



NORTH SLOPE BOROUGH SCHOOL DISTRICT
2015-20 STRATEGIC PLAN (2018-19 SCHOOL YEAR)

Full Strategic Plan for FY18/19

As of November 16, 2018

MISSION STATEMENT

Learning in our schools is rooted in the values, history and language of the Iñupiat. Students develop the academic and cultural skills and knowledge to be:

- Critical and creative thinkers able to adapt in a changing environment and world;
- Active, responsible, contributing members of their communities; and
- Confident, healthy young adults, able to envision, plan and take control of their destiny.

VISION STATEMENT

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

CORE VALUES

- Compassion - Though the environment is harsh and cold, our ancestors learned to live with warmth, kindness, caring and compassion.
- Avoidance of Conflict - The Iñupiaq way is to think positive, act positive, speak positive and live positive.
- Love and Respect for Our Elders and One Another - Our Elders model our traditions and ways of being. They are a light of hope to younger generations. May we treat each other as our Elders have taught us.
- Cooperation - Together we have an awesome power to accomplish anything.
- Humor - Indeed, laughter is the best medicine!
- Sharing - It is amazing how sharing works. Your acts of giving always come back.
- Family and Kinship - As Iñupiaq people we believe in knowing who we are and how we are related to one another. Our families bind us together.
- Knowledge of Language - "With our language we have an identity. It helps us to find out who we are in our mind and in our heart."
- Hunting Traditions - Reverence for the land, sea and animals is the foundation of our hunting traditions.
- Respect for Nature - Our Creator gave us the gift of our surroundings. Those before us placed ultimate importance on respecting this magnificent gift for their future generations.
- Humility - Our hearts command we act on goodness. Expect no reward in return. This is part of our cultural fiber.
- Spirituality - We know the power of prayer. We are a spiritual people.

EDUCATIONAL PHILOSOPHY

Education, a lifelong process, is the sum of learning acquired through interactions with one's environment, family, community members, schools, and other institutions and agencies. The School Board uses the Five Year Strategic Planning process as the overarching planning tool for the district; this plan is augmented by other department and state required plans such as the Six Year Capital Improvement Plan and School Improvement Plans. Within the Home Rule Municipality of the North Slope Borough, "schooling" is the specific, mandated responsibility of the North Slope Borough School District Board of Education.

The Board of Education is committed to providing academic excellence in the "schooling" environment. This commitment to academic excellence shall focus on the learner, recognizing that each student brings to the "schooling" environment the student's own interest, learning styles, cultural background and abilities.

2015-20 STRATEGIC PLAN (2018-19 SCHOOL YEAR) — AT-A-GLANCE

STUDENT ACHIEVEMENT STRATEGIC GOALS & DISTRICT OBJECTIVES

1 ACADEMIC SUCCESS/WHOLE CHILD: *All students will reach their intellectual potential and achieve academic success through integrating Iñupiaq knowledge systems into the core content areas and focusing on the development of the Whole Child.*

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

COMMUNITY/FAMILY STRATEGIC GOALS & DISTRICT OBJECTIVES

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

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

STAFF STRATEGIC GOALS & DISTRICT OBJECTIVES

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

3.1 LOCAL TEACHERS: Support the systems that inspire, develop and recruit local teachers.

3.2 HIRING & RECRUITING: Improve the hiring and onboarding process for all employees.

3.3 RETENTION: Support and retain quality teachers, administrators and staff.

OPERATIONAL STRATEGIC GOALS & DISTRICT OBJECTIVES

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

4.1 FINANCIAL STEWARDSHIP/MANAGEMENT: Ensure financial management based on what is best for our students.

4.2 TECHNOLOGY: Leverage technology as a tool to facilitate learning, communication and collaboration.

4.3 LEARNING ENVIRONMENT: Schools designed for students incorporating culture beyond curriculum into all aspects of our work including facilities and operations.

