



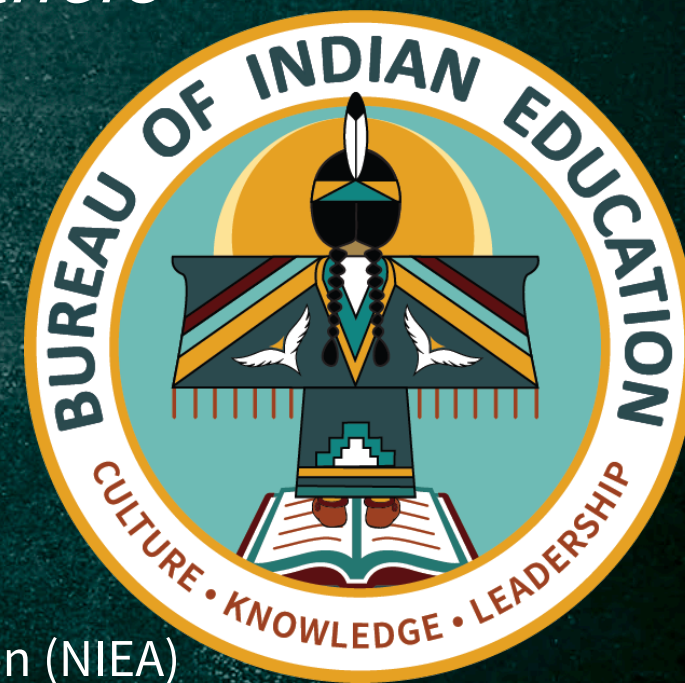
U.S. Department of the Interior
Bureau of Indian Education

STRATEGIC DIRECTION LISTENING SESSION

Input and Insights from Educational Partners

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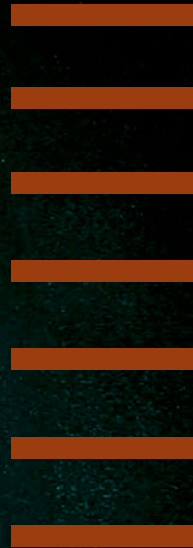


