Bureau of Indian Education: Strategic Direction

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

Introduction

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Definition of Terms

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Goal: 1 - All students will enter kindergarten academically, socially, and emotionally prepared to succeed in school.

2019-2021	Proposed for 2022-2023	Why
Strategy: 1.1 - When the BIE partners with early childhood development organizations and Tribes to increase access and supports	Remove Strategy 1.1	*This strategy was completed over the last three years of the Strategic Direction.*

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.		
Milestone: 1.1.2 - BIE has established partnerships based upon the review. (2020 - 2021)	Remove Milestone 1.1.2	*This milestone was completed over the last three years of the Strategic Direction.*
Strategy: 1.2 - When the BIE establishes 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.	Strategy: 1.2 - When the BIE establishes 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.	*No change is being proposed for this strategy.*
Milestone: 1.2.7 - The BIE has developed plan to implement standards, curriculum, developmentally-appropriate practices, and assessments that are culturally relevant. (2020 - 2021)	Removing this milestone from the plan.	*Propose removing this milestone and replacing with more specific milestones below, as the Goal 1 team has engaged with more experts in ECE and is clearer on steps needed to achieve Goal 1 in the unique context of BIE.*
Milestone: 1.2.8 - The BIE has researched and developed a plan to support professional learning for the BIE early childhood workforce. (2020 - 2021)	Milestone: 1.2.8 - The BIE has researched and developed a plan to support professional learning for the BIE early childhood workforce. (2020 - 2021)	*No change.*

Milestone: 1.2.9 - The BIE will select schools to pilot the preschool program. Schools must meet specific criteria. (2020 - 2021)	Removing this milestone from the plan.	*Propose removing this milestone and replacing with more specific milestones below.*
Milestone: 1.2.10 - The BIE will develop and implement a P-K transition plan. (2020 - 2021)	Milestone: 1.2.10 - The BIE will develop and implement P-K transition services to better prepare students for success in school. (e.g., FACE, Summer Kindergarten boot camp). (2020 - 2021)	*Propose adding additional details to this Milestone in order to be more clear on the intent.*
NEW Milestone 1.2.11: The BIE has adopted a Birth to Grade 3 Comprehensive Framework to guide developmentally, culturally appropriate early childhood programs and services (standards, curriculum, evidence-based practices, assessments, budget, facilities).		*Propose adding this milestone as the Goal 1 team has engaged with more experts in ECE and is clearer on steps needed to achieve Goal 1 in the unique context of BIE.*
NEW Milestone 1.2.12: The BIE has adopted culturally responsive principles and indicators, and has applied those to the adopted Birth to Grade 3 Comprehensive Framework to provide developmentally, culturally appropriate early childhood programs and services (standards, curriculum, evidence-based practices, assessments, budget, facilities).		*Propose adding this milestone, as the Goal 1 team has engaged with more experts in ECE and is clearer on steps needed to achieve Goal 1 in the unique context of BIE.*

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Goal 2: All students will develop the knowledge, skills, and behaviors necessary for physical, mental, and emotional wellbeing in a positive, safe, and culturally relevant learning environment.

2019-2021	Proposed	Why
Strategy: 2.1 - When the BIE develops programs and supports for student wellness, then schools will provide proactive programs and	Strategy: 2.1 - When the BIE develops a comprehensive wellness framework inclusive of the physical, mental, emotional, and social needs of all students,	*The Goal 2 Team is proposing to combine the Wellness, Behavioral Health, & Student Health Strategies into one comprehensive Wellness*

interventions that foster an encouraging and supportive environment, and all students will develop the knowledge, skills, and behaviors necessary for physical, mental, and emotional wellbeing in a positive, safe, and culturally relevant learning environment.	then schools will be equipped with the necessary tools and resources necessary for providing proactive programs and culturally-responsive supports that foster a safe and supportive environment, whether students are learning virtually or in-person.	*Strategy that also incorporates COVID-19 supports. This is being proposed in order to streamline overlapping content areas, establish foundational frameworks that are needed to create long-term sustainable solutions and also acknowledge that addressing the aftermath of the COVID-19 pandemic will take years.*
Milestone: 2.1.2 - BIE has developed the wellness component of a comprehensive Wellness, Behavioral Health and Safety Tool Kit.	Milestone: 2.1 - BIE has developed a comprehensive Wellness, Behavioral Health and Student Safety Toolkit.	*The Goal 2 Team is proposing to combine the Wellness, Behavioral Health, & Student Health Strategies into one Wellness Strategy that incorporates COVID-19 supports. The comprehensive toolkit will be a "living document" that the Team will update each year through the SPM process.*
Strategy: 2.2 - When the BIE develops programs and supports for student behavioral health, then schools will implement a comprehensive behavioral health plan, programs and interventions that foster an encouraging and supportive environment.	Removing strategy and combining into Strategy 2.1	*The Goal 2 Team is proposing to combine the Wellness, Behavioral Health, & Student Health Strategies into one comprehensive Wellness Strategy that also incorporates COVID-19 supports. This choice is being suggested in order to streamline overlapping content areas, establish foundational frameworks that are needed to create long-term sustainable solutions and also acknowledge that addressing the aftermath of COVID-19 will take years.*
Milestone: 2.2.2 - BIE has developed the behavioral health component of a comprehensive Wellness, Behavioral Health and Safety Tool Kit.	Milestone: 2.2 - In response to the COVID-19 Pandemic, the BIE has initiated an overarching Behavioral Health and Wellness Program (BHWP) contract in order to provide behavioral health and wellness supports	*This proposed change is adding details to the milestone in order to reflect the significant workload associated with the BHWP contract, which is one of the key vehicles that BIE is using to address the comprehensive*

