



# North Slope Borough School District 2009-2014 Strategic Plan

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## Status Report

As of November 18, 2009

*Prepared by M3 Planning*

## STRATEGIC PLAN – STATUS AS OF 11/18/2009

### Key for this section

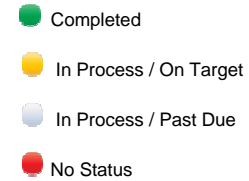
This report is intended to provide an update of the district goals and supporting actions for the period from February 2009 through July 2009. Not all items in this document have updated status, as some were not relevant to this period. This key explains the use of the status lights.

Items that are marked with green have been completed.

Items that are marked with orange are in process and “on target”.

Items that are marked with gray are in process and “past due”; indicating the targeted deadline has past and the item is not completed.

Items that are marked with red or “no status” indicate there is no action established yet.



### INSTRUCTIONAL FOCUS STRATEGIC PRIORITIES & DISTRICT GOALS

#### 1 All students will realize their full intellectual potential, with an emphasis on reading, writing, and math.

1.1 Allow teachers to focus on our core teaching. (6-30-2014) Measure: % complete Target: 100%

Status/  
Variance:










School/Departments Goals	Who	Comments updated as of 11/18/2009	Status/ Variance:
1.1.1 Increase time on task.	Teachers Principals	Worked with the principals to identify areas within schools that increase time on task and eliminate distractions. (i.e. Elementary assessment MAP requirement was eliminated. Combined ILP process with pieces of AIMSweb to eliminate duplication.) Train principals in the gradual release of responsibility in order to increase time on task.	
1.1.2 Utilize assessments that continue to help students achieve learning goals.	Teachers	Systematized the AIMSweb assessments and integrated with the ILP process. Trained staff on how to better utilized theme-based assessments within the reading program. Streamlined use of MAP.	
1.1.3 Have one site-based literacy coach at each site.	District Leadership Board	The board authorized funding for a district-wide coach. Three Title I sites have reading intervention specialists. Pending additional funding.	

1.2 Increase student attendance by decreasing absenteeism by 20% at each school. (6-30-2014)

Measure: % decrease in student absenteeism

Target: 20%

Status/  
Variance:  



School/Departments Goals	Who	Comments updated as of 11/18/2009	Status/ Variance
1.2.1 Recommend changes to the NSBSD attendance policy.	District Leadership	Draft changes distributed to SAC for review.	
1.2.2 Create a district promotion policy that is based on attendance, work completion and skill acquisition that is outcomes based.	District Leadership	District instructional leadership team for developing recommendations.	
1.2.3 Modify the start time for High School. (This is a site-based decision)	Principals	Provided recommendations to Principals.	
1.2.4 Tie attendance, grades, and promotion into student expectations.	Curriculum Team	Tied to 1.2.2	
1.2.5 Develop intervention strategies through a brainstorming session by principals, and others on improving student and staff attendance.	District Leadership	District-wide and site-specific initiatives were launched in the 2008/09 school year to increase attendance through competitions and incentives. Winners held an ice cream social, received a banner, and incentive gifts. <i>FY 2010 attendance incentive deferred due to H1N1.</i>	
1.2.6 Influence AK to change PFD release dates. (District Leadership to state leadership)	District Leadership	No status to report.	
1.2.7 Influence ASRC to change release dates. (with Borough and ASRC)	District Leadership	ASRC did change the release date of their dividends to discourage school absence.  For the winter ASRC dividend distribution there apparently was not much in the way of communication happening to influence the distribution date for the fall. The dividends in the form of direct deposits are going into bank accounts this year on Nov. 25 and checks will be sent Dec. 6.	










1.3 Fully implement a K-12 culturally integrated curriculum with grade-level expectations and that is outcomes based across the district. (12-31-2014)

Measure: % complete

Target: 100%

Status/  
Variance:  


School/Departments Goals	Who	Comments updated as of 11/18/2009	Status/ Variance
1.3.1 Provide GLEs, materials, and textbooks for language, arts, and math; K-8.	Curriculum Team	Completed. Starting the school year with texts and materials at all sites.	