National Indian Education Association (NIEA)
October 18, 2023





OPENING PRAYER



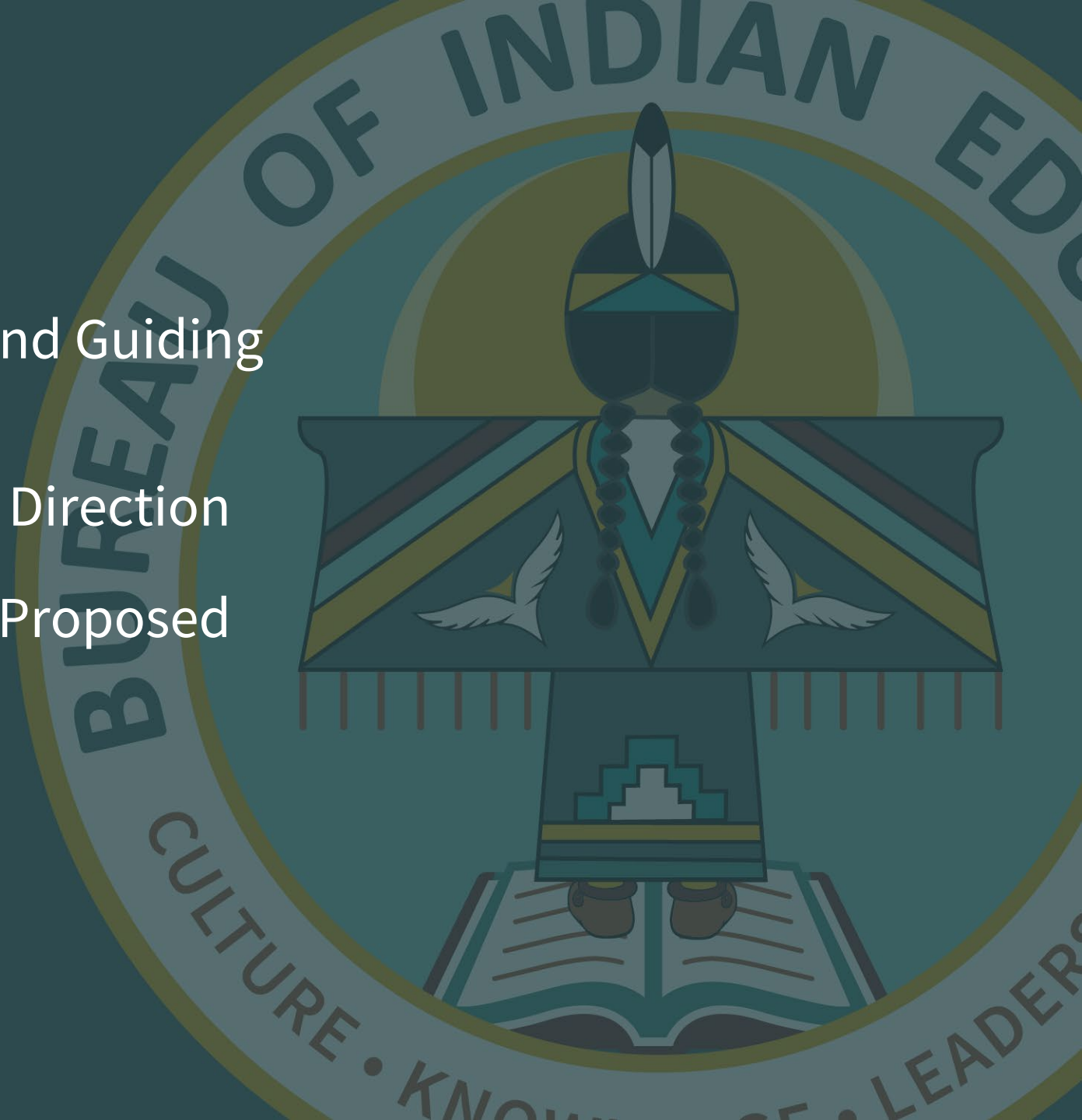
Objective

Gain input and insight from educational partners to collaboratively develop the 2024-2029 Strategic Direction



Agenda

- Strategic Planning Overview and Guiding Tenets
- Review of 2018-2023 Strategic Direction
- 2024-2029 Strategic Direction Proposed Philosophy and Framework
- Next Steps and Timeline
- Seeking Input and Insight



STRATEGIC PLANNING OVERVIEW AND GUIDING TENETS



Strategic Plan Defined

- A document that lays out the actions that the system is going to take to fulfill its mission through backward mapping
- A referendum on the principles of your organization and reflects your beliefs about what really matters
- An informed and intentional set of aligned choices about actions to generate a desired outcome



Elements of an Effective Strategic Plan

- **Describes** the work to be done
- **Accounts** for capacity
- **Stipulates** leadership **action**
- **Addresses** **challenges** that need to be met to generate the outcome
- **Includes** **opportunities** to **collect** important **data** along the way to improve the strategy

