

NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT



STRATEGIC PLAN

2016—2021

CONTENTS

3	NWABSD SUPERINTENDENT AND SCHOOL BOARD MEMBERS NWABSD STRATEGIC PLANNING TEAM MEMBERS
4	FOUNDATION STATEMENTS
5	STRATEGY MAP
6-10	GOAL 1: STUDENT LEARNING STRATEGY 1: PROVIDE A POSITIVE LEARNING ENVIRONMENT FOR ALL STUDENTS 6 STRATEGY 2: STRENGTHEN THE INUPIAQ LANGUAGE AND CULTURE PROGRAMS 8 STRATEGY 3: INCREASE ENROLLMENT IN STAR OF THE NORTHWEST MAGNET SCHOOL 9 STRATEGY 4: EXPAND SERVICES FOR ATC STUDENTS 10
11	GOAL 2: STAKEHOLDER SATISFACTION STRATEGY 1: IMPROVE STAKEHOLDER COMMUNICATION
12	GOAL 3: EMPLOYEE DEVELOPMENT STRATEGY 1: BECOME THE EMPLOYER OF CHOICE IN THE REGION
13-14	GOAL 4: SUPPORT SYSTEMS STRATEGY 1: IMPROVE TECHNOLOGY BASED INSTRUCTIONAL DELIVERY 13 STRATEGY 2: DEVELOP DIGITAL CITIZENSHIP SKILLS 13 STRATEGY 3: IMPROVE/INCREASE SCHOOL FACILITIES 14
14	GOAL 5: FISCAL RESPONSIBILITY STRATEGY 1: ENSURE BUDGET INTEGRITY AND TRANSPARENCY

NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT

SUPERINTENDENT

DR. ANNMARIE O'BRIEN

SCHOOL BOARD

SANDY SHROYER-BEAVER, PRESIDENT

PAULA MILLS, VICE PRESIDENT

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TILLIE M. TICKET, SECRETARY

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STRATEGIC PLANNING TEAM MEMBERS

MARGIE BAKER

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CHERYL EDENSHAW

MARGARET HANSON

KAESYN HILL

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SANDY SHROYER-BEAVER

TERRY WALKER

ANGELA WASHINGTON

JOY WILLIAMS

JERRY COVEY, FACILITATOR

FOUNDATION STATEMENTS

MISSION

**TO PROVIDE A LEARNING ENVIRONMENT THAT INSPIRES AND CHALLENGES STUDENTS
AND EMPLOYEES TO EXCEL**

VISION

**TO GRADUATE ALL STUDENTS WITH THE KNOWLEDGE, SKILLS, AND ATTITUDES NECESSARY
FOR A SUCCESSFUL FUTURE**

WE VALUE

RESPECT

HARD WORK

COOPERATION

PERSEVERANCE

ABILITY TO ADAPT

BELIEF IN YOURSELF

LEARNING

RESILIENCE

ACCOUNTABILITY

NWABSD STRATEGY MAP

GOAL 2 STAKEHOLDER SATISFACTION

Strategy

1. Improve stakeholder communication

GOAL 3 EMPLOYEE DEVELOPMENT

Strategy

1. Become the employer of choice in the region

GOAL 1 STUDENT LEARNING

Strategy

1. Establish a positive learning environment for all students
2. Strengthen Inupiaq language and culture programs
3. Increase enrollment in STAR of the Northwest Magnet School
4. Expand services for ATC students

GOAL 4 SUPPORT SYSTEMS

Strategy

1. Improve technology based instructional delivery
2. Develop digital citizenship skills
3. Improve/increase school facilities

GOAL 5 FISCAL RESPONSIBILITY

Strategy

1. Ensure budget integrity and transparency

GOAL 1: STUDENT LEARNING

STRATEGY 1: PROVIDE A POSITIVE LEARNING ENVIRONMENT FOR ALL STUDENTS

OBJECTIVE 1: INCORPORATE SAFE AND CIVIL SCHOOLS CURRICULUM INTO DAILY SCHEDULE FOR ALL STUDENTS

Action	Responsibility	Timeline	Metric	Report To
1. Develop student advisory component to Safe and Civil Schools curriculum.	Assistant Superintendent	Develop program during 2016-2017 school year	Completed curriculum; Feedback on implementation	Superintendent
2. Emphasize soft skills for students; standardize soft skills information.	Assistant Superintendent	Ongoing beginning in August 2016	Evidence of soft skill materials; PSAs; Information on district website	Superintendent