1.3.2 Science adoption: K-6 rollout; 6-12	Curriculum Team	Continued professional development of district science leaders. Eliminated science coach from budget. Created science curriculum core content team & hired facilitator.	
1.3.3 Provided course descriptions and textbooks for K-12.	Curriculum Team	Provided course descriptions. Updated course descriptions list in progress. Teaming with Tumitchiat on Workforce Development Summit in Feb 2010.  Drafted a NSBSD literacy plan which includes instructional time, assessments, expectations and programs. Incorporated course descriptions into curriculum process.	
1.3.4 Develop a hard timeline for curriculum with a curriculum department.	Curriculum Team	Created instructional leadership team. Contracted with outside expertise. Draft development of curriculum framework. MAP content team active. Hired facilitators & created Curriculum Development team & Core Content Teams.	
1.3.5 State Assessment database training.	Assessment & Accountability	Information provided to principals. Roll out with Curriculum Development.	
1.3.6 ILPs refined district-wide with teacher committee.	Curriculum Team	Completed and provided additional opportunities for revision in PPP process.	
1.3.7 Revamp CTE program	Tumitchiat Team	Participating in Tumitchiat workgroup.	
1.3.8 Create Career Pathways (2009-2010)	Curriculum Team	Participating in Tumitchiat workgroup.	
1.3.9 Align Iñupiaq Curriculum with detailed curriculum as developed.	Iñupiaq Education	Hired a consultant to assist with the alignment.  Dept of Iñupiaq Education has described their learning objectives (To confirm: is this in reference to ASLA curriculum?)	
1.3.10 Develop a curriculum matrix that aligns learning objectives with cultural teachings.	Curriculum Team	Part of curriculum mapping and alignment.  The Iñupiaq Cultural Advisory Committee has been formed and the first meeting was held on Nov 18 <sup>th</sup> . This group will meet 4 times during the school year to map out the curriculum matrix.	

1.4 Strive to implement the culturally sensitive schedule/calendar in Fall 2011. (8-20-2011)

Measure: % complete

Target: 100%

% Complete/  
YTD  
80 %

Status/  
Variance:  


**Comment:** Changed the school calendar 2009-2010 to better accommodate seasonality and increase spring attendance.

\* Increase SAC & community involvement in the school calendar.

## 2 Integrate the Iñupiaq language, history and culture into the curriculum.

2.1 Launch and sustain pre-K3/K4 immersion program and expand the pre-K3/K4 Inupiaq language and culture based program slope wide. (9-30-2009)






Measure: % complete

Target: 100%

% Complete/  
YTD  
80 %

Status/  
Variance:  


**Comment:**  
Launch to occur  
9/2009



School/Departments Goals	Who	Comments updated as of 11/18/2009	Status/ Variance
2.1.1 Design K3/K4 Iñupiaq language and culture based program structure with the assistance of local experts.	District Leadership	Designed the Iñupiat program. Elders are participating. Secured a language expert as our partner.	
2.1.2 Form community work groups to drive program design. Involve Elders.	Iñupiaq Education	In progress; need to reach out to Elders to form community work groups.	
2.1.3 Educate community on the value of the program.	Iñupiaq Education	In August, NSBSD hosted a radio show, distributed press releases and fliers.	
2.1.4 Determine the funding schedule.	Iñupiaq Education Grants Manager	Wrote and received a federal grant to support the 2009/10 school year to accomplish this. Researching future funding source.	
2.1.5 Explore running the program in daycare.	Iñupiaq Education	Kiita passed state certification allowing daycare to be the site.	

2.2 Establish the Qargi concept at each site by fall 2014. (6-30-2014)

Measure: # of resource centers

Target: 11

Status/  
Variance:  


School/Departments Goals	Who	Comments updated as of 11/18/2009	Status/ Variance
2.2.1 Develop the vision for the Qargi.	Board	Scheduled in Dec. Board Meeting	
2.2.2 Develop the budget and operational layout.	Leadership Team	No status to report.	
2.2.3 Hire 2-4 elders to be at the school	Iñupiaq Education	IHLC/Borough developing MOA w/school district for second semester 2009-2010 to pay Elders in schools.	

2.3 Increase the number of trained Iñupiat language teachers by growing and employing local teachers by working with our local education partners (Ilisagvik and other partners). (6-30-2014)

Measure: Total # of Iñupiat teachers  
Target: 5

**Status/  
Variance:**



**Comments:** Developed a flier that was put in every box asking for parents to get involved in schools and Inupiat teaching. Received no responses.

Employed the Type M certificate to maximum extent possible.

Created a model of young ILT's mentored by Inupiat speaking Elders.