4.4 FACILITIES: Ensure safe, modern and high-performing learning facilities.

2015-20 STRATEGIC PLAN (2018-19 SCHOOL YEAR) - DETAIL

STUDENT ACHIEVEMENT STRATEGIC GOALS & DISTRICT OBJECTIVES

1 ACADEMIC SUCCESS/WHOLE CHILD: All students will reach their intellectual potential and achieve academic success through integrating Inupiaq knowledge systems into the core content areas and focusing on the development of the Whole Child.

1.1 AUTHENTIC ASSESSMENT: Define success beyond statewide standards through development of authentic assessments. (06/30/19)

Measure: Assessments
Written & Implemented

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
1.1.1 Clarify Concept: Develop a common definition of what the term Authentic Assessment means, and the process for developing one. (IED, C&I, CO) (Curriculum and Instruction)	% complete	100%	07/01/18, 06/30/19
1.1.2 Identifying Student Objectives: Develop clear course outcome for what a student should know and is able to do in core subject areas. (IED, C&I, CO) (Inupiaq Education)	% complete	100%	07/01/18, 06/30/19
1.1.3 End of Course Exams: Create end of course exams; high school only. (IED, C&I, A&A, CO) (Curriculum and Instruction)	% complete	100%	07/01/18, 06/30/19
1.1.4 Dual Credit/College Courses: Develop a policy matrix for awarding high school credit for college courses that is fair and encourages students to pursue dual and college credit. (Assessment & Accountability)	% complete	100%	07/01/18, 06/30/19
1.1.5 Site-Specific Assessments: Pilot and share what is working across sites. (C&I, IED, Principals) (Curriculum and Instruction)	% complete	100%	07/01/18, 06/30/19

1.2 PLACE-BASED UNITS: Implement place-based units across academic subjects including life-skills, connection to the land and experiential learning in the field. (06/30/19)

Measure: Implementation of
Culture Based Units

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
1.2.1 Tier One Teachers will teach three culture-based units this year. (IED, C&I) (Inupiaq Education)	% complete	100%	07/01/18, 06/30/19
1.2.2 Tier Two Teachers will teach four units this year; revise a previous unit to achieve STARR status. (IED, C&I) (Inupiaq Education)	% complete	100%	07/01/18, 06/30/19
1.2.3 Tier Three Teachers will teach all of above, in addition to creating a new unit based on identified area of need. (IED, C&I) (Inupiaq Education)	% complete	100%	07/01/18, 06/30/19
1.2.4 Professional Development: Provide PD for Mapkuq leaders to give them the resources and tools to train teachers at their sites. (IED, C&I) (Inupiaq Education)	% complete	100%	07/01/18, 06/30/19

1.2.5 Project-Based Learning: Provide opportunity for students to participate in project-based learning that results in real world solutions. (C&I) (Curriculum and Instruction)	% complete	100%	07/01/18, 06/30/19
1.2.6 SITE PROJECT-BASED/EXPERIENTIAL LEARNING: Implement the World Bridge Project and other hands-on, place-based curriculum offerings. (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19
1.2.7 SITE HANDS-ON LEARNING ACTIVITIES & PROGRAMS: Offer hands-on learning activities and programs at all sites (i.e. Lego Robotics, Star Reading, Outdoor Learning, IHLC, etc.) (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19

1.3 STAFF CULTURAL INTEGRATION: Provide cultural training and hands-on experiences for teachers and Principals to enhance cultural understanding and integration. (06/30/19)