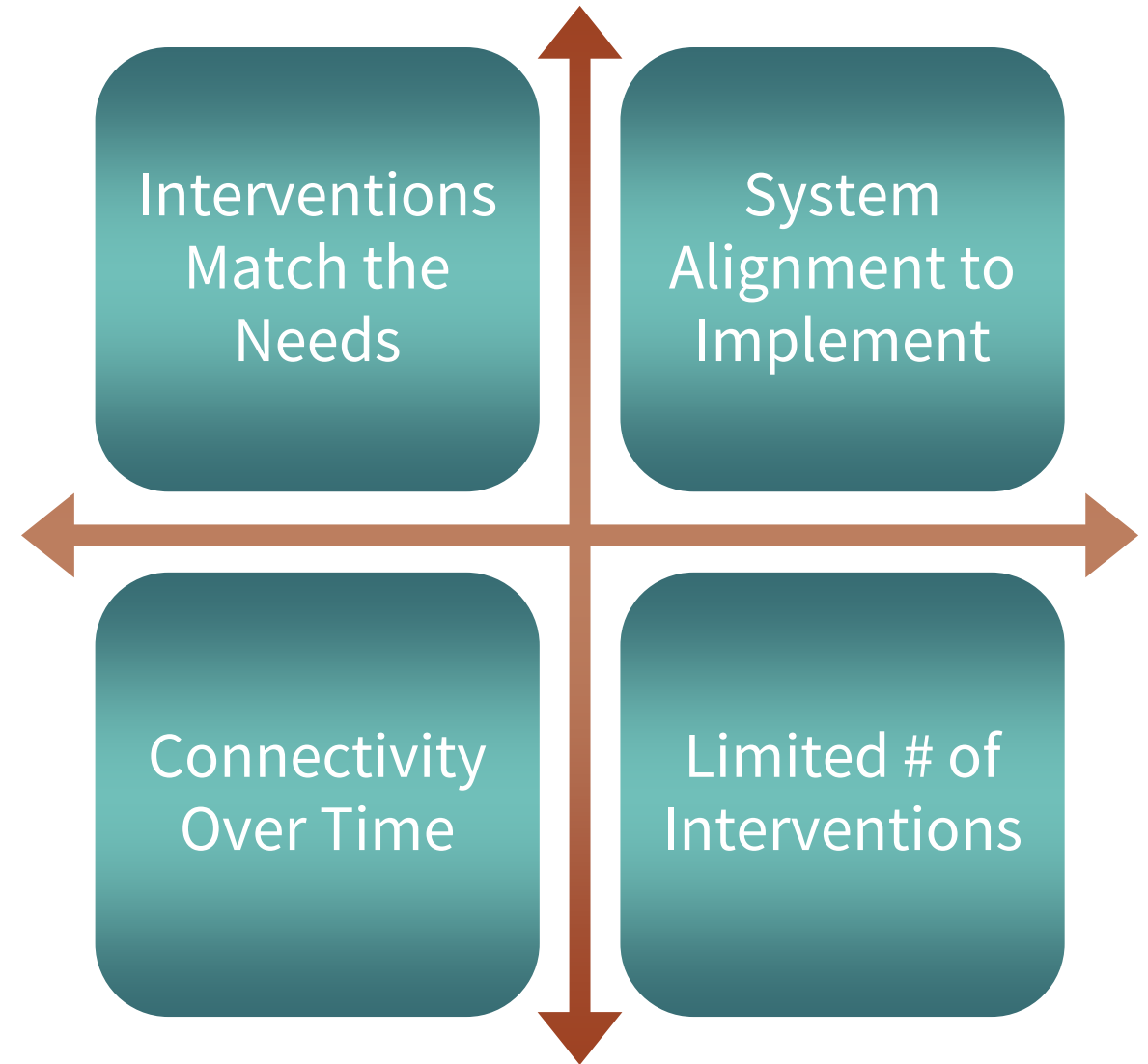
Common Pitfalls to Strategic Planning

- **No guiding framework** to understand the purpose and principles of strategy
- **No concrete or clear processes** for turning the principles into a plan that makes sense
- **No capacity to execute** - i.e., the structures, culture, time, human/financial/physical resources
- **No coherence** - i.e., too many different interventions at one time

Coherence

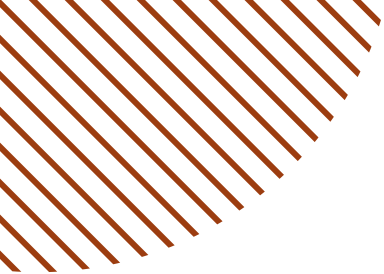
connectivity and alignment within and across a system as well as alignment with existing infrastructures and resources

- Coherence has implications regarding the number of interventions that can be successfully implemented at any one time - **the more there is in a plan, the harder it is to keep the plan coherent.**
- Identify and trim activities not aligned with the goal. **Asks what shouldn't we be doing?**