1 Iñupiaq person is employed at the district in the language program who is completing her Bachelor's degree.

2.4 Initiate dialogue with community and elders to assist the District in teaching Iñupiaq language, values, and culture. (6-30-2014)

Measure: % complete  
Target: 100%

**Status/  
Variance:**



**Comments:** Developed a flier that was put in every box asking for parents to get involved in schools and Inupiat teaching. IHC/Borough developing MOA w/school district for second semester 2009-10 for paying Elders in school. Individual school initiatives (Eg. Ipalook)

**3 Actively engage parents, businesses and the community to become partners in our children's education.**

3.1 School climate: Share best practices across/between schools to handle disciplinary issues and build a dialogue concerning academic achievement needs. (6-30-2014)

Measure: % complete

Target: 100%

Status/  
Variance:



**Comment:** AASB's School Climate and connectedness survey to be implemented and analyzed against years past.

School/Departments Goals	Who	Comments updated as of 11/18/2009	Status/ Variance
3.1.1 Get Elders and others to define normative behaviors and teach kids in discipline.	Principals Dept. of Inupiaq Ed	IHC, MOA (see 2.4 above)	
3.1.2 Consider eliminating the "No Gym" and replacing it with rules, consequences and discipline developed by the teachers and the community.	Principals	Communicated in principal in-service.	
3.1.3 Discipline: Develop site-based policies and procedures discipline document.	Principals	Communicated in principal in-service.	

3.2 Board: One board member will visit each village once per year to host community dialogue. (6-30-2014) (Board)

Measure: # of village visits by Board members

Target: 7

Status/  
Variance:



School/Departments Goals	Who	Comments updated as of 11/18/2009	Status/ Variance
3.2.1 Community Outreach: Actively partner with other organizations like corporate and tribal council.	Board / District Leadership	Superintendent and COO has initiated and met with community leaders.	
3.2.2 Continue to host radio shows that include Board members.	Board	2009/10 radio show schedule is confirmed with dates for the whole year.	
3.2.3 Encourage school staff to be more involved in community events.	District Leadership	Superintendent visited all of the villages this fall. Community involvement stressed.	

3.3 Parents: Empower parents in their children education to enhance attendance through hosting regular parent events, promoting volunteering and continual parental communication. (6-30-2014)

Measure: # of parent events during the year

**Status / Variance:**

● **Comment:** Adopted the Epstein model for the parent involvement plan. Work with principals on Alaska and North Slope specific strategies to employ this model. Developed the parent involvement plan – district wide plan.

Held a PowerSchool parent training night in some schools.

Continued activity nights with parents.

School/Departments Goals	Who	Comments updated as of 11/18/2009	Status/ Variance
3.3.1 Produce frequent public announcements such as posters, placemats or radio broadcast about what it means to be an engaged parent.	Communications	2009/10 radio show schedule is confirmed with dates for the whole year. Frequent Press Releases distributed.	●
3.3.2 Provide teachers ideas on ways to get parents to the schools.	District Leadership	Provided district Parent Involvement Plan to schools.	●
3.3.3 Implement a system for public acknowledgement of parent participation.	District Leadership / Principals	In November Principal Meeting.	●
3.3.4 Provide parenting education: Savaat/ Ilisagvik.	District Leadership	In November Principal Meeting.	●
3.3.5 Implement communication and training for Power School.	Principals	Held a parent training night in some schools.	●
3.3.6 Increase the number of parents invited to be resources at schools	Principals	In November Principal Meeting.	●
3.3.7 Increase participation in Parent Night; reading, math, and science nights.	Principals	Activity nights with parents, each site has parent nights.	●

3.4 Business and Elders: Engage the community in the future of their culture and kids through volunteerism. (6-30-2014)





Measure: # of volunteers district wide

Target:

**Status/ Variance:**

●

School/Departments Goals	Who	Comments updated as of 11/18/2009	Status/ Variance
3.4.1 Implement a planning process that engages the villages to develop a village-specific culture and language program.	Inupiaq Education Dept.	No status to report. (Get from Jana)	●
3.4.2 Community leaders and elders to take ownership of teaching language and culture with support from the District.	Inupiaq Education Dept.	No status to report. (Get from Jana)	●
3.4.3 Board to act as role models by speaking language (i.e. Board meetings)	Board	Is happening; Board is speaking Inupiaq at meetings.	●
3.4.4 Identify what curriculum gets moved to make time for Inupiat teaching.	District Leadership	Curriculum mapping process necessary.	●
3.4.5 Rethink role of HSF to facilitate community engagement. (Involve the HSF, SAC, Tribal, principals and board.)	District Leadership	On Nov. Principals meeting agenda.	●