	for our schools, staff, and students. This contract is also serving as a model for all future behavioral health and wellness efforts within the BIE.	*wellness needs related to the pandemic and is also serving as a sustainable roadmap for the BIE's long-term plans regarding the continuous development of a comprehensive model for behavioral health and wellness supports.*
Milestone: 2.2.5 - BIE has developed a comprehensive school wellness model	Removing milestone and combining into Milestone 2.2 as specific actions to ensure foundational frameworks are established.	*Goal Team is proposing to combine the Wellness, Behavioral Health, & Student Health milestones into one key milestone meant to address a comprehensive model. This is an effort to reorganize and streamline where possible.*
Strategy: 2.3 - When the BIE supports effective safety practices and interventions, then schools will implement programs and routines that support the safety of students, and all students will develop the knowledge, skills, and behaviors necessary for physical, mental, and emotional wellbeing in a positive, safe, and culturally relevant learning environment.	Removing strategy and combining into Strategy 2.1	*The Goal 2 Team is proposing to combine the Wellness, Behavioral Health, & Student Health Strategies into one comprehensive Wellness Strategy that also incorporates COVID-19 supports. This choice would streamline overlapping content areas, establish foundational frameworks that are needed to create long-term sustainable solutions and also acknowledge that addressing the aftermath of COVID-19 will take years.*
Milestone: 2.3.2 - BIE has developed the physical health and safety component of a comprehensive Wellness, Behavioral Health and Safety Tool Kit.	Removing milestone and combining into Milestone 2.1.	*Goal Team is proposing to combine the Wellness, Behavioral Health, & Student Health milestones into one key milestone meant to address a comprehensive model. This would be an effort to reorganize and streamline where possible.*
Strategy: 2.4 - If the BIE develops programs and supports for responding to the COVID-19 Pandemic, then schools will provide proactive	Removing this strategy and combining into Milestone 2.2	*The Goal 2 Team is proposing to combine the Wellness, Behavioral Health, & Student Health Strategies into one comprehensive Wellness*

programs and interventions that foster an encouraging and supportive environment, and all students will develop the knowledge, skills, and behaviors necessary for physical, mental, and emotional wellbeing in a positive, safe, and culturally relevant learning environment.		*Strategy that also incorporates COVID-19 supports. This choice would streamline overlapping content areas, establish foundational frameworks that are needed to create long-term sustainable solutions and also acknowledge that addressing the aftermath of COVID-19 will take years.*
Milestone: 2.4.3 - In response to the COVID-19 Pandemic, the BIE has initiated special projects related to wellness, behavioral health, student health and safety in order to provide immediate support for our schools, staff, and students.	Milestone was completed, but continuous COVID-19 supports will be infused throughout the new strategies and milestones.	This milestone was accomplished and resulted in the BHWP Contract.

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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
Strategy: 3.1 - When the BIE collaborates with schools to recruit, hire, and retain highly effective principals, teachers,	Strategy: 3.1 - When the BIE collaborates with schools to recruit, hire, and retain highly effective principals, teachers,	*No change proposed.*

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.	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.	
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.	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.	*No change proposed.*
Milestone: 3.1.2 - The BIE has formalized a recruiting and staffing process with aligned policies to attract highly effective principals, teachers, and staff.	The BIE has formalized a recruiting and staffing process with aligned policies to attract highly effective principals, teachers, and staff.	*No change proposed.*
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.	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.	*No change proposed.*
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.	The BIE has developed guidance based on vacancy data from a pilot on how to recruit and retain highly effective principals, teachers and staff.	*No change proposed.*