Measure: Ongoing Cultural Trainings

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
1.3.1 Teacher Culture Camps: Conduct site based “Teacher Culture Camps” designed to immerse teachers in the culture of our people at all sites. (IED, Principals) (Inupiaq Education)	% complete	100%	07/01/18, 06/30/19
1.3.2 Culture Training: Providing training in culture safety and culture responsive pedagogy, foundation for implementation for ILF (focus is mentors, counselors, curriculum committee and admin). (IED) (Inupiaq Education)	% complete	100%	07/01/18, 06/30/19
1.3.2.1 Hands-On Experience: Culture and communication needs to be stronger before teachers head out to the village. (Inupiaq Education)	% complete	100%	07/01/18, 06/30/19
1.3.3 Student Wellness: Continue to implement SW-PBIS structure and develop a plan to incorporate Cultural Safety, Responsive Classroom Strategies and trauma informed care strategies. (Student Services, C&I, IED) (Student Services)	% complete	100%	07/01/18, 06/30/19
1.3.3.1 Provide training to certified and classified staff on utilizing culturally responsive and trauma informed strategies. (Student Services)	% complete	100%	07/01/18, 06/30/19
1.3.4 SITE CULTURE CAMPS: Implement local culture camps at all sites, inclusive of students, community members and staff. (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19
1.3.5 SITE CULTURAL INTEGRATION ACTIVITIES: Plan and implement cultural integration activities throughout the school year (i.e. art events, guest speakers, Inupiat dancing & drumming, ice fishing, sewing, etc.). (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19

1.4 ACADEMIC ACHIEVEMENT: Ensure all students show growth in academic areas measured by authentic assessment where possible and state and district standards where necessary. (06/30/19) **Measure:** (See Scorecard)

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
1.4.1 Positive School Climate & Social Emotional Growth: Implement a school climate initiative that encompasses student well-being and a positive learning environment. (Student Services, C&I, IED) (Student Services)	% complete	100%	07/01/18, 06/30/19
1.4.2 Review and Develop Learning Objectives: Establish learning objectives for core academic subjects for grades K-12. (Sup, CI & IED) (Curriculum and Instruction)	% complete	100%	07/01/18, 06/30/19
1.4.3 Develop Social Emotional Learning (SEL) Objectives: Establish objectives for Social Emotional Learning for grades PK-12 by the end of the school year. (Student Services, Sup, IED, C&I) (Student Services)	% complete	100%	07/01/18, 06/30/19
1.4.4 Redefining College and Career Ready: Adopt AASA - Redefining Ready integrated w/ ILF. (Sup) (Superintendent)	% complete	100%	07/01/18, 06/30/19
1.4.5 Curriculum Alignment: Align vertically the curriculum and accompanying interventions/enrichment in content areas beginning with Math; identify gaps in materials and PD. (C&I, IED, Principals) (Curriculum and Instruction)	% complete	100%	07/01/18, 06/30/19
1.4.6 Intervention Programs: Develop high quality intervention programs based on a clearer definition of what "academic success" means for different students; not all students are college bound, but all students should be career and workplace ready. (C&I, Asst. Supt, Principals) (Curriculum and Instruction)	Intervention programs	100%	07/01/18, 06/30/19
1.4.7 SITE INTERVENTION TOOLS & PROGRAMS: Continue to implement and explore intervention tools and programs that supplement and enhance student learning. (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19
1.4.8 SITE PROGRESS MONITORING/DATA DRIVEN INSTRUCTION: Use MAPS, PEAKS, STARR Assessments, and other progress monitoring data to drive our instruction. Make it a focus to improve our testing scores through integration of testing vocabulary and prompts into everyday tasks. (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19

1.5 ALTERNATIVE PROGRAMMING: Design and implement alternative programs to graduation at all sites. (06/30/19)

Measure: Alternative programming at all Sites

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
1.5.1 Clarify Approach: Develop an operating definition and further clarify direction and implementation approach moving forward. (Board, Supt) (Superintendent)	% complete	100%	07/01/18, 06/30/19
1.5.2 Design/Implement: Develop clear plans based on the operating definition; design what this looks like across the district and by site. (Supt, Principals) (Superintendent)	% complete	100%	07/01/18, 06/30/19
1.5.3 Blended Learning: Incorporate Blended Learning as part of the Alternative Programming Approach/Plan. (Supt, C&I, Asst. Supt, Principals) (Superintendent)	% complete	100%	07/01/18, 06/30/19
1.5.4 SITE BLENDED LEARNING: Incorporate Blended Learning opportunities to expand beyond what we can offer "in house" to enhance the curriculum (i.e. Endgenuity/Compass, Renaissance, and other programs). (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19
1.5.5 SITE ALTERNATIVE PROGRAMMING: Continue with credit recovery and other alternative education programs to reach and ensure success for all students. (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19