Strategic Direction Terminology and Definitions

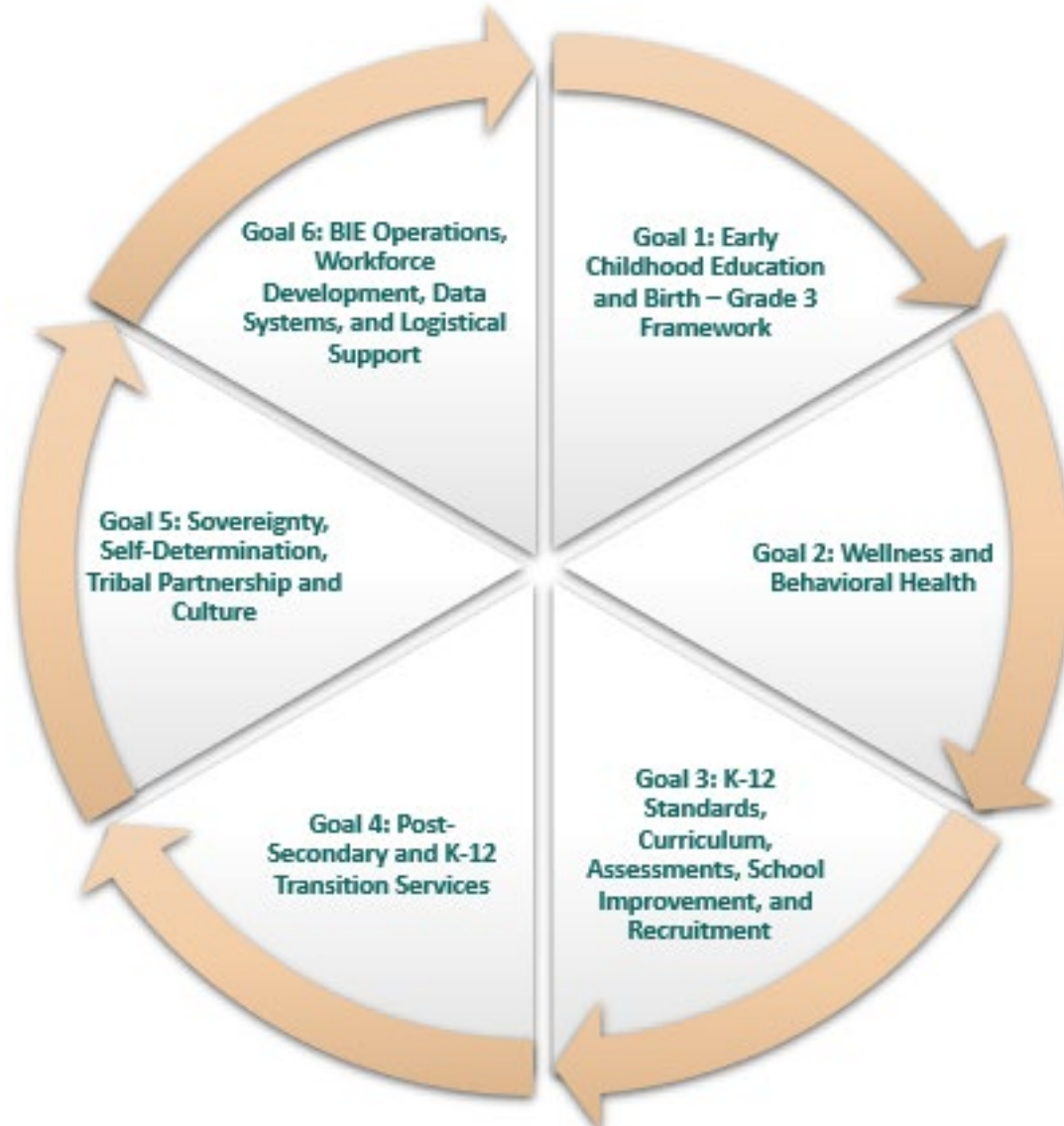




REVIEW OF 2018-2023 STRATEGIC DIRECTION



2018-2023 STRATEGIC DIRECTION



**6 Goals
26 Strategies**

**104 Milestones
326 Actions**

Plans of the Most Successful School Systems: 2023

K-12 Highest Performing School Districts or States	# of Goals	# of Strategies	# of Milestones
Average of Top 3 SEAs	5	5	20
Average of Top 5 LEAs	5	12	0*
DoDEA Blueprint Vol 4	4	11	18
BIE Strategic Direction 2018-2023**	6	26	104

* The top 5 LEAs only have two levels: 1) goals and 2) strategies, milestones, or activities

** The BIE Strategic Direction has a fourth level of 326 actions



2024-2029 STRATEGIC DIRECTION PROPOSED PHILOSOPHY AND FRAMEWORK

Strategic Direction 2024-2029: Philosophy

Student-centered Approach

The BIE student is at the center, and the desired attributes of the BIE student from the Mission statement surround the student.



