

Bureau of Indian Education: Strategic Direction

Planning for 2021-2023 – Proposed Changes to Current Strategic Plan

Introduction

Throughout 2017, BIE staff from all levels of the agency worked to prepare a Draft Strategic Plan Proposal designed to address the needs of BIE students and improve the Bureau’s support and delivery of services to all BIE-funded schools. Since July of 2018, the Strategic Direction (“the Direction”) has been used as a tool to transform BIE into a service-minded institution that provides a high-quality education to our students. The Direction provides a framework for improving student achievement; maximizing resources; providing targeted technical assistance to bureau operated and Tribally controlled schools; and establishing a means for supporting educators and staff while also improving oversight and accountability through performance management.

Implementation of the Direction was just the beginning, and as BIE anticipated, barriers and issues developed along the way. In an effort not only to assess our progress, but also to address obstacles encountered over the past three years, the BIE is once again initiating Tribal listening sessions to engage and work collaboratively with Tribes, school boards, and other BIE stakeholders and obtain input and contributions on proposed shifts to the Strategic Direction as it was written in 2018.

Upon conclusion of the 2021 listening sessions, the BIE will engage in a substantive review and analysis of all submitted feedback and make necessary edits and changes to result in a stronger, more adaptive five year strategic plan.

Definition of Terms

Strategic Performance Management: A process that folds strategic planning and performance management into one, seamless system, combining systematic focus with opportunities to challenge routines and discover more productive avenues to success.

Goals: An ambitious, usually aspirational, outcome of the BIE’s pursuit of its mission. Goals represent the ultimate, desired state of educating all students and may not be restricted by time.

Strategies: Strategies take 2 to 5 years to accomplish and lead to accomplishing one or more parts of the goal.

Milestones: Milestones are what needs to be accomplished in one to two years. They are rigorous and relevant, yet realistic and reachable and will lead to accomplishing one or more parts of the strategy.

Goal: 5 - All students will develop the knowledge, skills, and behaviors needed to lead their sovereign nations to a thriving future through self-determination.

2019-2021	Proposed	Why
Strategy: 5.1 - When the BIE partners with and supports Tribes in their efforts to revitalize and maintain cultures and languages, then schools	Strategy: 5.1 - When the BIE partners with and supports Tribes in their efforts to revitalize and maintain cultures, languages and histories, then BIE schools will support Tribal	<i>Goal 5 Team is proposing the consolidation of Strategy 5.4 into 5.1 for a more comprehensive strategy. The</i>

<p>will support Tribal efforts to teach and maintain cultures and languages, and all students will develop the knowledge, skills, and behaviors needed to lead their sovereign nations to a thriving future through self-determination.</p>	<p>efforts to teach and maintain cultures and languages, and all students will develop the knowledge, skills, and behaviors needed to lead their sovereign nations to a thriving future through self-determination.</p>	<p><i>language has been tweaked to reflect the consolidation.</i></p>
<p>Milestone: 5.1.2 - The BIE has published protocols and delivered professional development for BIE to support engagement regarding language and culture at the local level.</p>	<p>Milestone: 5.1.2 - The BIE has published protocols and delivered professional development for BIE to support engagement regarding language and culture at the local level and has added a language specialist to the School Task Force.</p>	<p><i>The Goal 5 Team saw a need and is proposing to add a language specialist to the School Task Force.</i></p>
<p>Milestone: 5.1.3 - The BIE has partnered with local Tribes, Tribal Education Departments, and Tribal colleges to establish an ongoing professional development program regarding local cultural competency for the Tribes served by respective BIE employees.</p>	<p>Milestone: 5.1.3 - The BIE has partnered with local Tribes, Tribal Education Departments, and Tribal colleges to establish an ongoing professional development program regarding local cultural competency for the Tribes served by respective BIE employees.</p>	<p><i>No change proposed</i></p>
<p>NEW placement of Milestone: 5.4.1 - The BIE has developed and published a framework to support Tribes, as desired, to partner with schools to incorporate their individual languages, cultures, histories and Tribal governance models and strengthen student self-advocacy.</p>		<p><i>Goal 5 Team is proposing the consolidation of milestones under 5.4 into 5.1, which would be a more comprehensive strategy.</i></p>
<p>New Placement of Milestone: 5.4.2 - The BIE has utilized SIPI and Haskell higher education institutions to develop educator resources and competencies to increase school personnel who can incorporate Tribal languages, cultures, histories and governance models and strengthen student self-advocacy.</p>		<p><i>Goal 5 Team is proposing the consolidation of milestones under 5.4 into 5.1, which would be a more comprehensive strategy.</i></p>
<p>New Placement of Milestone: 5.4.3 - The BIE has engaged Tribes regarding Tribal engagement in non-BIE schools that serve Indian students.</p>		<p><i>Goal 5 Team is proposing the consolidation of milestones</i></p>