1.6 QATQIÑIAGVIK (CAREER LEARNING PROGRAM): Design a career learning program expanding educational opportunities that connect students to careers. (06/30/19)

Measure: Implementation of Qatqinniagvik /CTE programming

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
1.6.1 CTE Plan: Develop the CTE 5-Year Plan. (CTE Services)	% complete	100%	08/22/18, 10/31/19
1.6.2 Business: Update the Business Pathway and present to the Carl Perkins committee. (CTE Services)	% complete	100%	08/01/18, 12/31/18
1.6.3 Culinary: Create the Culinary Pathway. (CTE Services)	% complete	100%	07/01/18, 12/31/18
1.6.4 Small Engines: Create the Small Engines Pathway. (CTE Services)	% complete	100%	09/01/18, 12/31/18
1.6.5 Music: Create the Music Production Pathway. (CTE Services)	% complete	100%	09/01/18, 06/30/19
1.6.6 Construction: Update the Construction Pathway. (CTE Services)	% complete	100%	10/01/18, 12/31/18
1.6.7 Government: Create the Native Government/ Government Pathway. (CTE Services)	% complete	100%	09/01/18, 06/30/19

1.6.8 Intensives: Plan and Implement Intensives. (CTE Services)	% complete	100%	09/01/18, 06/30/19
1.6.9 SITE CTE OPTIONS: Expand CTE offerings as relevant at each site. (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19

1.7 CULTURALLY INTEGRATED CALENDAR: Implement a seasonal/culturally integrated calendar across the district to increase attendance and expand options for students. (06/30/19)

Measure: Implementation of Cultural Calendar

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
1.7.1 Approved Process: Approve the new calendar process/parameters via Board Work Sessions. (IED, Supt, Board) (Inupiaq Education)	% complete	100%	07/01/18, 06/30/19
1.7.2 Approved Calendar: Based on the approved process/parameters, SAC to develop the calendar. (IED, Supt, Board) (Inupiaq Education)	% complete	100%	07/01/18, 06/30/19
1.7.4 SITE CALENDAR PROCESS: Work with the SAC as calendars for the next school year are being developed to ensure important dates and seasons are considered. (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19

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

2.1 STUDENTS & STAFF IN COMMUNITY: Facilitate staff involvement in community and village events and integrate community projects into unit development to foster the spirit of volunteerism. (06/30/19)

Measure: Increased Student/Community Involvement

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
2.1.1 Adopt-a-Teacher: Assessment of where it is working and why; use to develop a plan to make more systemic districtwide. (IED) (Inupiaq Education)	% complete	100%	07/01/18, 06/30/19
2.1.2 Qargi.com: Continue to use Qargi.com as a venue for sharing cultural content. (Inupiaq Education)	Utilization of Qargi.com		07/01/16, 06/30/19
2.1.3 SITE STAFF/STUDENT COMMUNITY INTEGRATION: Continue to provide opportunities for students and staff to integrate and be involved with the community (i.e. service learning, schools open to community, activities and events, etc.). (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19

2.2 COMMUNITY IN THE SCHOOL: Honoring ideas generated by the community for the inclusion of Elders, parents and community members in school academics and activities as well as utilizing community resources and expertise in learning. (06/30/19)

Measure: Increased Staff/Community Involvement

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
2.2.1 Training: Train staff and admin on tools in how to develop relationships in the community and to make space for community to come into schools. (Inupiaq Education)	% complete	100%	07/01/18, 06/30/19
2.2.2 SITE COMMUNITY IN THE SCHOOL: Provide activities and events that bring Elders and community members into the schools (i.e. craft nights, sewing class, cultural programs, Elders teaching Mapkuq lessons, etc.). (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19

