



North Slope Borough School District

District Leadership Strategic Plan

As of October 1, 2009

Prepared by M3 Planning, Inc

MISSION STATEMENT

Our schools will work closely with parents and communities to ensure our students:

- Excel in reading, writing, and mathematics
- Understand and treasure the values, culture, history and language of the Inupiat people
- Understand their responsibility to family and community
- Enter higher education and/or the workforce

The North Slope Borough School District is committed to providing opportunities to help all students to become productive and contributing citizens. Students will maintain our values of caring, sharing, and giving by understanding our history and traditions.

VISION STATEMENT

The NSBSD will ensure parents and communities are involved in their children's education. Through this collaboration every child will understand and treasure the values, culture, history and language of the Inupiat people and understand their responsibility to their family and community. Every child of the NSBSD will receive a diploma and be expected to pursue higher education or enter the workforce.

To be a child-centered, world-class, culturally-congruent school system that has a healthy climate, fully engaged parents and community, and strong business partnerships.

Kids that have tools and skills to make life choices by own standards here on the Slope or wherever they are.

What will it look like:

- 50 percent of teachers are home grown and speak Inupiat
- Graduates that teach in our schools
- Aligned culturally-sensitive curriculum spelled out with materials
- Fully funded CIP
- Integrated IT
- 100% of teachers are highly qualified w/ 99% retention
- Highly competitive salaries
- North Slope is connected via fiber
- All housing is upgraded
- World-class career and vocational curriculum
- 100% graduation rates

How will we know:

- All students leave with a life plan – they are grounded and understand their history
- Kids potential is tapped to the fullest
- Consistent assessments and trends
- 100% digitized
- In synch with dividend program
- People from RE come to visit

- 100% attendance
- All schools will have meet AYP for the past 5 years
- 100% of parents are engaged
- Reflective culture

CORE VALUES

Our Guiding Principles are:

Compassion - Though the environment is harsh and cold, our ancestors learned to live with warmth, kindness, caring and compassion.

Avoidance of Conflict - The Inupiaq 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 Inupiaq 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. 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 his own interest, learning styles, cultural background and abilities.

STRATEGIC PLAN-AT-A-GLANCE

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.
 - 1.2. Increase student attendance by decreasing absenteeism by 20% at each school.

- 2. Integrate the Inupiaq 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.

COMMUNITY AND FAMILY ENGAGEMENT STRATEGIC PRIORITIES & DISTRICT GOALS

- 3. Actively engage parents, businesses and the community to become partners in our children's education.**
 - 3.2. Board: One board member will visit each village once per year to host community dialogue.
 - 3.4. Elders and Community: Engage the community in the future of their culture and kids through volunteerism.

EDUCATORS, STAFF & BOARD DEVELOPMENT STRATEGIC PRIORITIES & DISTRICT GOALS

- 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.
 - 4.2. Retention: Reduce staff turnover by 20% in Fall 2010.
 - 4.3. Training and Development: Provide professional development and succession planning for employees in support of the goals in the strategic plan.

ORGANIZATIONAL AND FINANCIAL STEWARDSHIP STRATEGIC PRIORITIES & DISTRICT GOALS

- 5. Effectively employ our financial, operational and technological resources.**
 - 5.4. Foster effective and collaborative communication to sustain a culture of unity and trust.

STRATEGIC PLAN - DETAIL

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%

School/Departments Goals & Team Member Goals	Who	Start Date	End Date
1.1.3. Have one site-based literacy coach at each site.	District Leadership	1-1-2009	6-30-2010

1.2. Increase student attendance by decreasing absenteeism by 20% at each school. (6-30-2009) Measure: % decrease in student absenteeism Target: 20%

School/Departments Goals & Team Member Goals	Who	Start Date	End Date
1.2.1. Recommend changes to the NSBSD attendance policy.	District Leadership	1-1-2009	6-30-2010
1.2.2. Create a district promotion policy that is based on attendance, work completion and skill acquisition that is outcomes based.	District Leadership	1-1-2009	6-30-2010
1.2.5. Develop intervention strategies through a brainstorming session by principals, and others on improving student and staff.	District Leadership	1-1-2009	6-30-2010
1.2.6. Influence AK to change PFD release dates. (District Leadership to state leadership)	District Leadership	9-1-2009	6-30-2014
1.2.7. Influence ASRC to change release dates. (with Borough and ASRC)	District Leadership	1-2-2009	6-30-2014