Example:

- **Academic Achievement** is the *WHAT*; high-quality and aligned curriculum, instruction, and assessments could be the *HOW*
- **Cultural Identity** is the *WHAT*; culturally relevant instruction could be the *HOW*
- **Wellness** is the *WHAT*; Whole School, Whole Community, Whole Child (WSCC) Model could be the *HOW*



Strategic Direction 2024-2029: Philosophy

Fewer, Focused Priorities

- 2018–2023 Strategic Direction was comprehensive with significant stakeholder input and was not able to be seen through to completion. Streamlining the plan into fewer, focused strategies and milestones honors the input provided and work that has been done on the previous Strategic Direction.

Tangible, Achievable, and Meaningful Roadmap

- The 2024 -2029 Strategic Direction will be a tangible and achievable plan that is meaningful to all stakeholders, a living document that can be added to as the Bureau evolves or as milestones are completed, and a roadmap to achieve BIE's Mission and Vision.

Eliminate Silos

- Each office, district, school, and employee is a valuable part of the greater collective whole and will work collaboratively towards all priorities to help BIE students rise in academic achievement, wellness, and sovereignty for the next 5 years.



Strategic Direction 2024-2029: Framework



Aligned and High-Quality Instruction, Standards, Assessments, and Professional Learning

Wellness - Behavioral Health, Physical Health, and Safety

Self-Determination and Cultural Identity

Data-driven Performance Management and Organizational Excellence





NEXT STEPS AND TIMELINE





Seeking Input and Insight

- Input from BIE employees and educational partners is especially valuable and adds insight to our strengths and weaknesses, what educating the future generations should mean, and what the BIE's priorities need to be to achieve the Vision and Mission.
- For the previous Strategic Direction, we sought substantive input to collectively develop a comprehensive set of 6 Goals, 26 Strategies, 104 Milestones, and 326 Actions. To maintain momentum on the progress we have made as well as honor the input provided and work that has been done, we are asking for feedback.
- The questionnaire contains the updated Strategies and Milestones that were developed during the 2018-2023 Strategic Direction cycle, as well as the BIE Mission, Vision, and Core Values.

Input Vehicles:

- ✓ Questionnaire
- ✓ Listening Sessions
- ✓ Tribal Consultations

Desired Audiences:

- ✓ Employees
- ✓ Students and Families
- ✓ Tribal Leaders
- ✓ Educational Partners
- ✓ School Boards
- ✓ Unions



Educational Partners Questionnaire

- Questionnaire link in DTLL on BIE website
<https://forms.office.com/g/KLPMEYwh8k>
- Open until December 17
- Please share your input into the BIE's Strategic Direction!

1. Questions 1-4 are regarding the Strategies in the Strategic Direction. In each question, please select no more than 3 Strategies that you feel are the most important for moving BIE forward for the next five years.

In the category of "Aligned and High-Quality Instruction, Standards, Assessments, and Professional Learning", please select no more than 3 Strategies that you feel are the most important for moving BIE forward for the next five years. If you would like to add an item that is not already listed, please select "Other" and type your suggestion. Please note that this suggestion will count towards the 3 Strategies you select, and please note that you can select less than 3 Strategies if you feel that is appropriate. *