OBJECTIVE 2: STRENGTHEN STUDENT PROGRESS MONITORING

Action	Responsibility	Timeline	Metric	Report To
1. Develop curriculum-based student progress monitoring and reporting system.	Superintendent	2016-17 school year	Implement district forms, procedures, and student support systems	School Board
2. Establish district grading system taskforce.	Assistant Superintendent	Develop recommendations during 2016-2017 school year; Implement fall 2017	Taskforce report and recommendations due in June of 2017	Superintendent
3. Update pre-k through 2 nd grade report cards.	Assistant Superintendent	Develop recommendations during 2016-2017 school year; Implement fall 2017	Recommendations due in June of 2017	Superintendent

GOAL 1: STUDENT LEARNING

STRATEGY 1: ESTABLISH A POSITIVE LEARNING ENVIRONMENT FOR ALL STUDENTS

OBJECTIVE 3: ENSURE STUDENT AWARENESS OF ACADEMIC AND CAREER PATHWAY OPPORTUNITIES AND THE VALUE OF EDUCATION

Action	Responsibility	Timeline	Metric	Report To
1. Inform all students of programs and activities available to them.	CTE Coordinator, Principals, Counselors	Annually August – May	Evidence of presentation to all students	Superintendent
2. Align Ready Star variable length sessions with student interests.	CTE Coordinator, STAR Principal	Annually August – May	Annual schedule	Superintendent
3. Build and implement a CTE curriculum and activities for students focusing on local resources beginning in elementary.	CTE Coordinator, Curriculum Director	2016-2017 school year	Evidence of implementation of curriculum	Superintendent
4. Place high-school graduation requirements and course of study on computers and review with parents and freshmen.	Curriculum Director, Principals	Annually beginning August 2016	Course of study signed off by parents and students	Superintendent
5. Develop informational technology units for elementary, middle-school, and high-school students in the curriculum.	Assistant Superintendent	Units finalized August 2017 school year	Evidence of completed curriculum	Superintendent
6. Create a film series of interviews with young adults in the communities and across the state emphasizing the importance of education in their lives.	Superintendent	2016-17 school year	Completed interviews and distribution of films	School Board
7. Incorporate career exploration and scholarship information into employability skills course.	Assistant Superintendent	August 2016	Evidence of information in employability skills course	Superintendent

GOAL 1: STUDENT LEARNING

STRATEGY 2: STRENGTHEN THE INUPIAQ LANGUAGE AND CULTURE PROGRAMS

OBJECTIVE 1: BUILD REGIONAL AND LOCAL PARTNERSHIPS THAT STRENGTHEN THE INUPIAQ LANGUAGE AND CULTURE PROGRAMS

Action	Responsibility	Timeline	Metric	Report To
1. Partner with organizations to strengthen Inupiaq language and culture programs that include goals and actions.	Superintendent	Summer 2016	Letters and data provided to organizations; Signed agreements with partner organizations that include goals and actions	School Board
2. Meet with partner organizations to evaluate progress and update plans.	Superintendent	Bi-annually in September and March	Program evaluation and updates	School Board
3. Partner with community-based organizations at each site to improve Inupiaq language and culture programs.	Principals, ASCs	Ongoing beginning August 2016	Documentation of partnerships	School Board
4. Develop community-based cultural calendars for schools.	Assistant Superintendent	Ongoing beginning August 2016	Completed calendars	Superintendent, School Board
5. Utilize the expertise of elders in delivery of instruction and activities.	Principals	Ongoing beginning August 2016	Feedback from ASCs	Superintendent, School Board
6. Recognize local residents who volunteer in the school.	Principals	Monthly beginning August 2016	Documentation of recognition	Superintendent, School Board
7. Work with University of Alaska system to develop a program that would produce Inupiaq language teachers.	Superintendent	Ongoing beginning August 2016	Evidence of work with UA Board of Regents and Alaska Language Commission	School Board