2.3 COMMUNICATION: Advancing on-going 2-way communication, participation and interaction within the school and between the school and community, building the bridge of trust. (06/30/19)

Measure: Consistent communication between school and home

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
2.3.1 Communication Plan: Finalize and implement the strategies articulated in the Communications Plan. (Assistant Superintendent)	% complete	100%	07/01/18, 06/30/19
2.3.2 SCHOOL MESSENGER: Implement school messenger at sites where needed. (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19
2.3.3 SITE COMMUNICATION: Advance communication between the school and community through current school websites, frequent newsletters, social media channels, student podcasts, etc. (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19

2.4 SAC: Evaluate and evolve the role of the School Advisory Council (SAC) as community leaders and advocates for education. (06/30/19)

Measure: SAC Training/Evolution

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
2.4.1 Operating Manual: Update and refine the comprehensive SAC Operating Manual inclusive of by-laws, roles & responsibilities, etc. (Supt, Board Secretary) (Superintendent)	% complete	100%	07/01/18, 06/30/19
2.4.2 SAC PD: Ensure professional training and development for all SAC members (based on operating manual). (Supt, Board Secretary) (Superintendent)	% complete	100%	07/01/18, 06/30/19
2.4.3 SITE SAC DEVELOPMENT: Continue to work with local SAC members to support consistent meetings, student participation, involvement with school events, policies, etc. (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19

2.5 K3/K4 INUPIAQ LANGUAGE & CULTURE: Implement K3/K4 language and culture programs to revitalize the Inupiaq language. (06/30/19)

Measure: Implementation of K3/K4 language and culture programming

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
2.5.1 SITE K3/K4 PROGRAMS: Integrate and expand upon native language and culture programs as relevant at each site. (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19

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

3.1 LOCAL TEACHERS: Support the systems that inspire, develop and recruit local teachers. (06/30/19)

Measure: Increase in Local Teachers employed at NSBSD

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
3.1.1 Recruitment: Identify teacher candidates currently in college and actively recruit them. (Human Resources)	% complete	100%	07/01/18, 06/30/19
3.1.2 Iliññaqti (Career Ladder/Local Teachers): Actively measure and engage employees working towards an education program certificate. (Human Resources)	% complete	100%	07/01/18, 06/30/19
3.1.2.1 Determine ability to assign computers to aides. (IT, HR) (Information Technology)	% complete	100%	07/01/18, 06/30/19
3.1.2.2 Identify and assign mentors to each career ladder participants. (Human Resources)	% complete	100%	07/01/18, 06/30/19
3.1.2.3 Revise all governing documents to include "Teacher Loan Forgiveness" program. (Supt, HR) (Superintendent)	% complete	100%	07/01/18, 06/30/19
3.1.2.4 Identify a cohort group and develop a plan for meeting their needs. (Human Resources)	% complete	100%	07/01/18, 06/30/19

3.2 HIRING & RECRUITING: Improve the hiring and onboarding process for all employees. (06/30/19)

Measure: Time to fill positions (100% by April)

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
3.2.1 Enrollment Teacher Certificate: Increase Initial/Program Enrollment Teacher Certificate. (Human Resources)	% complete	100%	07/01/18, 06/30/19
3.2.2 Year-Round Recruiting: Actively recruit for partial year contracts to reduce the number of end-of-year long term subs. (Human Resources)	% complete	100%	07/01/18, 06/30/19
3.2.3 Continuous Generic Postings: Forward thinking, not site or grade level specific. (Human Resources)	% complete	100%	07/01/18, 06/30/19
3.2.4 Virtual Presence: Increase our virtual presence on key recruitment sites (LinkedIn, Handshake, Indeed, etc.). (Human Resources)	% complete	100%	07/01/18, 06/30/19
3.2.5 Moving Reimbursement: Review and revise our moving stipend. (Human Resources)	% complete	100%	07/01/18, 06/30/19

