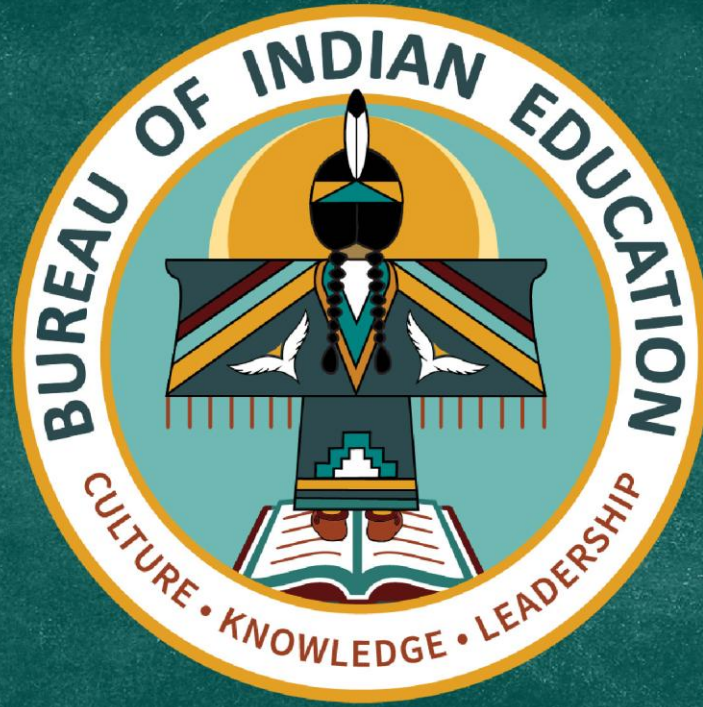




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Havasupai Elementary School Work Plan

Updated July 2026

Background and Overview

In 2023, the Bureau of Indian Education (BIE) entered into a settlement agreement in *Stephen C., et al. v. Bureau of Indian Education, et al.*, resolving claims related to BIE’s compliance with 13 federal regulations governing educational standards at Havasupai Elementary School (HES). These regulations are found in 25 C.F.R. Part 36, covering Minimum Academic Standards and National Criteria for Dormitory Situations. The regulations included in the Settlement are §§ 36.11, 36.20, 36.21, 36.22, 36.23, 36.30, 36.31, 36.40, 36.41, 36.42, 36.43, 36.50, and 36.51.

Under Section B of the Settlement Agreement, BIE was required to establish a Compliance Specialist position to oversee implementation of all compliance measures at HES. The Compliance Specialist completed the Initial Compliance Assessment on February 12, 2024, followed by the initial written work plan submitted on March 13, 2024. Updated work plans have been posted every 90 days since that date.

Section B-2-c requires an Annual Report beginning one year after the initial assessment. The first Annual Report was issued on February 12, 2025. To ensure that each report reflects a full school year of compliance work, BIE proposed shifting the reporting cycle from February to June. Plaintiffs’ counsel agreed to this adjustment on the condition that (1) four Annual Reports continue to be produced, and (2) the Compliance Specialist position be extended through June 2028.

Under the revised schedule, the second Annual Report was completed on June 4, 2026, and posted online by July 6, 2026. Future annual reports will continue to follow the June reporting timeline, with the final report covering the 2027–2028 school year.

A detailed table summarizing the full compliance timeline and associated activities for 2025–2026 is provided in the **Appendix** at the end of this document.

Havasupai Elementary School 90-Day Work Plan

Overview

The June 2026 Annual Assessment identified continued progress at Havasupai Elementary School as well as key areas requiring strengthened systems to achieve and sustain full compliance with the 13 regulations under the *Stephen C. Settlement Agreement*. To support this next phase of work, the Compliance Specialist convened an in person work session with the Education Resource Center (ERC), Facilitators, the Chief Performance Office (CPO), and the school principal. The purpose of the session was to build a shared understanding of the school’s areas of noncompliance, clarify regulatory expectations, diagnose root causes, and cocreate solutions that reflect the cultural, operational, and instructional context of HES.

During this session, participants engaged in regulation overviews, brainstorming, problem solving discussions, and identified priority actions for the 2026–2027 school year. This collaborative process resulted in a shared understanding of expectations, aligned supports, and clear July–September priorities.

