss and share challenges/success in the Classroom.
8. **Sufficient/Organized Classroom Supplies (5+)**
9. **Improved Housing** to include quiet hours, sufficient laundry facilities, and practical placement. (10+)
10. More **Professional Development Workshops** and Classes
11. Provide Incentives to retain teachers ie internet service at home, free cable, drawings for airline tickets.
12. **Staff Recognition:** Reward/recognize staff for attendance and longevity
13. **Consistent/Adequate Teacher Resources** including a course description, materials, curriculum, resources list.
14. **Course descriptions/data should be centrally located and accessible by all teachers.**
15. **Teacher Transfers:** Don’t transfer teachers to another village when they get to know the students of their site if they want to stay.
16. **Staff Chaperones:** School staff should be able to chaperone for sports and other related activities.

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.

Action Steps:

1. **Provide more peer teaching in-services (Aimswab, Storytown, Core)**
2. **Provide more In-service into Inupiat culture.**
3. **Timing of In-Service:** Disperse Teacher In-service throughout the Year (vs. start of the school-year).
4. **Provide Relevant Staff Training:** Training should be relevant and non-repetitive
5. **Differential secretary trainings.**

6. **School Walk Through:** Intro/Beginning of year “walk through the school” for Teachers - how the copiers work, how to un-jam them, where the permission slips forms are, how the library works, etc.
7. **Counseling-Training for Teachers:** Provide some counseling training for teachers to deal with sensitive, emotional issues.
8. **Training for Teachers on “how to engage/motivate students.”** (2+)
9. **Additional Classified Staff Training:** More hands-on training for the staff at least twice a year.
10. **Cross Cultural Training**
11. **Tips from Teachers:** Teachers could make general notes about how they ran their classroom and curriculum & tips.
12. **New Hire Orientation should be directed toward all staff** not just teachers and principals.
13. **PPP:** Consider the elimination of PPP and give teachers a raise instead since we already do the majority of the items.

3.4 Succession Planning: Formulate a plan and a policy for succession planning for stability and sustainability.

Action Steps:

1. **Inventory Control:** Ensure inventories are thoroughly completed.
2. **Include Student Input in Succession Planning:** Succession planning needs to include student input.
3. **Set Higher Expectations:** Need to set higher expectations (from teachers’ perspective).
4. **Parent Support:** Needs parent support and buy in (get parents in for conference) – need parents at home supporting children.

3.5 Local Workforce: Maximize our local workforce by growing and employing local staff.

Action Steps:

1. **Recruitment of Community Members:** Spend time for recruitment of community members to fulfill added duty contracts. (5+)
2. **Paraprofessional training class for high school students and they work in elementary classes for credit.**
3. **Incorporate Voc-Ed** in students’ curriculum so they can qualify for skilled labor jobs. (7+)
4. **Graduate Speakers:** Have graduates who are working on-slope come back to speak and motivate current students.
5. **Hiring Locals for Paraprofessional/Teacher Substitutes.**
6. **Encourage/Prepare Local Hires:** Encourage locals to take help test or take college courses in the summer so they’ll be ready for hire in temporary positions with the school.
7. **Student Job Fair:** Exposing the student to the job sites or a gathering community involvement.
8. **Provide Local Skills/Training based on Jobs Available:**
9. **Local workforce Recruitment:** Maximize our local workforce by recruiting/growing and employing local staff; Go into each village and recruit people who are interested in serving our students.

3.6 Certification Program: Design an Indigenous Teacher Certification program to increase the number of Iñupiaq people certified as teachers (working in collaboration with Ilisagvik College and other education partners).

Action Steps:

- 1. Certification Process:** Certification process – recognizing cultural knowledge through Ilisagvik or VA
- 2. Partner with UAF for teacher certification program.**
- 3. Incentive/Motivation for local students** to pursue teacher careers.
- 4. Strengthen relationship with Ilisagvik President** to foster program development.
- 5. Scholarships from Native Corporations:** Ask Native Corporations to provide full scholarships in the field of teacher certification. (3+)
- 6. Certification Program/Training in each village (instead of sending them to Barrow).**
- 7. Recruit Ilisagvik College Students to speak at school.**
- 8. Local Teachers to encourage/promote Future Teachers of Alaska.** (3+)

4. We will effectively employ our financial and operational resources to support our strategic goals.

4.1 Continue to improve and implement transparency and credibility by strengthening financial policies and controls in the budget process.