3.4.6 Craft a resolution to assert the right to autonomy over programs by indigenous boards and committees.	District Leadership	Included in AASB resolutions.	
3.4.7 Make recommendation to ICC to form an Education Committee.	Board District Leadership	Joint assembly meeting discussion.	
3.4.8 Set up an exchange with Greenland and across the Arctic.	District Leadership	Jana's trip to Greenland.	
3.4.9 Convene a bi-annual Community Education Summit in 2009 that is action oriented in 2009.	District Leadership	Differed to Tumichiat.	

**4 Strengthen the recruitment, retention and professional development of highly-qualified and effective staff.**

4.1 Hiring and Recruiting: Improve the hiring and on-boarding process for all employees. (6-30-2014) Measure: % complete Target: 100% Status/Variance: ●

School/Departments Goals	Who	Comments updated as of 11/18/2009	Status/Variance
4.1.1 Introduce new staff to the community through such actions as having Board Members meet with new teachers. Host a community picnic at start of school year.	Principals	In process. Hosting a community potluck.	●
4.1.2 Improve the online communication through a robust website and developing "digital frame" and video for each school of flashing pictures with a link to their own village webpage.	Communications	Site is launched with school specific pages and sections. Still a work in progress. Videos being developed through Apple Camp.	●
4.1.3 Build a community of school district employees through village visits with sports teams, off-site principals' meetings, etc.	District Leadership	Hosted off-site principal meetings, district-wide sports teams and trainings, grade-level collaboration.	●
4.1.4 Modify the on boarding/teacher orientation process to meet the real needs of teachers. Recognize that the "little things" become "big things" in the villages.	Human Resources	Provided care packages for every teacher, restructure orientation based on feedback. Meeting with all teachers regarding licensing. Provided staff appreciation in November.	●
4.1.5 Implement new hire orientation of all staff. Restructure orientation week for new teachers and administrators; time needed to assimilate information (one-on-one with principals).	Human Resources	Completed.	●

4.2 Retention: Reduce staff turnover by 20% in Fall 2010. (9-30-2010) Measure: Retention rate Target: 80% % Complete/YTD 80% Status/Variance: ●

School/Departments Goals	Who	Comments updated as of 11/18/2009	Status/Variance
4.2.1 Create a salary and compensation schedule for our certified teachers.	Human Resources	100 %	●
4.2.2 Lobby for a defined benefit plan for retirement.	Board	AASB Resolution & Rural caucus.	●
4.2.3 Provide consistent education materials and resources.	Curriculum Team	Completed. Starting the school year with texts and materials at all sites.	●
4.2.4 Increase staff attendance by revising the policy.	District Leadership	Central Office developing policy.	●

4.3 Training and Development: Provide professional development and succession planning for employees in support of the goals in the strategic plan. (6-30-2014)

Measure: Professional development planning Target: 100%

Status/  
Variance: ●

**Comments:** Worked with principals during in-service to design a comprehensive in-service plan that is district wide and site specific.

Items listed below are part of this plan.

Part of new hire, principal, assistant principal and all hire in-service.

School/Departments Goals	Who	Comments updated as of 11/18/2009	Status/ Variance
4.3.1 Provide professional development and staff development for new curriculum	District Leadership	Part of in-service plan. New hire in-service. All hire in-service. Principal in-service.	●
4.3.2 Continue admin mentoring	District Leadership	Two weeks of principal and assistant principal in-service.	●
4.3.3 Provide training for instructional programs, Six Trait, Carnegie Math, Instructional programs, Achieve 3000, Jason Project, Power school, Goal View	District Leadership / Curriculum Team	Part of in-service plan. New hire in-service. All hire in-service. Principal in-service.	●
4.3.4 Continue teacher mentoring	Principals	Working with the State Department and through the PPP.	●

4.4 Maximize our local workforce by growing and employing local teachers. Continue to develop teaching staff by launching an indigenous Teacher Certification program by working with the DEED. Work on an alternative path to certification such as Teacher Certification program and on the job training. (9-1-2014)

Measure: # of teachers employed under Type M cert. Target:

Status/  
Variance: ●

**Comments:**

Future Teachers of America participation.

