

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"> • 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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Goal 2: Operational Improvement
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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.
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 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.
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 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.
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 2: Regional Workforce Development NWABSD will develop a plan for ATC to grow alignment between offerings and regional workforce needs.
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 2: Executive Committee Planning NWABSD Regional School Board executive committee will meet quarterly to plan for regional strategies and partnerships.
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	30%	
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, 1st, and 2nd grade progressively throughout the next five years.				
Objective Lead: Superintendent				
Strategies and Actions	Key Indicators/Metric	Completion Date/Timeline	Progress	Budget (Time & Money)
1.2.1 Assist Iñupiaq Instructors to obtain their certification through the state of Alaska	1. Determine NWABSD Eligibility for Alternative Certification Options 2. Identify Coursework and Professional Development. 3. Develop ongoing support, onboarding, and checkpoints for teacher progress. 4. Identify local partnerships to support local context and culturally responsive professional development. 5. Align our system with UA system for cosponsored courses and alternative path consisting of CEUs (budget item).	System Developed: Spring 2025	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				
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)



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<p>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.</p>	<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). 	<p>In Progress</p>	<p>50%</p>	
<p>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.</p>	<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. 	<p>In Progress</p>	<p>50%</p>	
<p>1.3.3 Design hands-on, experiential learning opportunities that connect students with the local environment and traditional practices.</p>	<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. 	<p>In Progress</p>	<p>10%</p>	
<p>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.</p>	<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 Iḷisautri and science teachers twice a year to co-develop and review curriculum, ensuring the integration of traditional knowledge, practices, and cultural relevance. 	<p>In Progress</p>	<p>10%</p>	
<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>	



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<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 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	June 2027 due to staff turnover and training expectations	20%	
2.1.3 Streamline Adjusting and Budget journal entries with electronic workflow	NWABSD budget authorities will be able to submit budget transfers and re-code expenses electronically in the District's accounting software instead of on paper.	July 2026	5%	
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. Meeting with accounting software needed to review options already purchased and review anticipated need.	July 2026	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	Policy and procedure for staff travel are being updated. Internal processes and paperwork for the business office are being reviewed.	September 2025	50%	
Objective 2: Standard Operating Procedure Documentation				
The NWABSD will establish written processes to support all processes within the district to support efficiency and succession planning.				
Objective Lead: Director of Administrative Services				
Strategies and Actions	Key Indicators/metric	Completion Date/Timeline	Progress	Budget (Time & Money)
2.2.1 Establish where District processes are to be compiled and outlined	NWABSD Staff members will have clearly defined processes for School District Procedures. These processes will be accessible to all staff and all staff will receive notification about where to find the District's processes and procedures upon being hired.	June 2027		TBD. This project may have a heavy lift at first, but once implemented the District's Processes will only need to be reviewed annually and adjusted based on need



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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)
Identify and implement a district-wide reporting system to document student intervention plans and team meetings.	<input type="checkbox"/> Build and test MTSS monitoring dashboard.	June 2025	20%	Not to exceed \$10,000
	<input type="checkbox"/> 100% of instructional staff are trained to use the new dashboard.	October 2025	0%	
	<input type="checkbox"/> 90% of student intervention meetings and plans documented.	May 2026	0%	
Build a schedule for principals, teachers, intervention teams, and district leaders to meet regularly (quarterly) to review student data, intervention effectiveness, and next steps.	<input type="checkbox"/> 100% of schools with active student intervention teams.	May 2027	30%	N/A
	<input type="checkbox"/> Scheduled Districtwide professional development reviewing quarterly data.			
	<input type="checkbox"/> 100% of students at Tier III have Individual Reading Improvement Plans that include a regular review of their student data and intervention adjustments.			
	<input type="checkbox"/> 10% reduction of students in Tier III.			
Implement the parent communication plan that includes regular updates on intervention plans and progress through meetings, progress reports, and online platforms.	<input type="checkbox"/> 100% of Tier II/Tier III K-3 parents are updated every four weeks on their students' progress.	May 2026	50%	N/A (LIT GRANT)
	<input type="checkbox"/> Annual workshops are scheduled to guide parents in supporting student growth outside of school.			
Objective 2: Positive Behavior Intervention Supports NWABSD will assess and refine the current Positive Behavior Intervention Supports (PBIS) systems, specifically those from Safe & Civil Schools.				
Objective Lead: Director of Curriculum				
Strategies and Actions	Key Indicators/Metrics	Completion Date/Timeline	Progress	Budget (Time & Money)
Annual review and improvement of a school-wide Positive Behavior Intervention System to promote consistent positive behavior.	<input type="checkbox"/> 100% of all staff have reviewed schoolwide plans by August 30 th of each school year.	August 2025		
	<input type="checkbox"/> 100% of schools have a written school-wide plan accessible to all students, staff, and parents.			
	<input type="checkbox"/> 100% of all staff have completed a second review and refinement of schoolwide plans by December 10 th of each school year.			
Annual review and improvement of a class wide Positive Behavior Intervention Plans to promote consistent positive behavior.	<input type="checkbox"/> 100% of all staff have reviewed class wide plans with Site Administrator by August 20 th of each school year.	August 2025		
	<input type="checkbox"/> 100% of classrooms have a written class-wide plan accessible to all students, staff, and parents.			