A key shift in this year’s Written Work Plan is the adoption of a quarterly planning and monitoring model, developed jointly during the work session. Each quarter now includes targeted corrective actions tied to the Annual Assessment findings, with the goal of completing high impact activities within the first 90 days. At the end of every

quarter, the ERC, school and Compliance Specialist will assess progress, adjust strategies, and address emerging barriers. This approach promotes clarity, collaboration, responsiveness, and continuous improvement.

Sustainability remains a central focus for BIE. In addition to coordinating new corrective actions, the Compliance Specialist will continue monitoring areas that were previously rated “Met” to ensure gains are maintained. Early warning indicators, such as missing documentation, gaps in implementation, or deviations from required procedures, will be shared promptly with ERC staff and the school principal to ensure timely intervention. This layered support structure strengthens school level ownership while maintaining accountability at the system level.

The July 2026 Written Work Plan reflects:

- A unified understanding of regulatory expectations and evidence requirements
- Codeveloped strategies that address both technical and cultural dimensions of compliance
- Quarterly milestones that support momentum and allow for timely adjustments
- A sustainability framework to preserve progress and reduce dependency on external support
- Clear alignment across HES, ERC, ADD BOS, CPO, and facilitators regarding roles, responsibilities, and monitoring systems

Together, these components create a responsive, and culturally grounded plan that positions Havasupai Elementary School to make meaningful, sustained progress toward full compliance during the 2026–2027 school year.

For questions or additional information about this work plan, please contact:

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[Compliance Resource Padlet](#)

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25 CFR §36.20 STANDARD V – MINIMUM ACADEMIC PROGRAMS/ SCHOOL CALENDAR

Legal Citation: 25 CFR §36.20(b)

June 2026 Annual Report Findings

Evidence Required for Compliance

- Documentation that services were provided. Language Assessment such as class record book, trackers, attendance records, or student work.
- Framework for the culture program.
- Tribal approval documentation for curriculum and language programs.
- Lesson plans with documented Native American cultural integration in each core area.

Q1 Compliance Actions	Description / Key Tasks	Status
1. Develop a Native American Integration Curriculum Framework	• Create an Education Program Administrator (EPA) approved quarterly plan focusing on one core subject per quarter (Math, ELA, Science, Social Studies) • Include a reflective cultural connection activity (e.g., Venn diagram) • Develop process for documenting assessments and submitting materials for Tribal review • Compile and share assessment summary for English Language framework	
2. Present the Curriculum Framework to the Tribal Council for Approval	• Submit framework and supporting documentation for review and approval	
3. Provide Assessment Tracking Tool for Native Language Instruction	• Provide the language teacher with a tracking tool and clear instructions for recording assessment results during lessons.	

25 CFR §36.23, STANDARD VIII – JUNIOR HIGH/MIDDLE SCHOOL INSTRUCTIONAL PROGRAM

Legal Citation: 25 CFR §36.23(a)

June 2026 Annual Report Finding

Evidence Required for Compliance

- Curriculum Maps showing vertical alignment across grade bands.
- BIE One Plan
- Crosswalk and checklist to verify alignment and implementation

Q1 Compliance Actions	Description / Key Tasks	Status / Progress
1. Create Crosswalk Mapping the Philosophy to Instructional Practices	- Develop a crosswalk that aligns school educational philosophy with classroom instructional methods. - Identify key instructional program practices for each philosophical principle. - Gather evidence demonstrating the implementation of each practice. - Conduct an annual review of the crosswalk to ensure implementation fidelity and alignment with student and community needs.	

25 CFR §36.40, STANDARD XIII – LIBRARY/MEDIA PROGRAM

Legal Citation: 25 CFR §36.40

June 2026 Annual Report Finding

Evidence Required for Compliance

- Staff lists with assignments.
- Documentation showing student/staff input.
- Annual evaluation documentation by the principal and librarian.
- Annual Inventory reports with item counts by category.
- Requisitions and invoices for purchased library materials.
- Master schedule or class schedule identifying library time.