Currently our local staff is < 10%.

Continue partnering with the Avante Garde & Ilisagvik to support Native teachers.

Continue Future Teachers of Alaska.

Expand student teacher practicums for U of A to NSBSD schools.

Contacted Preparing Indigenous Teachers for Alaska Program.

**5 Effectively employ our financial, operational and technological resources.**

5.1 Continue to effectively employ our financial resources and align the budget with strategic goals and maintain a balanced budget. (6-30-2014) Measure: % complete Target: 100% % Complete/ YTD 100 % Status/ Variance: ●

School/Departments Goals	Who	Comments updated as of 11/18/2009	Status/ Variance
5.1.1 Submit budget to Borough.	Business Office	Completed for 2009	●
5.1.2 Develop 6-year CIP review.	Business Office	Completed for 2009	●
5.1.3 Continue to work with Borough for CIP funding.	Business Office	Ongoing	●
5.1.4 Engage the state to reach fiscal equity.	Board	Created the rural caucus. Worked with legislative delegation. Collaborated with the Borough's legislative affairs staff. Met with rural caucus on Nov 5, 2009.	●
5.1.5 Establish policies and procedures to enhance admin receiving and purchasing efficiency.	Business Office	Created guidelines, handbooks and structures to implement the District's fiscal and personnel procedures at all sites.  Updated travel policies & procedures.  To improve quality of purchasing, hired a temp employee to track inventory.  Developing finance policy changes & updating employee handbook.	●

5.2 Proactive operational support to provide academically enriching classrooms. (6-30-2014) Measure: Target: Status/ Variance: ●

School/Departments Goals	Who	Comments updated as of 11/18/2009	Status/ Variance
5.2.1 See the Operations Master Plan for specifics	M&O	Considered in development of CIP.	●

5.3 Utilize technology as a tool to facilitate learning, communication and collaboration. (6-30-2014)

Measure: % complete

Target: 100%

Status/  
Variance:



School/Departments Goals	Who	Comments updated as of 11/18/2009	Status/ Variance
5.3.1 Provide consistent IT and communications reliability across district (infrastructure).	IT	Refresh by July 2009 - completed.  Roll in occurs in May to be prepared for roll out in September; Inupiat fonts to be included (2008-2009) - completed.  Bandwidth needs to be increased-completed.  Maintain Apple 1 to 1; funded for six years-completed.  Resolve PolyCom issues/maintain equipment, network equipment (training, instructional delivery)-completed. Examining grant options to replace PolyCom system.	
5.3.2 Launch the NSBSD website to communicate more effectively within the District and outside the District.	IT	Launched, still more to do.	
5.3.3 Produce curriculum sheet from Power School (data migration) to allow improved teacher/parent communication.	IT	Parent connection in PowerSchool is functional. Curriculum sheet is under construction.	
5.3.4 Modify the technology master plan to align with the strategic plan.	IT	Being done in conjunction with the technology plan revision.	

5.4 Foster effective and collaborative communication to sustain a culture of trust and unity. (6-30-2014)


Measure: % complete

Target: 100%

Status/  
Variance:



School/Departments Goals	Who	Comments updated as of 11/18/2009	Status/ Variance
5.4.1 Ensure collaborative decision making on initiatives that impact the schools with all stakeholders in our communities.	District Leadership	Held dialogue with Supt/Directors/Principals about strategic plan. Site visits of Superintendent Core content steering committees. SAC involvement in budget & calendar.	

<p>5.4.2 Provide consistent and effective communication throughout the District so everyone feels connected.</p>	<p>District Leadership</p>	<p>Created CO directory for sites</p> <p>Provided an organizational chart - completed</p> <p>Monthly meeting with NSBEA</p> <p>Repaired central office phone system.</p> <p>Monthly individual &amp; group principal meetings.</p> <p>Increase personal, non-business contact.</p> <p>Weekly Central Office-leadership meetings.</p> <p>Follow the chain of command within the District.</p>	
<p>5.4.3 Provide periodic (site-based) parent communication regarding student progress.</p>	<p>Principals</p>	<ul style="list-style-type: none"> <li>• PowerSchool parent connect</li> <li>• ILP parent component</li> <li>• Report card to community</li> <li>• PPP parent component</li> </ul>	