2. Integrate the Inupiaq 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%

School/Departments Goals & Team Member Goals	Who	Start Date	End Date
2.1.1. Design K3/K4 Inupiaq language and culture based program structure with the assistance of local experts.	District Leadership	1-1-2009	6-30-2010

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

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

School/Departments Goals & Team Member Goals	Who	Start Date	End Date
3.2.3. Encourage school staff to be more involved in community events.	District Leadership	1-1-2009	6-30-2010

3.4. Elders and Community: Engage the community in the future of their culture and kids through volunteerism. (6-30-2014) Measure: # of volunteers district wide Target:

School/Departments Goals & Team Member Goals	Who	Start Date	End Date
3.4.1. Implement a planning process that engages the villages to develop a village-specific culture and language program.	District Leadership	1-1-2009	6-30-2010
3.4.4. Identify what curriculum gets moved to make time for Inupiat teaching.	District Leadership	1-1-2009	6-30-2010
3.4.5. Rethink role of HSF to facilitate community engagement. (Involve the HSF, SAC, Tribal, principals and board.)	District Leadership	1-1-2009	6-30-2010
3.4.6. Craft a resolution to assert the right to autonomy over programs by indigenous boards and committees.	District Leadership	1-1-2009	6-30-2010
3.4.8. Set up an exchange with Greenland and across the Arctic.	District Leadership	1-1-2009	6-30-2010
3.4.9. Convene a bi-annual Community Education Summit in 2009 that is action oriented in 2009.	District Leadership	1-1-2009	6-30-2010

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: Target:

School/Departments Goals & Team Member Goals	Who	Start Date	End Date
4.1.3. Build a community of school district employees through village visits with sports teams, off-site principals' meetings, etc.	District Leadership	1-1-2009	6-30-2010

4.2. Retention: Reduce staff turnover by 20% in Fall 2010. (9-30-2010) Measure: Retention rate Target: 80%

School/Departments Goals & Team Member Goals	Who	Start Date	End Date
4.2.4. Increase staff attendance by revising the policy.	District Leadership	1-1-2009	6-30-2010

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%

School/Departments Goals & Team Member Goals	Who	Start Date	End Date
4.3.2. Continue admin mentoring	District Leadership	1-1-2009	6-30-2010

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

5.4. Foster effective and collaborative communication to sustain a culture of unity and trust. (6-30-2014) Measure: % complete Target: 100%

School/Departments Goals & Team Member Goals	Who	Start Date	End Date
5.4.1. Ensure collaborative decision making on initiatives that impact the schools with all stakeholders in our communities.	District Leadership	1-1-2009	6-30-2010
5.4.1.1. Dialogue with Supt/Directors/Principals about strategic plan (2008-2009)		1-1-2009	6-30-2010
5.4.2. Provide consistent and effective communication throughout the District so everyone feels connected.	District Leadership	1-1-2009	6-30-2010
5.4.2.1. • Providing an organizational chart. • Producing a report matrix. Who receives which reports? • Avoid duplication and excessive messages. • Have receptionist on duty so someone answers the phone. • Communicate when principals or CO are off site. • Use the Plan of Service for reference. • Increase personal, non-business contact. • Dialogue with Board/Sup/Directors/Principals about the strategic plan. • Stop multiple requests to different people for the same information. • Follow the chain of command within the District. • Email communication training • Principals' meetings need handout before meeting; time to talk for villages; wait time; faculty meeting • Develop Board FAQs • Provide consistent and effective communication to the Superintendent. (Principals)– Progress monitoring data– Monthly principal newsletter– Friday – Teacher/parent contact		1-1-2009	6-30-2010
5.4.3. Provide periodic (site-based) parent communication regarding student progress.	District Leadership	1-1-2009	6-30-2010