Q1 Compliance Actions	Description / Key Tasks	Status / Progress
1. Finalize Library Staffing	• By August 10, 2026 hire a librarian or certified staff member. • Conduct the Library Project kickoff meeting with leadership and assigned staff by mid-August 2026 to review goals, roles, and the year’s work sequence.	
3. Establish Compliance Framework for Metadata Requirements	• Identify all required metadata fields and ADM requirements relevant to CFR compliance prior to the October spreadsheet build • Prepare draft outline of the Weeding Form and Evaluation Tool for use later in the year	

25 CFR §36.42, STANDARD XV – COUNSELING SERVICES

Legal Citation: 25 CFR §36.42

June 2026 Annual Report Finding

Evidence Required for Compliance

- Onboarding resources and documents
- Agenda and sign-in sheets from trainings
- Counseling Program standards operating procedures and documentation forms

Q1 Compliance Actions	Description / Key Tasks	Status / Progress
1. Create a Cultural Onboarding Document for Counselors	• Gather existing tribal, social, historical, and economic information relevant to the student population • Identify key cultural considerations that influence counseling practice (beliefs, values, community dynamics, historical context, communication expectations). • Draft onboarding document sections (school context, tribal/community background, cultural considerations in counseling, local resources). • Review draft with school leadership and tribal/community partner(s) to ensure accuracy and cultural appropriateness. • Finalize and share the onboarding document with all counselors (new and returning). • Incorporate into counselor orientation procedures and annual review cycle.	
2. Develop a School-Level Counseling Team to Update Standard Operating Procedures	• Establish a school counseling program team (counselor + school leadership; add behavioral support or cultural liaison if available). • Review existing counseling SOP to identify gaps in cultural responsiveness, documentation	

	expectations, and counseling techniques. • Identify counseling practices that align with tribal beliefs, values, and community expectations (e.g., preferred communication styles, family involvement practices, culturally relevant conflict-resolution methods). • Draft revisions to the SOP to integrate culturally aligned counseling techniques and documentation procedures. • Finalize the updated SOP and provide a brief orientation/training to the counseling team on new procedures.	
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APPENDIX

2025-2026 HES COMPLIANCE TIMELINE AND ACTIVITIES

TIMELINE	ACTIVITY	RESPONSIBILITY
July 6, 2026	Issue Initial written work plan	Compliance Specialist, BIE
July 15, 2026	Copy of written work plan provided to Assistant Secretary-Indian Affairs, BIE Director, Facilitator, Plaintiffs, Havasupai Tribal Council	Compliance Specialist, BIE; Chief of Staff, BIE; Solicitor, BIE; and Education Program Administrator, BIE
August 5, 2026	Post written work plan at Havasupai Elementary School Bureau of Indian Education (bie.edu)	Compliance Specialist, BIE, and Communications Director, BIE
October 2, 2026 December 31, 2026 March 31, 2027	Issue 90-day update written work plan	Compliance Specialist, BIE
October 14, 2026 January 12, 2027 April 9, 2027	Copy of 90-day update to written work plan provided to Assistant Secretary-Indian Affairs, BIE Director, Facilitator, Plaintiffs, and Havasupai Tribal Council	Compliance Specialist, BIE; Chief of Staff, BIE; Solicitor, BIE; and Education Program Administrator, BIE
October 30, 2026 January 29, 2027 April 30, 2027	Post 90-day work plan at Havasupai Elementary School Bureau of Indian Education (bie.edu)	Compliance Specialist, BIE, and Communications Director, BIE
June 4, 2027	Issue the annual report on the status of BIE's compliance with 13 regulations at issue	Compliance Specialist, BIE
June 9, 2027	Copy of annual report provided to Assistant Secretary-Indian Affairs and BIE Director	Compliance Specialist, BIE and Chief of Staff, BIE
June 15, 2027	Copy of annual report provided to Facilitator, Plaintiffs, and Tribal Council.	Compliance Specialist, BIE; Solicitor, BIE; and Education Program Administrator, BIE
July 2, 2027	Post the annual report at Havasupai Elementary School Bureau of Indian Education (bie.edu)	Compliance Specialist, BIE, and BIE Communications Director

2025 HES ANNUAL COMPLIANCE ASSESSMENT SUMMARY

Following is a summary of the results of the Havasupai Elementary School 2026 Annual Compliance Assessment Report. The subsequent work plans will focus on the areas of non-compliance identified in this report. The full Annual report can be found at [HES Annual Assessment Report](#).