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.	Manage BIE's use of DOI Talent, a learning management platform, for onboarding and training employees.	*Proposing to tweak language in order to reflect current status of this milestone.*
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.	Removing Strategy	*Proposing that the Learning Management System be managed by the Goal 6 team, within the Comprehensive Data strategy.*
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.	Removing Milestone	*Proposing that the Learning Management System be managed by the Goal 6 team, within the Comprehensive Data strategy*
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	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	*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.*

school and be prepared for postsecondary study and/or career opportunities.	be prepared for postsecondary study and/or career opportunities.	
Milestone: 3.3.4 - The BIE continues to develop, approve and implement standards to inform the use of standards-aligned curricula.	Remove milestone	*This milestone is addressed in new proposed milestones*
Milestone: 3.3.7 - COVID19 - In response to COVID 19, work has been focused on addressing the issues related to the virus.	Remove milestone	*The Goal 3 team proposes to address issues brought on by COVID-19 in **all** strategies*
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.		*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.*
NEW Milestone 3.3.7. The BIE has conducted English Language Proficiency testing throughout BIE funded schools for the 2021-2022 school year.		*Needs related to ELP have become more evident in recent years and fit best within the strategy on Standards, Curriculum and Assessments.*
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.	Removing strategy	*Propose folding assessments into one comprehensive milestone on Standards, Curriculum and Assessments*
Milestone: 3.5.3 - The BIE has selected a state assessment and	Removing Milestone	*Propose folding assessments into one comprehensive*

has an implementation plan for assessment administration for the 2020-2021 school year.		*milestone on Standards, Curriculum and Assessments*
Milestone: 3.5.6 - The BIE is implementing the Assessment Guidebook to improve assessment practices.	Removing Milestone	*Propose folding assessments into one comprehensive milestone on Standards, Curriculum and Assessments*
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.	Remove strategy	*Propose folding the substance of this strategy into a comprehensive strategy that combines intervention and supports*
Milestone: 3.6.5 - The BIE has disseminated the Chronic Absenteeism Concept Paper.	Remove Milestone	*Milestone has been completed and the concept paper has been distributed to BIE Senior Leadership*
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.		*This new proposed strategy is revised to focus more on students in most need (504, special education, English learners, etc.)*
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)		*New milestone within proposed strategy 3.6 (above)*
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.		*New milestone within proposed strategy 3.6 (above)*

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.		*New milestone within proposed strategy 3.6 (above)*
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.	Remove strategy	*Propose combining this strategy into one new comprehensive strategy on accountability and school improvement*
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.	Remove milestone	*Propose reorganizing this milestone under the new comprehensive strategy on accountability and school improvement*
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	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	*Propose combining this strategy into one new comprehensive strategy on accountability and school improvement*

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.	*Propose combining this milestone and tweaking language in order to reflect the comprehensive approach to school improvement.*
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.	*Propose combining this milestone and tweaking language in order to reflect the comprehensive approach to school improvement.*
Milestone: 3.8.6 - COVID_19- Support schools as they address the challenges of COVID-19 and its impact on learning.	Remove milestone	*Goal 3 team proposes to address issues brought on by COVID-19 in all strategies and milestones*
Milestone: 3.8.7 - BIE has implemented the ISEP process.	Remove milestone	*ISEP process has been implemented and will continue to be part of school improvement.*
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	*Goal 3 team proposes to address issues brought on by COVID-19 in all strategies and milestones*
Milestone: 3.8.9 - BIE provided supports to schools related to Section 504 to address student 504 needs.	Remove milestone	*Propose combining this milestone into one milestone: New Milestone 3.6.6*
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.		*Propose reorganizing this milestone under the new comprehensive strategy on accountability and school improvement*
Strategy: 3.9 - If BIE utilizers ESSER funding to support schools, schools will continue to implement effective educational programs and services, and students will	Remove strategy	*Propose removing and relocating to Goal 6 as it's tightly related to operations and policy*

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

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Goal: 4 - All students will graduate high school ready to think globally and succeed in postsecondary study and careers.

2019-2021	Proposed	Why
Strategy: 4.1 - When the BIE, in collaboration with colleges and universities, aligns and supports high school graduation and postsecondary	<u>Strategy: 4.1</u> - When the BIE, in collaboration with colleges and universities, aligns and supports high school graduation and postsecondary entry	*No change proposed.*

