

## 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: 3 - All students will develop the knowledge, skills, and behaviors necessary to progress successfully through school and be prepared for postsecondary education and/or career opportunities.**

2019-2021	Proposed	Why
<b>Strategy: 3.1 - When the BIE collaborates with schools to recruit, hire, and retain highly effective principals, teachers,</b>	Strategy: 3.1 - When the BIE collaborates with schools to recruit, hire, and retain highly effective principals, teachers,	<i>No change proposed.</i>

<p><b>and staff, including those from local communities, then schools will have the instructional leaders, teachers, and staff to provide highly effective, culturally relevant instruction, services, and supports, and all students will develop the knowledge, skills, and behaviors necessary to progress successfully through school and be prepared for postsecondary study and/or career opportunities.</b></p>	<p>and staff, including those from local communities, then schools will have the instructional leaders, teachers, and staff to provide highly effective, culturally relevant instruction, services, and supports, and all students will develop the knowledge, skills, and behaviors necessary to progress successfully through school and be prepared for postsecondary study and/or career opportunities.</p>	
<p>Milestone: 3.1.1 - The BIE has conducted a joint study with interested Bureau operated schools, Tribally controlled schools and Tribal education departments identifying and addressing barriers to community members serving as principals, teachers, and staff.</p>	<p>The BIE has conducted a joint study with interested Bureau operated schools, Tribally controlled schools and Tribal education departments identifying and addressing barriers to community members serving as principals, teachers, and staff.</p>	<p><i>No change proposed.</i></p>
<p>Milestone: 3.1.2 - The BIE has formalized a recruiting and staffing process with aligned policies to attract highly effective principals, teachers, and staff.</p>	<p>The BIE has formalized a recruiting and staffing process with aligned policies to attract highly effective principals, teachers, and staff.</p>	<p><i>No change proposed.</i></p>
<p>Milestone: 3.1.3 - The BIE has trained staff and disseminated guidance on how to effectively utilize federal funds, particularly Title IIA funds, to hire highly effective principals, teachers and staff.</p>	<p>The BIE has trained staff and disseminated guidance on how to effectively utilize federal funds, particularly Title IIA funds, to hire highly effective principals, teachers and staff.</p>	<p><i>No change proposed.</i></p>
<p>Milestone: 3.1.4 - The BIE has developed guidance based on vacancy data from a pilot on how to recruit and retain highly effective principals, teachers and staff.</p>	<p>The BIE has developed guidance based on vacancy data from a pilot on how to recruit and retain highly effective principals, teachers and staff.</p>	<p><i>No change proposed.</i></p>

<p>Milestone: 3.1.5 - The data stewards have been identified and are managing BIE's use of DOI Talent, a learning management platform, for onboarding and training employees.</p>	<p>Manage BIE's use of DOI Talent, a learning management platform, for onboarding and training employees.</p>	<p><i>Proposing to tweak language in order to reflect current status of this milestone.</i></p>
<p><b>Strategy: 3.10 - When the BIE acquires a common Learning Management System for all Bureau Funded Schools and the two BIE post-secondary institutions, then the BIE will provide on going professional development with students, teachers, school leaders, staff supports, and parents, and students will develop the knowledge, skills, and behaviors necessary to progress successfully through school and be prepared for postsecondary education and/or career opportunities.</b></p>	<p>Removing Strategy</p>	<p><i>Proposing that the Learning Management System be managed by the Goal 6 team, within the Comprehensive Data strategy.</i></p>
<p>Milestone: 3.10.1 - The BIE has a selected Contractor, all the required data, and a project management plan to ensure that PD is offered through a Learning Management System before school opens in the Fall for SY 2021.</p>	<p>Removing Milestone</p>	<p><i>Proposing that the Learning Management System be managed by the Goal 6 team, within the Comprehensive Data strategy</i></p>
<p><b>Strategy: 3.3 - When the BIE provides guidance and supports to schools on utilizing standards-aligned curricula to develop rigorous instruction, then principals, teachers and staff will implement standards-based instruction, and all students will develop the knowledge, skills, and behaviors necessary to progress successfully through</b></p>	<p>Strategy: 3.3 - When the 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 students will develop the knowledge, skills, and behaviors necessary to progress successfully through school and</p>	<p><i>Proposing to tweak some of the language and adding curriculum and assessments to this strategy, as standards, curriculum and assessments each feed into one another in terms of quality instruction.</i></p>