3.2.6 Student-Teaching: Enhance student teaching opportunities district-wide. (C&I, HR) (Curriculum and Instruction)	Increased Student Teaching		07/01/18, 06/30/19
3.2.7 SITE NEW TEACHER SUPPORT: Initiate activities such as a New Teacher Welcome Committee and events to introduce new teachers to staff and the community (i.e. Dinner with Principal, community introductions, welcome page on school website, etc.). (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19

3.3 RETENTION: Support and retain quality teachers, administrators and staff. Measure: Staff Retention Rate (above AK Average)

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
3.3.1 Teacher Survey: Conduct a Teacher Survey; determine what we can do differently to improve teacher retention. (Consultants, CO, HR) (Human Resources)	% complete	100%	07/01/18, 06/30/19
3.3.2 Professional Development: Provide culturally relevant Professional Development with specific focus on new hires. (C&I, IED) (Curriculum and Instruction)	% complete	100%	07/01/18, 06/30/19
3.3.2.1 New Hire PD. (Dec) (Curriculum & Instruction)	% complete	100%	07/01/18, 12/31/18
3.3.2.2 Completed Culturally Relevant PD in the area of history/CBU's (Dec) (Curriculum & Instruction)	% complete	100%	07/01/18, 12/31/18
3.3.2.3 Completed TDU's/community participation etc. (Dec) (Curriculum & Instruction)	% complete	100%	07/01/18, 12/31/18
3.3.2.4 On-Going On-Demand/Site/District PD for onboarding. (Dec) (Curriculum & Instruction)	% complete	100%	07/01/18, 12/31/18
3.3.2.5 Completed Specialist provide onsite PD/training/modeling. (Dec) (Curriculum & Instruction)	% complete	100%	07/01/18, 12/31/18
3.3.2.6 On-Going Initiate PD for pilot programs. (Dec) (Curriculum & Instruction)	% complete	100%	07/01/18, 12/31/18
3.3.2.7 On-Going Instructional Needs Assessment and Action Plan shared with site Admin. (June) (Curriculum & Instruction)	% complete	100%	07/01/18, 06/30/19
3.3.3 Certified Staff: Continue to focus on attracting and retaining the right people for the right positions; ensuring that recruitment efforts are focused on the North Slope where possible/relevant to promote local jobs. (Human Resources)	% complete	100%	07/01/16, 06/30/19
3.3.4 Just-in-Time Training: Articulate and implement a plan for just-in-time training for teachers throughout the year. (Curriculum and Instruction)	Training Implementations	100%	07/01/18, 06/30/19
3.3.5 SITE STAFF DEVELOPMENT & RETENTION: Host frequent team building activities for all staff to stay connected, share stories, and collaborate throughout the year. (i.e. Survivor Soup Nights, Teacher Potluck/Family Nights, etc.) (Site Initiatives) (Principals)	% complete	100%	07/01/18, 06/30/19

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

4.1 FINANCIAL STEWARDSHIP/MANAGEMENT: Ensure financial management based on what is best for our students. (06/30/19) **Measure: Fiscal management/budget**

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
4.1.1 Efficient Operations: Ensure efficient and effective operations in the Business Office and throughout the organization. (Business Office)	% complete; progress of supporting actions		07/01/17, 06/30/19
4.1.1.1 Develop and implement internal standard operating procedures for each business office function. (Lila Kroschell)	% complete	100%	07/01/17, 06/30/19
4.1.1.2 Endeavor to properly train business office staff- including cross training- beginning stages. (Lila Kroschell)	% complete	100%	07/01/17, 06/30/19
4.1.1.3 Endeavor to properly staff the business office. (Lila Kroschell)	% complete	100%	07/01/17, 06/30/19
4.1.2 Budget Process: Submit the budget based on new timeline and approval process. (Business Office)	% complete	100%	07/01/18, 06/30/19
4.1.2.1 Compile all site, department, and SAC input regarding budget (by mid-Nov). (Business Office)	% complete	100%	10/01/18, 12/06/19
4.1.2.2 Submit full Budget Book to Board + preliminary ask to Borough (by mid-Dec). (Business Office)	% complete	100%	10/01/18, 12/06/19
4.1.2.3 Preliminary budget submission to Borough + Joint Meeting (Dec). (Business Office)	% complete	100%	10/01/18, 12/31/19
4.1.2.4 Final Budget Submission (Feb 1). (Business Office)	% complete	100%	10/01/18, 02/01/19
4.1.3 Inupiaq Educators Funding: Seek targeted funding for Inupiaq Educators for BA/MA degrees. (Administration & Accountability)	% complete	100%	07/01/18, 06/30/19