entry requirements and provides transition supports to students, then schools will implement a seamless system of support that bridges K-12 and postsecondary career planning and student self-advocacy, and all students will graduate from high school ready to think globally and succeed in postsecondary study and careers.	requirements and provides transition supports to students, then schools will implement a seamless system of support that bridges K-12 and postsecondary career planning and student self-advocacy, and all students will graduate from high school ready to think globally and succeed in postsecondary study and careers.	
Milestone: 4.1.2 - BIE has finalized and disseminated a best practices toolkit to support transitional services.	Milestone: 4.1.2 - BIE has added resources to and disseminated a best practices toolkit to support transitional services.	*Propose changing language to reflect the fact that the toolkit has been created, and now the task will be to continue adding resources to it.*
Milestone: 4.1.7 - The BIE will enhance College and Career Readiness (CCR) by drafting a revision of the high school graduation regulation, engaging in negotiated rulemaking, developing a plan for implementing College and Career Readiness, and engaging appropriate stakeholders in the development of CCR requirements and supports.	Remove milestone	*The Goal 4 team completed this milestone.*
New Proposed Milestone: BIE has updated the family and community engagement school guide to meeting parental involvement requirement, which is aligned to ESSA and inclusive of definitions of key terminology, that schools use to directly engage students, families and caregivers on education and career pathways.		*The Goal 4 Team has identified this as a need moving into Year 4 and 5 of the Strategic Direction.*
Strategy: 4.2 - When the BIE provides professional learning, expanded student learning opportunities, and responsive supports and interventions, then K-12 schools will provide more expansive rigorous learning opportunities that foster high school graduation and prepare students to	Strategy: 4.2 - When the BIE provides professional learning, expanded student learning opportunities, and responsive supports and interventions, then K-12 schools will provide more expansive rigorous learning opportunities that foster high school graduation and prepare students to become leaders in	*No change proposed.*

become leaders in their communities and Tribal governments, and all students will graduate from high school ready to think globally and succeed in postsecondary study and careers.	their communities and Tribal governments, and all students will graduate from high school ready to think globally and succeed in postsecondary study and careers.	
Milestone: 4.2.2 - BIE has completed geospatial analyses, identified partnerships between tribal colleges and schools, and is implementing outreach to address needs of private/public employers that graduating students could fill.	Milestone: 4.2.2 - BIE has identified existing data on the K-12 schools that a majority of our post-secondary students come from and completed a review of labor and occupational trends needed across our communities, in partnership with Tribal organizations.	*The Goal 4 Team is proposing that it would be more efficient to locate existing data on occupational and labor trends in our communities and use that data in addition to partnering with other Tribal organizations in order to ensure that BIE course offerings align with current and future labor needs.*
Milestone: 4.2.4 - The BIE has conducted an inventory of aligned CTE programs in Tribally controlled schools.	Remove milestone	*The Goal 4 Team completed this milestone.*
Milestone: 4.2.5 - The BIE is implementing high quality and compliant secondary transition IEP planning and services.	Milestone: 4.2.5 - The BIE is implementing high quality and compliant secondary transition IEP planning and services.	*No change proposed.*
NEW Proposed Milestone: BIE will provide programs to support learning recovery and enhancement to address student needs related to lost instructional time during the COVID-19 Pandemic.		*The Goal 4 Team has identified this as a need moving into Year 4 and 5 of the Strategic Direction.*
Strategy: 4.3 - When the BIE promotes student, family, and community engagement on education pathways based on student interests and aspirations, then schools will engage students, families, and communities in setting goals and tracking progress, and all students will graduate from high school ready to think globally and succeed in	Remove strategy	*The Goal 4 Team is proposing to consolidate this strategy with milestone 4.1.3*

postsecondary study and careers.		
Milestone: 4.3.1 - BIE has updated the family and community engagement school guide to meeting parental involvement requirement, which is aligned to ESSA, that schools use to directly engage students, families and caregivers on education and career pathways.	Remove milestone	*The Goal 4 Team is proposing to consolidate this milestone with Milestone 4.1.3*
Strategy: 4.4 - When the BIE leverages Haskell Indian Nations University and Southwestern Indian Polytechnic Institute as options for postsecondary education and partners with Tribal colleges and universities, then students, families, and communities will have multiple pathways for postsecondary education, and all students will graduate from high school ready to think globally and succeed in postsecondary study and careers.	<u>Strategy: 4.4</u> - When the BIE leverages Haskell Indian Nations University and Southwestern Indian Polytechnic Institute as options for postsecondary education and partners with Tribal colleges and universities, then students, families, and communities will have multiple pathways for postsecondary education, and all students will graduate from high school ready to think globally and succeed in postsecondary study and careers.	*No change proposed.*
Milestone: 4.4.1 - BIE has developed an expedited process for executing MOUs/MOAs and partnership agreements.	Remove this milestone.	*The Goal 4 team has accomplished this milestone and therefore, is proposing it be removed. However, the need for a designated checklist for the implementation process after the MOU is signed is greatly needed and the Goal 4 Team is proposing to work with the Goal 6 team (ultimately charged with fostering an effective education system) to address this issue.*
Milestone: 4.4.2 - BIE has provided fiscal resources to	Milestone: 4.4.2 - BIE has provided fiscal resources for	Propose tweaking the language to be more specific