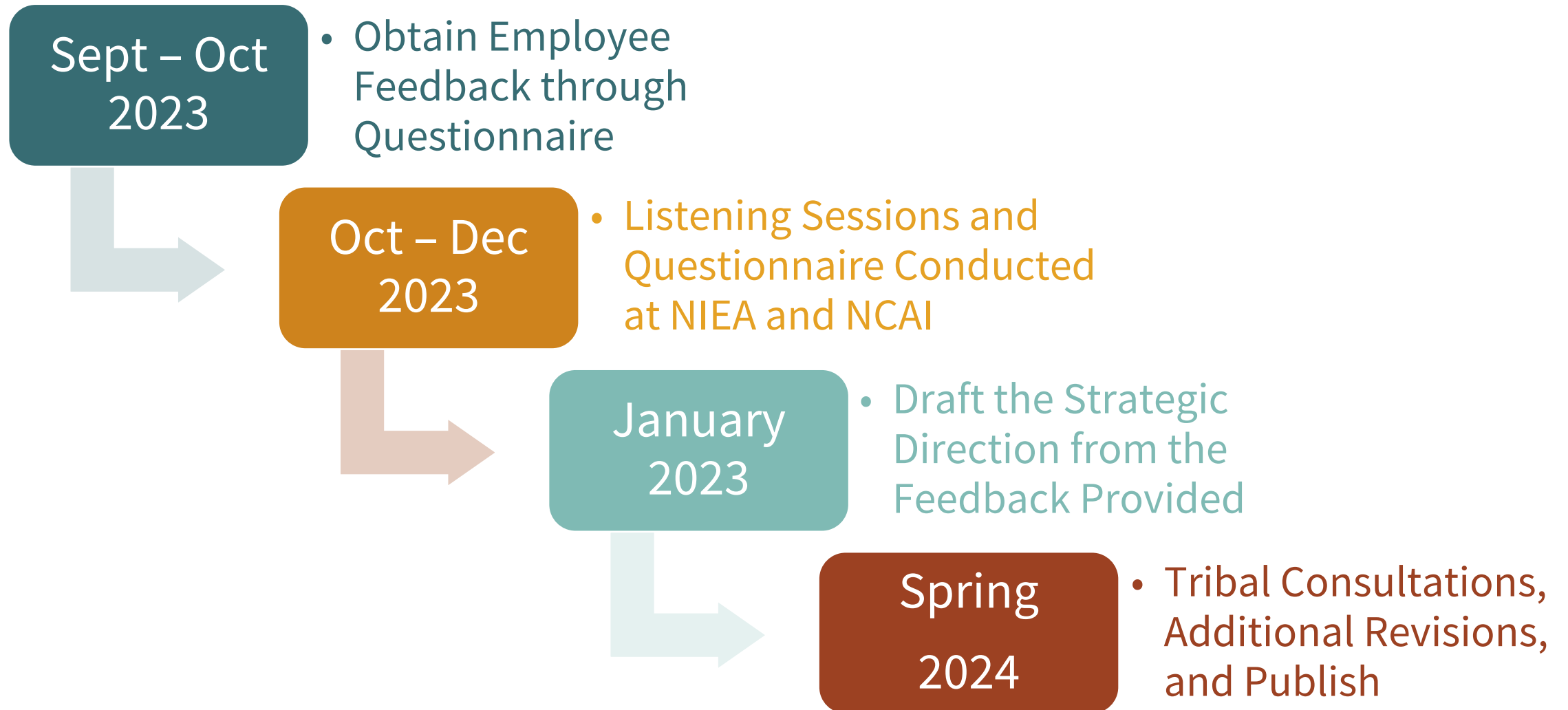
Please select at most 3 options.

When the BIE partners with early childhood development organizations and Tribes to increase access and supports for high-quality early childhood education, then barriers to accessing high-quality early childhood education will be addressed, and all students will enter kindergarten academically, socially, and emotionally prepared to succeed in school.

When the BIE adopts a BIE-funded, high-quality and culturally relevant preschool initiative, then families, communities, and schools will use the additional early education opportunity for students, and all students will enter kindergarten academically, socially, and emotionally prepared to succeed in school.