25 CFR § 36.11, Standard II for Administrative Requirements falls under Subpart B – Educational Management.

	Requirement Met	Partially Met	Not Applicable
§36.11(a)– Staffing	X		
§36.11(b) – School Enrollment and Attendance Policy	X		
§36.11(c) – Immunization	X		

25 CFR § 36.20, Standard V for Minimum Academic Programs/ School Calendar falls under Subpart C – Minimum Program of Instruction.

	Requirement Met	Partially Met	Not Applicable
§36.20(a) – Early Dismissal Procedures for Counting School Day	X		
§36.20(b) – Multi-culture and multi-ethnic dimensions within the educational program		X	
§36.20(c) – Intraschool programs from beginning to end of School Year	X		

25 CFR § 36.21, Standard VI - Kindergarten Instructional Program falls under Subpart C – Minimum Program of Instruction.

	Requirement Met	Partially Met	Not Applicable
§36.21(a) – Kindergarten Curriculum emphasize language development, native language, and requirements of Paragraph b & assisting children in developing positive feelings	X		
§36.21(b) – Kindergarten Instructional Program	X		

25 CFR § 36.22, Standard VII – Elementary Instructional Program falls under Subpart C – Minimum Program of Instruction.

	Requirement Met	Partially Met	Not Applicable
§36.22(a) – Elementary Instruction Program	X		

§36.22(b) – School shall integrate content area into curriculum	X		
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25 CFR § 36.23, Standard VIII – Junior High/Middle School Instructional Program falls under Subpart C – Minimum Program of Instruction.

	Requirement Met	Partially Met	Not Applicable
§36.23(a) – Instruction Program Philosophy and a progressive development from elementary program to the secondary program.		X	
§36.23(b) – Curriculum shall include required instruction content	X		
§36.23(c) – Content area shall be integrated into curriculum	X		
§36.23(d) - Languages other than English are encouraged to be offered as a content area.	X		
§36.23(e) - Laboratory or vocational exploration class.			X

25 CFR § 36.30, Standard X – Grading Requirements falls under Subpart D – Student Instruction Evaluation.

	Requirement Met	Partially Met	Not Applicable
§36.30(a) – Uniform Grading System assesses student’s mastery of prescribed objectives.	X		
§36.30(b) – Information derived from student instructional evaluations shall be shared with the student and with the parents.	X		
§36.30(c) – Parent/Teacher conferences focused on student’s instructional progress shall be held.	X		
§36.30(d)(1-3) – Report card shall (1) Recommendations and probable promotion status; (2) Appropriate signatures and request for return of report cards; and (3) Student attendance record.	X		
§36.30(e) - A summary of each year's final card shall become part of the student's permanent school record.	X		

25 CFR § 36.31, Standard XI – Student Promotion Requirements falls under Subpart D – Student Instruction Evaluation.

	Requirement Met	Partially Met	Not Applicable
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§36.31 – Establish and implement a Promotion Policy which shall be submitted to and approved by the local school board and Area Education Program Administrator.	X		
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25 CFR § 36.40, Standard XIII – Library/media program falls under Subpart E – Instructional Support.

	Requirement Met	Partially Met	Not Applicable
§36.40(a)(1) – Shall provide a library/media program that meets the applicable state and/or regional standards: Written set of instructional and service objectives shall be established with the librarian/media specialist with students and staff.	X		
§36.40(a)(2) - A written policy for the selection of materials and equipment shall be developed by a library committee and approved by the school board.		X	
§36.40(a)(3) - There shall be a library media center serviced by a librarian.	X		
§36.40(a)(4) - All libraries must conduct an annual inventory of available books, materials, and equipment in accordance with the acquisitions and selection policies.		X	

25 CFR § 36.41, Standard XIV – Textbooks falls under Subpart E – Instructional Support.

	Requirement Met	Partially Met	Not Applicable
§36.41(a) Each school shall establish a textbook review committee composed of teachers, parents, and students, and school board members.	X		
§36.41(b)(1-3) The textbook review committee shall establish a procedure and criteria for the annual review of textbooks and other materials used to complement instruction.	X		
§36.41(c) Each school shall equitably distribute instructional materials to all classrooms.	X		