support a formalized outreach process between Tribal colleges and BIE-funded schools.	college and career readiness to support a formalized outreach process between Tribal colleges and BIE-funded schools.	to all post-secondary pathways.
New Proposed Milestone: Partner with Goal 5 Team on Haskell, SIPI and Tribal Colleges providing PD and training for language, culture, tribal government, sovereignty, and STEM teachers and paraprofessionals in K-12.		*The Goal 4 Team has identified this as a need moving into Year 4 and 5 of the Strategic Direction.*
New Proposed Milestone: BIE has hosted a webinar for ADDs and ERCs on all available resources at Haskell, SIPI, and other tribal colleges		*The Goal 4 Team has identified this as a need moving into Year 4 and 5 of the Strategic Direction.*

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	*Goal 5 Team is proposing the consolidation of Strategy 5.4 into 5.1 for a more comprehensive strategy. The*

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.	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.	*language has been tweaked to reflect the consolidation.*
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.	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.	*The Goal 5 Team saw a need and is proposing to add a language specialist to the School Task Force.*
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.	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.	*No change proposed*
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.		*Goal 5 Team is proposing the consolidation of milestones under 5.4 into 5.1, which would be a more comprehensive strategy.*
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.		*Goal 5 Team is proposing the consolidation of milestones under 5.4 into 5.1, which would be a more comprehensive strategy.*
New Placement of Milestone: 5.4.3 - The BIE has engaged Tribes regarding Tribal engagement in non-BIE schools that serve Indian students.		*Goal 5 Team is proposing the consolidation of milestones*

		under 5.4 into 5.1, which would be a more comprehensive strategy.
NEW MILESTONE: The BIE is actively managing, supporting and providing training to Advisory School Boards at Bureau Operated Schools		*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.*
NEW MILESTONE: A BIE Workgroup will create and implement a training that consists of a leadership bootcamp on language programs as part of ISEP.		*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.*
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.	*No change proposed*
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.	*Propose shifting this language to reflect the role of the School Task Force not as a reviewer, but rather a gatherer of resources.*
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	*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.*

	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).	*The Goal 5 team is proposing that this is a more appropriate action within a milestone rather than its own milestone.*
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.	*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.*
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	*This milestone would be addressed in a newly proposed milestone within Strategy 5.1*
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.	*No change proposed*
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	*Proposing language shift in order to be inclusive of advisory school boards.*

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.	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.	
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.	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.	*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.*
Milestone: 5.3.5 - The BIE has supported Tribal School Boards in providing leadership and support to schools and improving student learning.	Milestone: 5.3.5 - The BIE has supported Tribal School Boards in providing leadership and support to schools and improving student learning.	*No change proposed*
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.		*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)*
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	Remove this strategy	*Goal 5 Team is proposing the consolidation of Strategy 5.4 into 5.1 for a more comprehensive strategy.*

a thriving future through self-determination.		
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.	Remove this milestone	*Goal 5 Team is proposing the consolidation of milestones under 5.4 into 5.1, which will be a more comprehensive strategy.*
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.	Remove this milestone	*Goal 5 Team is proposing the consolidation of milestones under 5.4 into 5.1, which will be a more comprehensive strategy.*
Milestone: 5.4.3 - The BIE has engaged and provided workshops to Tribes regarding Tribal engagement in non-BIE schools that serve Indian students.	Remove this milestone	*Goal 5 Team is proposing the consolidation of milestones under 5.4 into 5.1, which will be a more comprehensive strategy.*

Bureau of Indian Education: Strategic Direction

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

<u>Introduction</u>

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.

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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.

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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: 6 - All students will benefit from an education system that is effective, efficient, transparent, and accountable.

2019-2021	Proposed	Why
Strategy: 6.1 - When the BIE develops and implements an employee system of support that includes policies, best practices, and data, then all	Strategy: 6.1 - When the BIE actively analyzes, supports and develops its workforce through active engagement with employees using meaningful performance management that	*Propose shifting the language of this strategy to reflect a more comprehensive and specific workforce strategy, inclusive of HR workstreams, the*