When BIE provides a system of standards, curriculum, and assessment with guidance, training, and supports to schools, then schools will implement standards-based instruction matched to student needs, and all stu-

2024–2029 Strategic Direction Estimated Timeline



Long Term Next Steps

- Agree on common vocabulary throughout the system - some schools may be doing some of the same things but using different language
- Develop common Metrics to gauge organizational performance on the priorities, strategies, and milestones
- Conduct progress check-ins as a vehicle for continuous improvement between the Director, ADDS, and EPAs to review progress on the Strategic Direction, share ideas and challenges, and learn from one another





SEEKING INPUT



*Does the BIE's **Vision** statement reflect what we aspire to achieve, and does the **Mission** statement define what we are doing to achieve our Vision? Why, or why not?*

**What We
Aspire to
Achieve**



BIE Vision: The Bureau of Indian Education (BIE) is the preeminent provider of culturally relevant educational services and supports provided by highly effective educators to students at BIE-funded schools to foster lifelong learning.

**What We Are
Doing to
Achieve the
Vision**



BIE Mission: Provide students at BIE-funded schools with a culturally relevant, high-quality education that prepares students with the knowledge, skills, and behaviors needed to flourish in the opportunities of tomorrow, become healthy and successful individuals, and lead their communities and sovereign nations to a thriving future that preserves their unique cultural identities.



*Do the BIE's **Core Values** represent the organizational principles to successfully accomplish our work? Why, or why not?*

Excellence

Achieves success through continuous self-assessment and improvement

Focus

Is student-centered, a commitment to addressing the holistic needs of students

Integrity

Maintains high standards of character and professionalism as the foundation upon which the agency is built

Respect

Fosters communities of support through mutual regard and collaboration

Service

Supports students through proactive and responsive teamwork with schools, Tribes, and communities



*In the category of “**Aligned and High-Quality Instruction, Standards, Assessments, and Professional Learning**”, what is the single most important Strategy or Milestone that will move the BIE forward strategically in the next 5 years?*

Strategy - a cross-functional project that impacts the entire organization. It will last multiple years but can be revised or updated as we advance or as needs change.

Milestone - a specific action we must accomplish to complete a Strategy. If the Milestone is not completed, the Strategy will likely not reach completion.



*In the category of “**Wellness, Behavioral Health, and Safety**”, what is the single most important Strategy or Milestone that will move the BIE forward strategically in the next 5 years?*

Strategy - a cross-functional project that impacts the entire organization. It will last multiple years but can be revised or updated as we advance or as needs change.

Milestone - a specific action we must accomplish to complete a Strategy. If the Milestone is not completed, the Strategy will likely not reach completion.



*In the category of “**Self-Determination and Cultural Identity**”, what is the single most important Strategy or Milestone that will move the BIE forward strategically in the next 5 years?*

Strategy - a cross-functional project that impacts the entire organization. It will last multiple years but can be revised or updated as we advance or as needs change.

Milestone - a specific action we must accomplish to complete a Strategy. If the Milestone is not completed, the Strategy will likely not reach completion.



*In the category of “**Data-driven Performance Management and Organizational Excellence**”, what is the single most important Strategy or Milestone that will move the BIE forward strategically in the next 5 years?*

Strategy - a cross-functional project that impacts the entire organization. It will last multiple years but can be revised or updated as we advance or as needs change.

Milestone - a specific action we must accomplish to complete a Strategy. If the Milestone is not completed, the Strategy will likely not reach completion.



Mvto HiyHiy LemLmts Wado
Wawaenon DaWaEh Miigwech Wopila
Quyana Pinagigi Wimblahaho
Baasee AnaaBasee Pilamiya Taikuu
Ahéhee HirirweTudahe Nya:Weh Aho
ThankYou Tansi



Glossary

Vision: What we aspire to achieve as a school system.

Mission: What we are doing to achieve our Vision.

Priorities: The high-level targets that help us achieve our Mission and realize our Vision.

Strategies: Cross-functional projects that impact the entire organization. Will last multiple years but can be revised or updated as we advance or as needs change.

Milestones: Specific projects and actions we must accomplish to complete a strategy. If the Milestone is not completed, the Strategy will likely not reach completion.

Core Values: Guiding organizational principles underpinning how the work of the BIE is successfully accomplished to carry out the Mission and achieve the Vision.



Citations

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