		<i>under 5.4 into 5.1, which would be a more comprehensive strategy.</i>
NEW MILESTONE: The BIE is actively managing, supporting and providing training to Advisory School Boards at Bureau Operated Schools		<i>The Goal 5 Team has identified this as a need across BIE Schools and is proposing to address it in Year 4 and 5 of the Strategic Direction.</i>
NEW MILESTONE: A BIE Workgroup will create and implement a training that consists of a leadership bootcamp on language programs as part of ISEP.		<i>The Goal 5 Team has identified this as a need across BIE Schools and is proposing to address it in Year 4 and 5 of the Strategic Direction.</i>
Strategy: 5.2 - When the BIE, in partnership with Tribes, identifies resources and supports needed to implement effective educational programs, then Tribes will have resources and supports to oversee and implement successful educational programs which contribute to the future of their sovereign nations, and all students will develop the knowledge, skills, and behaviors needed to lead their sovereign nations to a thriving future through self-determination.	Strategy: 5.2 - When the BIE, in partnership with Tribes, identifies resources and supports needed to implement effective educational programs, then Tribes will have resources and supports to oversee and implement successful educational programs which contribute to the future of their sovereign nations, and all students will develop the knowledge, skills, and behaviors needed to lead their sovereign nations to a thriving future through self-determination.	<i>No change proposed</i>
Milestone: 5.2.1 - The School Task Force is in place and is actively reviewing products and processes so BIE can better meet tribal education needs.	Milestone: 5.2.1 - The School Task Force is in place and is actively gathering products and processes so BIE can better meet tribal education needs.	<i>Propose shifting this language to reflect the role of the School Task Force not as a reviewer, but rather a gatherer of resources.</i>
Milestone: 5.2.2 - Guidance and procedures aligned to current needs, practice and regulatory requirements have been updated.	Milestone: 5.2.2 - Guidance and procedures aligned to current needs, practice and regulatory requirements have been updated and the BIE is creating and kicking off a training on	<i>The Goal 5 Team has identified a training on Standards and Assessments for ELL and Native Language programs as a need and propose addressing it in Year 4 and 5 of the Strategic Direction.</i>

	standards and assessments for Native Language and ELL	
Milestone: 5.2.3 - The BIE has developed technical assistance training modules to increase internal capacity for engaging Tribes and implemented trainings on a continuous basis.	Propose shifting this from a milestone to an action within 5.2.2 (above).	<i>The Goal 5 team is proposing that this is a more appropriate action within a milestone rather than its own milestone.</i>
Milestone: 5.2.4 - The BIE has identified priorities and developed supports to share successes and best practices.	Milestone: 5.2.4 - The BIE has identified priorities and developed supports to share successes and best practices and is fostering communication between educators by compiling and sharing best practices (new) and setting up monthly calls between language educators.	<i>The Goal 5 Team has identified the fostering of communication between educators as a need and is proposing to address it in Year 4 and 5 of the Strategic Direction.</i>
Milestone: 5.2.5 - The BIE has created and provided technical assistance and support to Tribes to assume functions of their local BIE schools.	Remove this milestone	<i>This milestone would be addressed in a newly proposed milestone within Strategy 5.1</i>
Milestone: 5.2.7 - The draft Program Guidebook for the Johnson-O'Malley Program has been finalized and approved.	Milestone: 5.2.7 - The latest draft Program Guidebook for the Johnson-O'Malley Program has been finalized and approved.	Proposing that language of this milestone be tweaked to reflect that there have been revisions and updates to the Program Guidebook.
Milestone: 5.2.9 - A verified updated baseline count for Johnson-O'Malley Program has been conducted for 2019-2020 school year and data collection for the 2020-2021 school year has begun.	Milestone: 5.2.9 - A verified updated baseline count for Johnson-O'Malley Program has been conducted for 2019-2020 school year and data collection for the 2020-2021 school year has begun.	<i>No change proposed</i>
Strategy: 5.3 - When the BIE implements an effective system of support aligned to the education needs of Tribally controlled schools, then Tribes will have the capacity to	Strategy: 5.3 - When the BIE implements an effective system of support aligned to the education needs of Tribally controlled schools and advisory school boards, then Tribes will	<i>Proposing language shift in order to be inclusive of advisory school boards.</i>