GOAL 1: STUDENT LEARNING

STRATEGY 3: INCREASE ENROLLMENT IN STAR OF THE NORTHWEST MAGNET SCHOOL

OBJECTIVE 1: IMPROVE THE CAPACITY AND IMPACT OF STAR OF THE NORTHWEST MAGNET SCHOOL

Action	Responsibility	Timeline	Metric	Report To
1. Collect feedback on STAR graduates from employers and education providers.	STAR Principal	Beginning fall 2016	Written feedback from employers and education providers	Superintendent
2. Engage with local employers to inspire students to choose STAR programs.	Assistant Superintendent	Beginning fall 2016	Document local employers engagement	Superintendent
3. Partner with other school districts to deliver variable length STAR programs to their students.	Assistant Superintendent	Ongoing 2016 -17 school year	Evidence of partnerships and feedback from other school districts	Superintendent
4. Extend resource knowledge base of potential STAR programs.	Curriculum and ATC Directors	August 2019	Plan for developing student-based curriculum	Superintendent
5. Engage STAR students in culturally relevant activities.	STAR Principal	Beginning fall 2017	Evidence of student participation and student feedback on activities	Superintendent
6. Coordinate the alignment of schedules between the high schools and ATC.	STAR Principal and ATC Director	Annually beginning July 2016	Evidence of aligned schedules	Superintendent

GOAL 1: STUDENT LEARNING

STRATEGY 4: EXPAND SERVICES FOR ATC STUDENTS

OBJECTIVE 1: ESTABLISH NEW PARTNERSHIPS AND PROGRAMS TO BETTER MEET STUDENT AND EMPLOYER NEEDS

Action	Responsibility	Timeline	Metric	Report To
1. Expand external partnerships to provide additional training opportunities including internships, apprenticeships, and access to training opportunities for individuals currently marginalized in the workforce.	ATC Director	Ongoing beginning August 2016	Trainee participation data	Superintendent
2. Team with business and industry partners to provide all ATC trainees in core programs with work experience through employment, job shadowing, or internships.	ATC Director	Ongoing beginning August 2016	Trainee participation data	Superintendent, School Board, Department of Labor, Partner organizations
3. Partner with other organizations to expand academic, personal, and employment support services for ATC students.	ATC Director	Ongoing beginning August 2016	Documentation of partnerships	Superintendent, Partner organizations
4. Secure existing funding sources for ATC through ongoing enrollment growth, communication, marketing, and lobbying.	ATC Director	Ongoing beginning August 2016	Budget information	Superintendent, School Board, Department of Labor
5. Pursue the possibility of an ATC Job Corps program.	ATC Director	Ongoing beginning August 2016	Recommendation due August 2017	Superintendent, School Board

GOAL 2: STAKEHOLDER SATISFACTION

STRATEGY 1: IMPROVE STAKEHOLDER COMMUNICATION

OBJECTIVE 1: INCREASE TWO-WAY COMMUNICATION WITH PARENTS

Action	Responsibility	Timeline	Metric	Report To
1. Create July 1 to June 30 a monthly regional calendar with information on how to help children succeed in school.	Assistant Superintendent	June 2016; Updated annually	Calendar completed and distributed	Superintendent
2. Create site-based refrigerator magnet with information on how to help children succeed in school.	Assistant Superintendent	May 2016	Magnet completed and distributed at start of 2016-17 school year	Superintendent
3. Computer contract modified to improve parent communication and update parent contact information.	Director of Technology	Annually beginning August 2016	Completed computer contracts	Superintendent
4. Produce quarterly district newsletter and public service announcements via radio and social media to increase partnership opportunities in each community.	Assistant Superintendent	Quarterly beginning in fall 2016	Newsletters posted on website and social media	Superintendent
5. Post the strategic plan on district website and document progress annually.	Assistant Superintendent	Beginning fall 2016	Documentation of strategic plan and annual updates	Superintendent