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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: Manilaq and Compassionate Counseling partnerships Sept. 2024: Initiated Behavior Health cooperation/meetings to facilitate counseling services. Release of information for shared programming. January 2025:	January 2027	75% 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: 22-23 = yes completed 23-24= yes completed 24-25= yes,completed 25-26 26-27	June 2027	60% 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: Initial discussions on what use of general funds for counseling services could be worked into site funding. Possible funding options: <ul style="list-style-type: none"> • Could include counselors as part of the student teacher ratio. 	Jan. 2027	40% complete	2027-28 (see funding options)



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	<ul style="list-style-type: none"> • Or Counselor vs. Assistant principal at larger sites. • Or could use Title I and/or IV grant funds and/or Mig. ed funds can be used too. <p>Spring 2026 Spring 2027</p>			
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 and monthly office hours on TEAMS	Aug. 2023 completed all staff Aug. 2024 Completed all staff training during in-service. Aug. 2025 Staff training completed in Aug. Of this school year Aug. 2026 Aug. 2027	60%	No cost as we have inhouse trainers
4.2.3 Trauma informed professional Development and supports to be made available to all staff on a yearly basis. Obtain grant funds for yearly presenters on trauma informed teaching practices and/or resiliency and restorative practice PD	FY 23: FY 24: March 2024 Weekly Trauma informed and Resilience Focused Office hours initiated for teachers Sept. Office hours continue and Trauma Informed in-service planned for Oct. 2024 FY 25 Oct. 2024 District-wide professional development with Trauma informed specialist: Linda Chamberline FY 26 FY 27	2024 Grant funds used for Inservice Professional Development. 2025	60%	No cost as we have inhouse trainers Grants: to be determined.



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Goal 5: Growing Our Own				
Objective 1: High School and Post Secondary Vocational Track Mapping				
NWABSD staff will align curriculum to support the growth of students throughout their education to be prepared for employable roles within the region.				
Objective Lead: Director of the Alaska Technical Center and Director of Curriculum and Instruction				
Strategies and Actions	Key Indicators/Metric	Completion Date/Timeline	Progress	Budget (Time & Money)
5.1.1 Develop overarching plan for complete alignment	Have a timeline and review cycle. FY25- Completed Perkins 4 Year Plan	August 2025	100%	
5.1.2 Design procedure and template for pillar alignment.	Implement pillar template	March 2025	50%	
5.1.3 Assess current CTE Alignments	Organize and identify current CTE courses and Career Technical Education Pathways. Identify deficiencies in pathways and course offerings.	August 2025	30%	
5.1.4 Identify best practices for CTE alignment for NWABSD students.	Review national CTE curricula standards and alignments Compare and examine other CTE institutions pathways with NWABSD pathways	December 2025	30%	
5.1.5 Develop aligned pillars for High School and Adults	<input type="checkbox"/> Education <input type="checkbox"/> Culinary Arts <input type="checkbox"/> Construction Trades <input type="checkbox"/> Certified Nursing Assistant (CNA) <input type="checkbox"/> Business <input type="checkbox"/> Process Technology	December 2027	0%	
Objective 2: Regional Workforce Development				
NWABSD will develop a plan for ATC to grow alignment between offerings and regional workforce needs.				
Objective Lead: Director of the Alaska Technical Center				
Strategies and Actions	Key Indicators/Metrics	Completion Date/Timeline	Progress	Budget (Time & Money)
5.2.1 Identify regional workforce needs	Complete a Comprehensive Needs Assessment for Regional Workforce Development	May 2025	20%	
5.2.2 Map Regional workforce needs assessments	Identify common industry trainings Identify skillsets alignment	September 2025	10%	
5.2.3 Draft regional workforce map	Develop training schedule5	April 2026	10%	
5.2.4 Validate regional workforce map with employers	Regional workforce feedback and revisions	December 2027	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				