staff will have the capacity to proactively provide services to students, schools, and Tribes, and all students will benefit from an education system that is effective, efficient, transparent, and accountable.	is driven by results, then all staff will be equipped to provide the best services BIE can deliver and all students will benefit from an education system that is effective, efficient, transparent, and accountable.	*importance of performance management, and an emphasis on results.*
Milestone: 6.1.10 - Implement the employee wellness program and adjust as needed.	Milestone: 6.1.10 - Implement the employee wellness program and adjust as needed.	*No change proposed.*
Milestone: 6.1.5 - Work with managers to have standardized EPAPS for any position that has certification/licensure or positions that require physicals.	Milestone: 6.1.5 - Work with hiring managers and the union to develop standardized position descriptions and EPAPs.	*Proposing this change because position descriptions must be standardized prior to standardization of EPAPs to ensure consistency and compliance across BIE.*
Milestone: 6.1.7 - COVID-19-The BIE HR staff are responding to COVID-19 as it impacts the mission and work of BIE.	Milestone: 6.1.7 - COVID-19-The BIE HR staff are responding to COVID-19 as it impacts the mission and work of BIE.	*No change proposed*
Milestone: 6.1.8 - Start a pathways program to take internees into employment to grow our own employees to address the staffing shortages.	Milestone: 6.1.8 - Start a pathways program to take internees into employment to grow our own employees to address the staffing shortages.	*No change proposed*
Milestone: 6.1.9 - Implement the employee awards process and adjust or add to as needed.	Milestone: 6.1.9 - Implement the employee awards process and adjust or add to as needed.	*No change proposed*
New Proposed Milestone: Conduct a workforce analysis of the BIE to identify current and anticipated gaps in available labor and skillsets, identify the workforce BIE needs and/or will need in the future (demand analysis), and identify gaps among the current/future supply and current/future demands.		*This proposed milestone reflects a need identified by BIE Senior Leadership and would fit neatly within the comprehensive workforce strategy (6.1)*
New Proposed Milestone: Create an annual calendar of available trainings required/conducted by school staff and teachers and school leadership; Calendar would include reminders of due dates for certification/licensing attestation forms.		*This proposed milestone reflects a need that was identified during fiscal and programmatic monitoring as something that would be helpful to provide to any/all BIE schools.*
Strategy: 6.2 - When the BIE develops a comprehensive data management system, then	Strategy: 6.2 - When the BIE develops, implements and maintains a comprehensive	*Proposing to tweak language to be more specific about why this*

accurate data will be used to improve education services and supports, and all students will benefit from an education system that is effective, efficient, transparent, and accountable.	data management system, then accurate data will be used to improve education services and supports and drive decision-making in all directions.	*strategy is crucial to accomplish Goal 6.*
NEW Proposed Milestone: Designate the Performance Office as the BIE team that will be responsible for defining the data system's mission, goals, terminology, and expected outcomes.		*This would address a need identified by the Goal 6 team and would be an important milestone for moving closer to a comprehensive data management system.*
NEW Proposed Milestone: Designate additional BIE staff members and the role of the Data Governance Board to determine those best suited to conceptualize the data system's guiding mission, goals, and expected outcomes (note: these BIE staff members should understand how the data system can be incorporated into efforts to improve student learning outcomes, and can define the data system's guiding mission, goals, and expected outcomes for use).		*This would address a need identified by the Goal 6 team and would be an important milestone for moving closer to a comprehensive data management system.*
NEW Proposed Milestone: Update and finalize a document outlining a BIE data inventory, as well as the data system's mission, goals, and expected outcomes with a clearly defined mission, goals, and expected outcomes. These definitions should set distinct, measurable milestones (goals and outcomes) and outline BIE's philosophy about data collection and data use (mission).		*This would address a need identified by the Goal 6 team and would be an important milestone for moving closer to a comprehensive data management system.*
Milestone: 6.2.3 - The BIE has ensured that all BIE staff members duly understand the data system (i.e., Student Information System) and its operations; established a comprehensive, consistent and regular training program for BIE and school level employees; provided school staff members with necessary supports and resources (including training) to work with the data system.	Milestone: 6.2.3 - The BIE has developed data system resources to ensure that all BIE staff members understand the system (i.e., Student Information System) and its operations, functions and purpose (to include training materials, one pagers, user guides, etc.)	*Proposing to tweak language to be more simple and concise.*