25 CFR § 36.42, Standard XV – Counseling Services falls under Subpart E – Instructional Support.

	Requirement Met	Partially Met	Not Applicable
§36.42 - Each school shall offer student counseling services concerned with physical, social, emotional, intellectual, and vocational growth for	X		

each individual. Counseling services shall be included in a school-wide assessment program.			
§36.42(a) - Each Agency and Area, as appropriate, shall institute and supervise an assessment program for its schools in order to provide for the objective assessment of student academic performance: Each Spring, schools shall conduct testing for grades 4, 8, and 12 using a current version of a standardized academic achievement test based upon the national assessment standards designed to assess higher order thinking skills.	X		
§36.42(b)(1) - The counseling program shall provide the following: Each school having a minimum school ADM of 200 students shall make provisions for the full-time professional services of a counselor, and each school enrolling fewer than 200 students shall make provisions for a part-time professional counselor.	X		
§36.42(b)(2) - The counseling program shall provide the following: The counselors shall be familiar with the unique tribal, social, and economic characteristics of students.		X	
§36.42(b)(3) - The counseling program components		X	

25 CFR § 36.43, Standard XVI – Student Activities falls under Subpart E – Instructional Support.

	Requirement Met	Partially Met	Not Applicable
§36.43 - All schools shall provide and maintain a well-balanced student activities program based on assessment of both student and program needs.	X		
§36.43(a) - All student activities shall be required to have qualified sponsors and be approved by the school supervisor, and the school board shall approve the overall activity plan.	X		
§36.43(b) - A plan of student activity operations shall be submitted, by each activity at the beginning of each school year, to the school supervisor.	X		
§36.43(c) - School may participate in interscholastic sports and activities on an informal or formal basis.			X
§36.43(d) - Until comparable competitive opportunities are provided to all students, regardless of sex, no student shall be barred from participation in interscholastic competition in noncontact sports except on the basis of individual merit.			X
§36.43(e) - Residential schools shall plan and provide an intramural program for all students. The program shall include a variety of scholastic and sport activities.			X

§36.43(f) - Students shall be involved only in activities which are sanctioned by the school.	X		
§36.43(g) - All student activities involved only in fundraising are required to establish a school/student activity bank account following school/student banking procedures outlined under 25 CFR 31.7.			X
§36.43(h) - The school shall provide for the safety and welfare of students participating in school-sponsored activities.	X		
§36.43(i) - Each sponsor of a student activity will be given orientation and training covering the responsibilities of a sponsor by the school supervisor.	X		

25 CFR § 36.50, Standard XVII – School Program evaluation and needs assessment falls under Subpart F – Evaluation of Educational Standards.

	Requirement Met	Partially Met	Not Applicable
§ 36.50- Each school shall complete a formal, formative evaluation at least once every seven (7) years beginning no later than the second complete school year following the effective dates of this part.	X		
§ 36.50(a)- Each school's evaluation design or model will provide objective and quantitative analysis of each area to be evaluated.	X		
§ 36.50(b)- The Director, within six (6) months from the effective date of this part, shall distribute to each school, Agency, or Areas appropriate, a standardized needs assessment and evaluation instrument with guidelines for developing and applying a locally appropriate evaluation model for carrying out the requirements of this standard.	X		

25 CFR § 36.51, Standard XVIII – Office of Indian Education Programs and Agency Monitoring and Evaluation Responsibilities falls under Subpart F - Evaluation of Educational Standards.

	Requirement Met	Partially Met	Not Applicable
§36.51(a)- The Office of Indian Education Programs shall monitor and evaluate the conformance of each Agency or Area, as appropriate, and its schools with the requirements of this part.	X		
§36.51(b)- Each Agency or Area, as appropriate, in conjunction with its school board shall monitor and evaluate the conformance of its school with the requirements of this part through an annual onsite evaluation involving one-third of the schools annually, thereby monitoring onsite each school at least once every three (3) years.	X		

§36.51(c)- Schools, Agencies, and Areas shall keep such records and submit to the responsible official or designee accurate reports at such times, in such form, and containing such information as determined by that official to be necessary to ascertain conformance with the requirements of this part.	X		
§36.51(d)- Schools, Agencies, and Areas shall permit access for examination purposes by the responsible official, or any duly authorized designee, to any school records and other sources of information which are related or pertinent to the requirements of this part.	X		
§36.51(e)- The Office of Indian Education Programs, Agency Superintendent for Education, or Area Education Programs Administrator, as appropriate, shall annually conduct a summative evaluation to assess the degree to which each Bureau educational policy and administrative procedure assists or hinders schools in complying with the requirements of this part.	X		