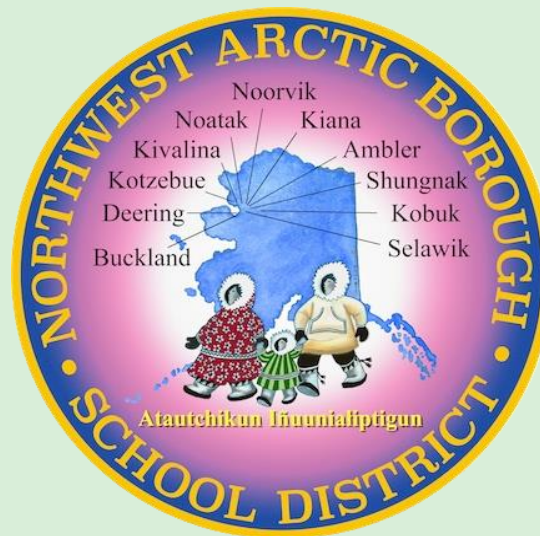


NWABSD STRATEGIC PLAN JANUARY 2023 – JUNE 2027



Adopted by the Board XX/XX/20XX

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



NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT

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

CORE VALUES

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



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CONTENTS

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.
Objective 2: Immersion School Program NWABSD will begin an immersion school program starting with PreK level and moving to Kindergarten, 1 st , and 2 nd grade progressively throughout the next five years.
Objective 3: Cultural Science Curriculum NWABSD will create a cultural place-based science curriculum using the traditional Native Ways of Knowing and Learning.
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 2: Standard Operating Procedure Documentation The NWABSD will establish written processes to support all processes within the district to support efficiency and succession planning.
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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.



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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 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 stakeholders that include goals and actions.	Submit data every quarter Beginning 2 nd 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	
Objective 2: Immersion School Program				
NWABSD will begin an immersion school program starting with PreK level and moving to Kindergarten, 1 st , and 2 nd 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. Create a Customized Roadmap 3. Identify Coursework and Professional Development. 4. Develop Field Experience and Mentorship plans. 5. Support for Certification Exams (if applicable) 6. Develop ongoing support, onboarding, and checkpoints for teacher progress. 7. Identify local partnerships to support local context and culturally responsive professional development. 8. Align our system with UA system for cosponsored courses and alternative path consisting of CEUs (budget item).	System Developed: Spring 2025	0%	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	2%	Unknown
1.2.3 Provide ongoing professional development for the Iñupiaq Instructors.	1. Identify the path for obtaining fluency 2. Create a roadmap for support. 3. Build sustainability plan for professional development.	Ongoing	15%	Unknown
Objective 3: Cultural Science Curriculum				



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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.	<ol style="list-style-type: none"> 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 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). 	In Progress	15%	
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.	<ol style="list-style-type: none"> 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	15%	
1.3.3 Design hands-on, experiential learning opportunities that connect students with the local environment and traditional practices.	<ol style="list-style-type: none"> 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	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.	<ol style="list-style-type: none"> 1. Form a network with local organizations, tribal councils, and community leaders to regularly consult on 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	10%	



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<p>1.3.5 Involve local elders as educators and mentors, recognizing their invaluable role in passing down traditional knowledge.</p>	<ol style="list-style-type: none"> 1. Present the curriculum to the Elders' Council twice a year for feedback and to strengthen local partnerships, ensuring accuracy. 	<p>In Progress</p>	<p>10%</p>	
<p>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.</p>	<ol style="list-style-type: none"> 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. 	<p>In Progress</p>	<p>10%</p>	



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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 to	January 2023 until complete, estimated timeline is 6 months without staff turnover		
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.			
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		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
2.1.5 Evaluating Staff and Student travel processes and procedures				
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.			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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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 implemented through strengthening relationships to support instructional teams.				
Objective Lead: Director of Curriculum				
Strategies and Actions	Key Indicators/Metric	Completion Date/Timeline	Progress	Budget (Time & Money)
3.1.1 Assess 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	75% 1. Complete 2. In Progress 3. Complete 4. Complete 5. Complete	N/A
3.1.2 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	50% 1. In Progress 2. Complete 3. A- Complete B- In Progress C- In Progress 4. Ongoing 5. In Progress	N/A