Milestone: 6.2.4 - The BIE has developed data collection and reporting methods that minimize data collection and reporting burdens; established a data collection and reporting calendar to communicate precisely when data is to be collected and reported; provided schools, parents, and community members with information about the data system; established regular communications to support data system implementation and maintenance.	Milestone: 6.2.4 - The BIE has developed data collection and reporting methods that established provisions for data security and confidentiality; minimize data collection and reporting burdens; established a data collection and reporting calendar to communicate precisely when data is to be collected and reported; provided schools, parents, and community members with information about the data system; established regular communications to support data system implementation and maintenance.	*Proposing a change to include provisions for data security and confidentiality.*
Milestone: 6.2.5 - The BIE has determined how data is collected and stored to guide data systems development and use; establish BIE principles for data cataloging and storage.	Remove this milestone .	*Proposing that this task is captured in a milestone above regarding the development of resources related to the data system.*
NEW Proposed Milestone: Develop data definitions to ensure that data system users speak a common language when referring to the data system to ensure that data system users speak a common language when referring to the data system.		*This would address a need identified by the Goal 6 team and would be an important milestone for moving closer to a comprehensive data management system.*
Milestone: 6.2.6 - The BIE has established criteria that illustrate whether the data system is working as intended; established mechanisms for compliance to ensure that users are implementing the data system as intended.	Remove milestone.	*Proposing to remove this milestone as it has been identified as a step towards a comprehensive data system that would reasonably take place in the next iteration of the Strategic Direction.*
Milestone: 6.2.8 - The BIE has established provisions for data security and confidentiality; developed data privacy and	Remove Milestone.	*Proposing to consolidate with milestone 6.2.4*

security protocol rules (Used the Family Educational Rights and Privacy Act and Protection of Pupil Rights Amendment laws); identified BIE staff members who are granted access to student data, and specified permissions and data security protocol for accessing each data point; made clear which BIE staff members and external stakeholders have access to data.		
New Proposed Milestone: Oversee and manage BIE's Learning Management System Contract in collaboration with the Goal 3 Team.		*This would address a need identified by the Goal 6 team and would be an important milestone for moving closer to a comprehensive data management system.*
Strategy: 6.3 - When the BIE establishes clear, consistent communication processes that model and facilitate multilateral, reciprocal communication, then all stakeholders will have up-to-date reliable information and an avenue for timely input to assist BIE in providing effective leadership and supports to improve education, and all students will benefit from an education system that is effective, efficient, transparent, and accountable.	Strategy: 6.3 - When the BIE establishes clear, consistent communication and storytelling processes that model and facilitate multilateral, reciprocal public engagement, then all stakeholders will have up-to-date, reliable information on BIE business and access to powerful stories of our students and families for generations to come.	*Proposing to change language to emphasize value of storytelling in service of public engagement and clarified intent of lifting up our stakeholders.*
Milestone: 6.3.10 - The BIE continues to develop and implement a comprehensive communications plan, including internal, external, and emergency communications sections for the 2020-2021 school year.	Milestone: 6.3.10 - The BIE continues to develop and implement a comprehensive communications plan, including internal, external, and emergency communications sections for the 2020-2021 school year.	*No change proposed*

Milestone: 6.3.12 - BIE has an updated website managed by the Content Management Team.	Milestone: 6.3.12 - BIE has developed a Website Management Team and are working with regions to continuously update BIE website as needed.	*Proposing to change language due to a need identified by the Goal 6 team because BIE needs web developers prior to managing of a Content Management Team.*
Milestone: 6.3.2 - The BIE has published communication with schools to support the reporting and use of data.	Milestone: 6.3.2 - The BIE has published communication with schools to support the reporting and use of data.	*No change proposed*
New Proposed Milestone: BIE website will have uploaded content in order to list trainings that are available and announce which are open to BIE school staff.		*This would address a need identified by the Goal 6 team as an important milestone for BIE communications efforts.*
New Proposed Milestone: BIE will pull all school social media accounts and websites within the BIE websites in order to comply with federal policy.		*This is would address a need identified by the Goal 6 team as an important milestone for BIE communications efforts.*
Strategy: 6.4 - When the BIE develops and implements a comprehensive system for a BIE accountability plan that includes policies, best practices, and data, then BIE will be equipped to ensure that its responsibilities are being fulfilled effectively and efficiently, and all students will benefit from an education system that is effective, efficient, transparent, and accountable.	Strategy: 6.4 - When the BIE develops and implements a comprehensive operations plan that includes accountability measures across the organization, standardized operational policies and, best practices to include facilities management and transportation, then BIE will be equipped to ensure that its responsibilities are being fulfilled as safely, effectively and efficiently as possible.	*Proposing to change language to clarify intent and reflect a comprehensive strategy encompassing all BIE operations.*
Milestone: 6.4.4 - The BIE has maintained the strategic performance management system to adjust the Strategic Direction and address implementation issues in a timely manner.	Milestone: 6.4.4 - The BIE has maintained the strategic performance management system to adjust the Strategic Direction and address implementation issues in a timely manner.	*No change proposed.*
Milestone: 6.4.5 - The BIE has continued to maintain its financial and programmatic oversight of all programs (school spending) as required.	Milestone: 6.4.5 - The BIE has continued to maintain its financial and programmatic oversight of all programs (school spending) as required.	*No change proposed.*