4.2 TECHNOLOGY: Leverage technology as a tool to facilitate learning, communication and collaboration. (06/30/19)

Measure: Ongoing audit/adjustment of technology

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
4.2.1 Teacher Tech Training: Continue to train teachers in using technology to facilitate higher level learning skills. (Education Technology)	% complete	100%	07/01/18, 06/30/19
4.2.2 Site IT Requirements: Respond accordingly to fulfill technology requirements and physical/network connectivity at each site. (Information Technology)	% complete	100%	07/01/18, 06/30/19
4.2.3 Broadband: Implement Broadband Net Flow Analyzer. (Information Technology)	% complete	100%	07/01/17, 06/30/19
4.2.4 RUS Grant: Determine the District's approach to the RFP and implementation process. (Information Technology)	% complete	100%	07/01/18, 06/30/19
4.2.5 Fiber: Pursue the district's conversion from satellite-based digital communications to fiber-based connections as opportunity allows. (Information Technology)	% complete	100%	07/01/18, 06/30/19
4.2.6 Support Services and IT Relationship: Create complete list of systems and who maintains ownership, and responsibility. (Support Services (M&O))	% complete	100%	07/01/18, 06/30/19
4.2.7 Wide-Area Network: Develop solution with ISP for fiber site performance problems. (Information Technology)	% complete	100%	07/01/18, 06/30/19
4.2.8 Cell phones: Review cell phone assignments, District cell phone contracts, and management capabilities. (Support Services (M&O))	% complete	100%	07/01/18, 06/30/19

4.3 LEARNING ENVIRONMENT: Schools designed for students incorporating culture beyond curriculum into all aspects of our work including facilities and operations. (06/30/19)

Measure: Inupiaq culture & art reflected in all school buildings

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
4.3.1 Clocks: All clocks retrofitted. (SS & IT) (Support Services (M&O))	% complete	100%	07/01/18, 06/30/19
4.3.2 Iñupiaq Signage: Move forward on Iñupiaq signage at all sites, starting with scoping and identifying an alternative funding source. (Supt, IED, Support Services) (Superintendent)	% complete	100%	07/01/18, 06/30/19
4.3.3 Art in the School: Develop site plans for additional local art in the schools, leveraging the State percent for art funding. (Support Services (M&O))	% complete	100%	07/01/18, 06/30/19
4.3.4 SITE LEARNING ENVIRONMENT: Develop Inupiaq signs and other artistic modifications celebrating our culture as well as proclaiming pride in our school. (Site Initiative) (Principals)	% complete	100%	07/01/18, 06/30/19

4.4 FACILITIES: Ensure safe, modern and high-performing learning facilities. (06/30/19)

Measure: Safe and high performing facilities

DEPARTMENT ACTIONS AND TEAM MEMBER ACTIONS	MEASURE	TARGET	START DATE, END DATE
4.4.1 Work Order System: Replace Work Order System, District wide facility inspection, event manager program, energy manager system. (Support Services (M&O))	% complete	100%	07/01/18, 06/30/19
4.4.2 Processes: Complete revision of current processes, update procedural. (Support Services (M&O))	% complete	100%	07/01/18, 06/30/19
4.4.3 CIP: Revise capital improvement program: 6-year plan. (Support Services (M&O))	% complete	100%	07/01/18, 06/30/19
4.4.4 Contractor Program: Develop term contractor program. (Support Services (M&O))	% complete	100%	07/01/18, 06/30/19
4.4.5 CTE Equipment: VocEd supplemental budget. (CTE Services)	% complete	100%	07/01/18, 06/30/19