<p>effectively oversee and support their BIE-funded schools in providing high-quality education to their students, and all students will develop the knowledge, skills, and behaviors needed to lead their sovereign nations to a thriving future through self-determination.</p>	<p>have the capacity to effectively oversee and support their BIE-funded schools in providing high-quality education to their students, and all students will develop the knowledge, skills, and behaviors needed to lead their sovereign nations to a thriving future through self-determination.</p>	
<p>Milestone: 5.3.2 - The BIE has developed and is implementing components of a system of support for assisting Tribes in their oversight of Tribally-controlled schools.</p>	<p>Milestone: 5.3.2 - The BIE has developed and is implementing components of a system of support for assisting Tribes in their oversight of Tribally-controlled schools, including TCS Trainings.</p>	<p><i>Proposing that language of milestone shift to be inclusive of TCS trainings that the Goal 5 team have found to be a necessary component of a system of support.</i></p>
<p>Milestone: 5.3.5 - The BIE has supported Tribal School Boards in providing leadership and support to schools and improving student learning.</p>	<p>Milestone: 5.3.5 - The BIE has supported Tribal School Boards in providing leadership and support to schools and improving student learning.</p>	<p><i>No change proposed</i></p>
<p>Newly placed Milestone: 5.2.5 - The BIE has created and provided technical assistance and support to Tribes to assume functions of their local BIE schools, as part of conversion process from Bureau Operated to Tribally-controlled.</p>		<p><i>Goal 5 Team is proposing to make this milestone more specifically related to the conversion process, which also meant that the milestone belonged under Strategy 5.3 (TCS support)</i></p>
<p>Strategy: 5.4 - When the BIE, in partnership with Tribes, supports education needed to increase students' knowledge of Tribal sovereignty, then students will have supports needed to help them become contributing members of Tribal communities and all students will develop the knowledge, skills, and behaviors needed to lead their sovereign nations to</p>	<p>Remove this strategy</p>	<p><i>Goal 5 Team is proposing the consolidation of Strategy 5.4 into 5.1 for a more comprehensive strategy.</i></p>

a thriving future through self-determination.		
<p>Milestone: 5.4.1 - The BIE has developed and published a framework to support Tribes, as desired, to partner with schools to incorporate their individual languages, cultures, histories and Tribal governance models and strengthen student self-advocacy.</p>	<p>Remove this milestone</p>	<p><i>Goal 5 Team is proposing the consolidation of milestones under 5.4 into 5.1, which will be a more comprehensive strategy.</i></p>
<p>Milestone: 5.4.2 - The BIE has utilized SIPI and Haskell higher education institutions to develop educator resources and competencies to increase school personnel who can incorporate Tribal languages, cultures, histories and governance models and strengthen student self-advocacy.</p>	<p>Remove this milestone</p>	<p><i>Goal 5 Team is proposing the consolidation of milestones under 5.4 into 5.1, which will be a more comprehensive strategy.</i></p>
<p>Milestone: 5.4.3 - The BIE has engaged and provided workshops to Tribes regarding Tribal engagement in non-BIE schools that serve Indian students.</p>	<p>Remove this milestone</p>	<p><i>Goal 5 Team is proposing the consolidation of milestones under 5.4 into 5.1, which will be a more comprehensive strategy.</i></p>