Milestone: 6.4.7 - The BIE has drafted Standard Operating Procedures regarding fiscal monitoring.	Remove milestone.	*This milestone has been accomplished.*
Newly Placed Milestone: 6.5.11 - BIE has reviewed current policies and determine needed updates aligned to FEMA policies.		*This facilities management related milestone fits within the proposed comprehensive operations strategy (5.4), and would consolidate and organize Goal 6 Team's work into the most concise workstreams possible.*
Milestone: 6.5.12 - Identify teams to identify Emergency Action Plan Procedures.	Redistribute the template Emergency Action Plan Program to all BIE schools.	*This facilities management related milestone was under Strategy 6.5 and has been accomplished but now the team is proposing it be redistributed to the field for the 2021-2022 school year.*
Newly Placed Milestone: 6.5.2 - The BIE, through a Service Language Agreement, will establish inter-agency coordination, communication, procedures between BIE, BIA, and Division of Facilities, Maintenance, and Construction.		*This facilities management related milestone is being proposed to fit within the proposed comprehensive operations strategy (5.4) and would consolidate and organize Goal 6 Team's work into the most concise workstreams possible.*
Newly Placed Milestone: 6.5.3 - The BIE continues to address internet connectivity, through service level agreements, inter-agency coordination and routine communications.		*This facilities management related milestone is being proposed to fit within the proposed comprehensive operations strategy (5.4) and would consolidate and organize Goal 6 Team's work into the most concise workstreams possible.*
Newly Placed Milestone: 6.5.6 - Establish BIE Safety and Occupational Health Program Financial Resources to effectively implement the SOH program.	Remove milestone	*This milestone has been accomplished.*

Newly Placed Milestone: 6.5.8 - BIE to establish a Program for SOH Promotion and Recognition.	Remove milestone	*Team is proposing removal because it's duplicative of milestone 6.1.9*
Newly Placed Milestone: 6.5.9 - BIE to establish a Data Analysis, Performance Metrics, Management Review and Follow-up program.	Remove milestone	*Team is proposing removal because it's duplicative of work that would be done in the Comprehensive Data strategy*
New Proposed Milestone: Create business office template documents for schools to use to address common areas of non-compliance that add risk (I.E. reporting deadline reminders, a template finance calendar, template budget trackers)		*This would address a need identified by the Goal 6 team and would be an important milestone for achieving operational excellence.*
New Proposed Milestone: Create School Operations resources to address common areas to strengthen school business workstreams (timekeeping best practices, guide to expense reporting, inventory best-practices, exemplar school policies for family engagement and parental compacts)		*This would address a need identified by the Goal 6 team and would be an important milestone for achieving operational excellence.*
New Proposed Milestone: In partnership with GSA, learn how to assess and better serve BIE schools who do not have adequate buses and/or do not have adequate funding for repairs, maintenance, etc. in their transportation funding.		*This would address a need identified by the Goal 6 team and would be an important milestone for achieving operational excellence.*
Strategy: 6.5 - When the BIE, in partnership with its Indian Affairs partners, supports effective facilities management, then schools will provide students with a quality and safe learning environment, and all students will benefit from an education system that is effective, efficient, transparent and accountable.	Remove Strategy	*Proposed change would involve folding in this strategy on facilities management into the comprehensive operations strategy (6.4)*
Milestone: 6.5.11 - BIE has reviewed current policies and determine needed updates aligned to FEMA policies.	Remove Milestone	*Proposed change would involve moving this milestone underneath the comprehensive operations strategy (6.4)*
Milestone: 6.5.12 - Identify teams to identify Emergency Action Plan Procedures.	Remove Milestone	*This milestone has been accomplished.*

Milestone: 6.5.2 - The BIE, through SLA, will establish inter-agency coordination, communication, procedures between BIE, BIA, and DFMC.	Remove Milestone	*Proposed change would involve moving this milestone underneath the comprehensive operations strategy (6.4)*
Milestone: 6.5.3 - The BIE continues to address internet connectivity, through service level agreements, inter-agency coordination and routine communications.	Remove Milestone	*Proposed change would involve moving this milestone underneath the comprehensive operations strategy (6.4)*
Milestone: 6.5.6 - Establish BIE SOH Program Financial Resources to effectively implement the SOH program.	Remove Milestone	*Proposed change would involve moving this milestone underneath the comprehensive operations strategy (6.4)*
Milestone: 6.5.8 - BIE to establish a Program for SOH Promotion and Recognition.	Remove Milestone	*Proposing removal because it's duplicative of milestone 6.1.9*
Milestone: 6.5.9 - BIE to establish a Data Analysis, Performance Metrics, Management Review and Follow-up program.	Remove Milestone	*Proposed change would involve moving this milestone underneath the comprehensive operations strategy (6.4)*