APPENDIX: SITE INITIATIVES – STATUS GRID

- Indicate with an "x" if initiative is being implemented at the site.
- **KEY:** Shade each cell with color of Status: Green = On Target; Yellow = Off Target; Red = Critical/Not happening; Gray = Not Started

SITE INITIATIVES	AKP	BHS	HMS	IPK	PIZ	KAK	KLC	ATQ	AKP	PHO	NUI
1.2.6 SITE PROJECT-BASED/EXPERIENTIAL LEARNING: Implement the World Bridge Project and other hands-on, place-based curriculum offerings.											
1.2.7 SITE HANDS-ON LEARNING ACTIVITIES & PROGRAMS: Offer hands-on learning activities and programs at all sites (i.e. Lego Robotics, Star Reading, Outdoor Learning, IHLC, etc.)											
1.3.4 SITE CULTURE CAMPS: Implement local culture camps at all sites, inclusive of students, community members and staff.											
1.3.5 SITE CULTURAL INTEGRATION ACTIVITIES: Plan and implement cultural integration activities throughout the school year (i.e. art events, guest speakers, Inupiat dancing & drumming, ice fishing, sewing, etc.).											
1.4.7 SITE INTERVENTION TOOLS & PROGRAMS: Continue to implement and explore intervention tools and programs that supplement and enhance student learning.											
1.4.8 SITE PROGRESS MONITORING/DATA DRIVEN INSTRUCTION: Use MAPS, PEAKS, STARR Assessments, and other progress monitoring data to drive our instruction. Make it a focus to improve our testing scores through integration of testing vocabulary and prompts into everyday tasks.											
1.5.4 SITE BLENDED LEARNING: Incorporate Blended Learning opportunities to expand beyond what we can offer "in house" to enhance the curriculum (i.e. Endgenuity/Compass, Renaissance, and other programs).											
1.5.5 SITE ALTERNATIVE PROGRAMMING: Continue with credit recovery and other alternative education programs to reach and ensure success for all students. (Site Initiative)											
1.6.9 SITE CTE OPTIONS: Expand CTE offerings as relevant at each site.											

1.7.4 SITE CALENDAR PROCESS: Work with the SAC as calendars for the next school year are being developed to ensure important dates and seasons are considered.											
2.1.3 SITE STAFF/STUDENT COMMUNITY INTEGRATION: Continue to provide opportunities for students and staff to integrate and be involved with the community (i.e. service learning, schools open to community, activities and events, etc.).											
2.2.2 SITE COMMUNITY IN THE SCHOOL: Provide activities and events that bring Elders and community members into the schools (i.e. craft nights, sewing class, cultural programs, Elders teaching Mapkuq lessons, etc.).											
2.3.2 SCHOOL MESSENGER: Implement school messenger at sites where needed.											
2.3.3 SITE COMMUNICATION: Advance communication between the school and community through current school websites, frequent newsletters, social media channels, student podcasts, etc.											
2.4.3 SITE SAC DEVELOPMENT: Continue to work with local SAC members to support consistent meetings, student participation, involvement with school events, policies, etc.											
2.5.1 SITE K3/K4 PROGRAMS: Integrate and expand upon native language and culture programs as relevant at each site.											
3.2.7 SITE NEW TEACHER SUPPORT: Initiate activities such as a New Teacher Welcome Committee and events to introduce new teachers to staff and the community (i.e. Dinner with Principal, community introductions, welcome page on school website, etc.).											
3.3.5 SITE STAFF DEVELOPMENT & RETENTION: Host frequent team building activities for all staff to stay connected, share stories, and collaborate throughout the year. (i.e. Survivor Soup Nights, Teacher Potluck/Family Nights, etc.)											