GOAL 3: EMPLOYEE DEVELOPMENT

STRATEGY 1: BECOME THE EMPLOYER OF CHOICE IN THE REGION

OBJECTIVE 1: STRENGTHEN PROGRAMS TO RETAIN EMPLOYEES

Action	Responsibility	Timeline	Metric	Report To
1. Provide content and grade-level professional development for instructional staff.	Superintendent	August 2016; Updated annually	Annual evaluation of professional development	School Board
2. Train staff in the implementation of Infinite Visions.	Assistant Superintendent	2016-2021	Annual evaluation of professional development	Superintendent
3. Provide professional development plan for all non-instructional staff.	Assistant Superintendent	2016-2021	Annual evaluation of professional development	Superintendent
4. Establish employee recognition program.	Assistant Superintendent	Program completed by spring 2017	Implementation of program in fall 2017	Superintendent
5. Develop a district-wide substitute teacher manual.	Assistant Superintendent	Complete by August 2016; Update annually	Completed manuals	Superintendent
6. Develop and implement training program for substitute teachers.	Assistant Superintendent	Complete by August 2016; Offer two times during each school year	Documentation and evaluation of training program	Superintendent

GOAL 4: SUPPORT SYSTEMS

STRATEGY 1: IMPROVE TECHNOLOGY BASED INSTRUCTIONAL DELIVERY

OBJECTIVE 1: CAPITALIZE ON COMMERCIAL TECHNOLOGY BUILD-OUT TO INCREASE DELIVERY OF ACADEMIC CONTENT

Action	Responsibility	Timeline	Metric	Report To
1. Continually update each school's wireless capacity.	Technology Department	2016-2021	Technology committee reports	Superintendent
2. Increase course offerings via distance delivery systems.	Assistant Superintendent	2016-2021	Evidence of increased delivery	Superintendent
3. Provide professional development to instructional staff involved with distance delivery.	Assistant Superintendent	2016-2021	Evaluations from professional development participants	Superintendent

GOAL 4: SUPPORT SYSTEMS

STRATEGY 2: DEVELOP DIGITAL CITIZENSHIP SKILLS

OBJECTIVE 1: INCREASE DIGITAL CITIZENSHIP AWARENESS FOR STUDENTS, STAFF, AND PARENTS

Action	Responsibility	Timeline	Metric	Report To
1. Update NWABSD policies regarding social media use.	Superintendent, Technology Director	Complete by November 1, 2016	Draft policy for School Board	School Board approval
2. Create partnerships to promote responsible use of social media.	Superintendent, Technology Director, Student Government, ASCs	2016-17 school year	Completion of materials promoting responsible use of social media	School Board
3. Require middle-school students to complete digital citizenship certification prior to taking computers home upon entering high school.	Assistant Superintendent, Technology Director	Annually beginning August 2016	Evidence of completed agreements	Superintendent
4. Update digital citizenship curriculum.	Assistant Superintendent	Begin development August 2016	Implement pilot program in August 2017	Superintendent

GOAL 4: SUPPORT SYSTEMS

STRATEGY 3: IMPROVE/INCREASE SCHOOL FACILITIES

OBJECTIVE 1: MAINTAIN EMPHASIS ON CURRENT AND NEW CONSTRUCTION PRIORITIES

Action	Responsibility	Timeline	Metric	Report To
1. Work with Alaska Legislature, Northwest Arctic Borough, U.S. government, and Kivalina to build a school on new site.	Superintendent	Ongoing project	Evidence of school district actions to support construction	School Board
2. Support CIP request for Selawik School.	Superintendent	Ongoing project	Evidence of school district actions to support construction	School Board
3. Build 100-student dormitory for STAR of the Northwest Magnet School.	Superintendent	Begin project development summer 2016	Evidence of school district actions to support construction of dormitory	School Board
4. Build family housing for ATC students.	Superintendent	Begin project development summer 2016	Evidence of project planning and development	School Board

GOAL 5: FISCAL RESPONSIBILITY

STRATEGY 1: ENSURE BUDGET INTEGRITY AND TRANSPARENCY

OBJECTIVE 1: COMMUNICATE BUDGET INFORMATION TO STAKEHOLDERS

Action	Responsibility	Timeline	Metric	Report To
1. Provide financial information on district website.	Superintendent	Ongoing beginning summer 2016	Budget information on website; Public feedback	School Board
2. Maintain adequate fund balance.	Superintendent	2016-2021	Annual audit	School Board
3. Align budget with strategic plan.	Superintendent	Ongoing	Budget linked to strategic plan	School Board