<p><b>school and be prepared for postsecondary study and/or career opportunities.</b></p>	<p>be prepared for postsecondary study and/or career opportunities.</p>	
<p>Milestone: 3.3.4 - The BIE continues to develop, approve and implement standards to inform the use of standards-aligned curricula.</p>	<p>Remove milestone</p>	<p><i>This milestone is addressed in new proposed milestones</i></p>
<p>Milestone: 3.3.7 - COVID19 - In response to COVID 19, work has been focused on addressing the issues related to the virus.</p>	<p>Remove milestone</p>	<p><i>The Goal 3 team proposes to address issues brought on by COVID-19 in <b>all</b> strategies</i></p>
<p>NEW Milestone 3.3.6. The BIE has selected and is implementing a common assessment throughout BIE funded schools for the 2021-2022 school year.</p>		<p><i>The need for a common assessment has become more evident in recent years and will be a crucial step in implementing standards-based instruction (matched to student needs) across the BIE.</i></p>
<p>NEW Milestone 3.3.7. The BIE has conducted English Language Proficiency testing throughout BIE funded schools for the 2021-2022 school year.</p>		<p><i>Needs related to ELP have become more evident in recent years and fit best within the strategy on Standards, Curriculum and Assessments.</i></p>
<p><b>Strategy: 3.5 - When the BIE provides guidance and supports to schools on utilizing assessments during instruction and at the end of instructional units, courses, or grades, then principals, teachers, and staff will use data to adjust instruction and provide interventions to better meet the needs of individual students, and all students will develop the knowledge, skills, and behaviors necessary to progress successfully through school and be prepared for postsecondary study and/or career opportunities.</b></p>	<p>Removing strategy</p>	<p><i>Propose folding assessments into one comprehensive milestone on Standards, Curriculum and Assessments</i></p>
<p>Milestone: 3.5.3 - The BIE has selected a state assessment and</p>	<p>Removing Milestone</p>	<p><i>Propose folding assessments into one comprehensive</i></p>

has an implementation plan for assessment administration for the 2020-2021 school year.		<i>milestone on Standards, Curriculum and Assessments</i>
Milestone: 3.5.6 - The BIE is implementing the Assessment Guidebook to improve assessment practices.	Removing Milestone	<i>Propose folding assessments into one comprehensive milestone on Standards, Curriculum and Assessments</i>
<b>Strategy: 3.6 - When the BIE provides services and supports on personal competencies, then principals, teachers, and staff will provide opportunities for students to learn and practice personal competencies in a variety of settings including, but not limited to, classrooms, communities, and residential living, and all students will develop the knowledge, skills, and behaviors necessary to progress successfully through school and be prepared for postsecondary study and/or career opportunities.</b>	Remove strategy	<i>Propose folding the substance of this strategy into a comprehensive strategy that combines intervention and supports</i>
Milestone: 3.6.5 - The BIE has disseminated the Chronic Absenteeism Concept Paper.	Remove Milestone	<i>Milestone has been completed and the concept paper has been distributed to BIE Senior Leadership</i>
<b>Strategy: 3.6 – When the BIE provides a system of interventions and supports for students to schools, then schools will identify and provide supports to students, and all students will develop the knowledge, skills, and behaviors necessary to progress successfully through school and be prepared for postsecondary study and/or career opportunities.</b>		<i>This new proposed strategy is revised to focus more on students in most need (504, special education, English learners, etc.)</i>
New Milestone 3.6.6. BIE has provided supports to schools related to Section 504 to address identified student needs during the 2021-2020 school year. (This milestone was 3.8. in previous years)		<i>New milestone within proposed strategy 3.6 (above)</i>
New Milestone 3.6.7. BIE has provided supports to schools related to 504 to address identified student needs during the 2021-2020 school year.		<i>New milestone within proposed strategy 3.6 (above)</i>