Action Steps:

- 1. Pay Day:** Ensure all staff are paid on time.
- Include **staff input** re pay calendar such as new policy for December paychecks also May, June, July.
- Budget Transparency in a clearly organized/easy to understand format.
- 4. Increased Presence of Budget.**
- 5. Increased communication around budget-cuts, funding sources, etc.**
- Minimize Travel Expenses

4.2 Provide classroom environment conducive to learning through proactive operational support.

Action steps:

- 1. Full-time Librarian at each site.**
- Technology (smart boards, document cameras, and projectors) in ALL classrooms not just some of them.
- Projects: Use ASRC \$1,000/month for projects.
- 4. Technology/Sufficient Supplies in all classrooms.** (5+)
- Maintain Playground and other school facilities.
- 6. Virtual Class:** Have students experience a virtual class.

4.3 Evaluate the adequacy of technology as a tool to facilitate learning, communication and collaboration, especially in the villages, through the EED technology plan process.

Action Steps:

- 1. Tech Support/Training for Teachers:** Ensure all of the teachers know how to use the equipment for classroom activities. (5+)
- 2. Consider the quality school model.**
- 3. Technology Evaluation:** Evaluate adequacy of technology and include all staff as part of input.
- Form a Committee comprised of Teachers, Admin and Classified Staff to manage input and address needs in the classroom.
- 5. Maintain Classroom Websites:** Teachers have user-friendly tools to create and maintain classroom websites to add to communication with parents and students.
- 6. Additional IT Staff to adequately support increasing use of technology.**
- 7. Distance Delivery System:** Provide a robust, effective Distance Delivery System.

4.4 Foster effective and collaborative communication to sustain a culture of unity and trust.

Action steps:

1. Fluid communication from top-bottom
2. **Reach out to Homeschoolers.**
3. Use Website as a Communications Tool
4. **Solicit staff feedback**
5. **Provide an Online Suggestion Box**

Additional Feedback from Staff: Emerging Issues Organized by Goal

Goal 1:

- Art in the building (North Slope Artist Guild) (1.2)
- Expansion of an Arts Program (Integrate arts person) (Fred, Jana & Cathy) (1)
- Arts curriculum
- Arts and cultures facilities design/integrate “stop teaching as silos”
- Develop a cohesive **School Counseling Program** based on the American School Counseling Association (Counselors at each school?)
- Secondary math training (1.2)
- Remain aligned with performance standards adopted by the State
- 1.2.25: Implementation of results—early CE audit
- Pathway to career & Higher Ed (1.2)
- Early reading-/aides in classroom/(training) (1.2)
- Additional support—(i.e. literacy coaches, ELL)

Goal 2:

- Panel of Elders (2.4)
- Partner for Parenting Education (Savvaat/Illisagvik) (i.e. parent ed. center in school) (2.7)
- Develop Student-Led parent/teacher Conferences—Stiggens (2.3)
- Long-term plan for implementation of positive behavior supports districtwide (2.1)
- Elders—digital storytelling (2.4)
- Illisgavik—does not qualify for federal grants (2.7)

Goal 3:

- Hold a School Climate In-Service (3.1)
- Take Succession Planning out of 3.3 (since it is addressed in the new 3.4)
- Instructional materials adoption (identify) (3.3)
- Develop district teacher and principal mentorship and support program. (i.e. identified partners for each new staff—“buddy system”) (3.2)

Goal 4:

- Data Warehouse? (4.3)
- Endowment? (4.1)
- Strengthen additional retention efforts for all staff

Other:

- Brand PD
- GT Plan-(Update)- Cassie/Cathy