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<p>3.1.3 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"> 1. Literacy <ol style="list-style-type: none"> a. Screening b. Placement Assessment c. Progress Monitoring d. Risk Assessment e. Diagnostic Tool 2. Math <ol style="list-style-type: none"> a. Screening b. Placement Assessment c. Progress Monitoring d. Risk Assessment e. Diagnostic Evaluation- SPED 3. Attendance <ol style="list-style-type: none"> a. Risk Assessment b. Diagnostic Tools c. Progress Monitoring 4. Behavioral <ol style="list-style-type: none"> a. Screening b. Risk Assessment (FBA) c. Progress Monitoring d. Diagnostic Evaluation- SPED 	<p>Spring/Summer 2024</p>	<p>10%</p> <ol style="list-style-type: none"> 1. A- Complete B- In Progress C- Complete D- Complete E- In Progress 2. A- In Progress B- In Progress C- In Progress D- In Progress E- In Progress 3. A- In Progress B- In Progress C- In Progress D- In Progress E- In Progress 4. A- In Progress B- In Progress C- In Progress D- In Progress E- In Progress 	<p>N/A</p>
<p>3.1.4 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"> 1. Train core MTSS (data) teams and stakeholders. 2. Develop continuum of MTSS coaching and professional learning supports. 3. Establish problem-solving protocols for use with teams at each Tier. <p>Arrange necessary professional development for teams and stakeholders to build capacity.</p>	<p>Fall 2024</p>	<ol style="list-style-type: none"> 1. In Progress 2. In Progress 3. In Progress 4. In Progress 	<p>Data Leads & Tutors: \$175,000 Title I Funds</p>
<p>Objective 2: Safe & Civil Refresh 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.</p>				
<p>Objective Lead: Director of Curriculum</p>				
<p>Strategies and Actions</p>	<p>Key Indicators/Metrics</p>	<p>Completion Date/Timeline</p>	<p>Progress</p>	<p>Budget (Time & Money)</p>
<p>3.2.1 Implement a tiered system of supports to address the behavioral needs of all students. Clarify Safe & 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"> 1. Develop a multi-tiered framework that includes universal (Tier 1), targeted (Tier 2), and intensive (Tier 3) interventions. 2. Identify evidence-based strategies and interventions at each tier that align with the school's behavior expectations and address common behavioral challenges. 3. Establish a system for screening and progress monitoring to identify students in need of additional support and track their progress over time. 	<p>Summer 2024</p>	<p>75%</p> <ol style="list-style-type: none"> 1. Complete 2. Complete 3. In Progress 	<p>N/A</p>



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	Research AK PBIS: Contact Sharon Fischel, schedule initial information meeting.			
3.2.2 Collect and analyze data to identify areas of priority for implementation of PBIS, assess the impact on student behavior, and make data-informed decisions for continuous improvement.	<ol style="list-style-type: none"> 1. Establish a data collection system that is efficient, reliable, and aligned with the school's goals and priorities. 2. Identify relevant data sources, such as office discipline referrals, attendance records, and student surveys. 3. Regularly review and analyze data to identify trends, patterns, and areas for improvement related to student behavior and PBIS implementation. <p>Engage stakeholders in data review meetings and decision-making processes to promote transparency and collaboration.</p>	Winter 2024/2025	In Progress	Unknown currently.
3.2.3 Implement S&C Foundations Team	<p>Develop a Comprehensive Understanding of S&C Foundations:</p> <ol style="list-style-type: none"> 1. Develop District Foundations Team: Organize regular work sessions to review the components of the Foundations program. <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>	Fall 2024	<ol style="list-style-type: none"> 1. In Progress 2. Complete 	Unknown currently.
3.2.4 Develop effective PBIS/Safe & Civil Schools onboarding and training practices.	<ol style="list-style-type: none"> 1. Create a comprehensive training module that introduces principals, teachers, and counselors to the key concepts, principles, and strategies of Safe & Civil Schools and NWABSD PBIS. 2. Plan for delivery of training module through in-person workshops, webinars, or online learning platforms to ensure consistent understanding. 	<p>Spring 2024</p> <p>Winter 2024</p>	In Progress	



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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.	January 2027	50% complete	
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: 23-24= yes 24-25= completed 25-26= Training Completed 26-27	June 2027	40% 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. Sept. 2024: Initiated conversation with Grants regarding timing on potential new grants: Spring 2025 or 2026	Jan. 2027	10% complete	2027-28
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 serves.	Aug. 2023 completed all staff Aug. 2024 Completed all staff training during in-service. Aug. 2025 Aug.2026 Aug. 2027	40%	No cost as we have inhouse trainers



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<p>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</p>	<p>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</p>	<p>March: No grants obtained for trauma informed at this time.</p>	<p>20%</p>	<p>No cost as we have inhouse trainers Grants: to be determined.</p>
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Goal 5: Growing Our Own				
Objective 1: 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				
Strategies and Actions	Key Indicators/Metric	Completion Date/Timeline	Progress	Budget (Time & Money)
5.1.1 Assess current CTE Alignments	Review and analyze current K-14 CTE pathways Identify gaps in pathway alignment	August 2025	30%	
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 2025	10%	
5.1.3 Develop overarching plan for complete alignment.	Establish timeline and review cycle	August 2025	10%	
5.1.4 Design process for individual pillar alignment	Determine and align first Pillar (Education)	May 2025	50%	
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	Gather employer workforce and training needs	May 2025	20%	
5.2.2 Map Regional workforce needs assessments	Categorize and identify common industry trainings and skillsets alignment	August 2025	10%	
5.2.3 Draft regional workforce map	Develop training options and	December 2025	10%	
5.2.4 Validate regional workforce map with employers	Regional workforce feedback and revisions	February 2025	0%	



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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				
6.1.2				
6.1.3				
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				
6.2.2				
6.2.3				
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				