<p>New Milestone 3.6.7. BIE has provided supports to schools related to English language learners and proficiency to address identified student needs during the 2021-2020 school year.</p>		<p><i>New milestone within proposed strategy 3.6 (above)</i></p>
<p><b>Strategy: 3.7 - When the BIE provides services and supports to strengthen family-school-community connections from pre-kindergarten through postsecondary education, then there will be more opportunities for parents, primary caregivers, and communities to engage in their child’s learning as their first and most influential teacher, and all students will develop the knowledge, skills, and behaviors necessary to progress successfully through school and be prepared for postsecondary study and/or career opportunities.</b></p>	<p>Remove strategy</p>	<p><i>Propose combining this strategy into one new comprehensive strategy on accountability and school improvement</i></p>
<p>Milestone: 3.7.2 - The BIE has identified and is implementing family-school-community connection activities and resources to assist students in achieving academic and career goals.</p>	<p>Remove milestone</p>	<p><i>Propose reorganizing this milestone under the new comprehensive strategy on accountability and school improvement</i></p>
<p><b>Strategy: 3.8 - When the BIE implements a responsive system of school technical assistance and support then schools will effectively implement school improvement plans and increase the quality of instruction, and all students will develop the knowledge, skills, and behaviors necessary to progress successfully through school and be prepared for postsecondary</b></p>	<p>Strategy: 3.8 – When the BIE implements a system of accountability and support with guidance and training, then schools will engage in continuous improvement to increase the quality of instructions, intervention and supports for students, and all students will develop the knowledge, skills, and behaviors necessary to progress successfully through school and be prepared for postsecondary</p>	<p><i>Propose combining this strategy into one new comprehensive strategy on accountability and school improvement</i></p>

study and/or career opportunities.	study and/or career opportunities.	
Milestone: 3.8.1 - The BIE has identified the components and processes of a responsive system of a school improvement process .	Milestone 3.8.1. Create and implement a framework for accountability and improvement for continuous compliance and improvement.	<i>Propose combining this milestone and tweaking language in order to reflect the comprehensive approach to school improvement.</i>
Milestone: 3.8.2 - The BIE has implemented a responsive system of school improvement process.	Milestone 3.8.2. Provide training and supports to schools to implement the framework and processes for accountability and continuous improvement.	<i>Propose combining this milestone and tweaking language in order to reflect the comprehensive approach to school improvement.</i>
Milestone: 3.8.6 - COVID_19- Support schools as they address the challenges of COVID-19 and its impact on learning.	Remove milestone	<i>Goal 3 team proposes to address issues brought on by COVID-19 in all strategies and milestones</i>
Milestone: 3.8.7 - BIE has implemented the ISEP process.	Remove milestone	<i>ISEP process has been implemented and will continue to be part of school improvement.</i>
Milestone: 3.8.8 - BIE has provided support to schools during the 2020-2021 school year to ensure continuity of learning through COVID-19 pandemic	Remove milestone	<i>Goal 3 team proposes to address issues brought on by COVID-19 in all strategies and milestones</i>
Milestone: 3.8.9 - BIE provided supports to schools related to Section 504 to address student 504 needs.	Remove milestone	<i>Propose combining this milestone into one milestone: New Milestone 3.6.6</i>
Newly Placed Milestone: 3.7.2 - The BIE has identified and is implementing family-school-community connection activities and resources to assist students in achieving academic and career goals.		<i>Propose reorganizing this milestone under the new comprehensive strategy on accountability and school improvement</i>
<b>Strategy: 3.9 - If BIE utilizes ESSER funding to support schools, schools will continue to implement effective educational programs and services, and students will</b>	Remove strategy	<i>Propose removing and relocating to Goal 6 as it's tightly related to operations and policy</i>

<b>continue to develop the knowledge, skills, and behaviors necessary to progress successfully through school and be prepared for postsecondary study and/or career opportunities.</b>		
Milestone: 3.9.1 - BIE has utilized ESSER and CARES funding according to the funding requirements.	Remove milestone	<i>Propose removing and relocating as action items in Goal 6 as it's tightly related to fiscal and programmatic monitoring.</i>

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