

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: 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	<i>Propose shifting the language of this strategy to reflect a more comprehensive and specific workforce strategy, inclusive of HR workstreams, the</i>

<p>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.</p>	<p>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.</p>	<p><i>importance of performance management, and an emphasis on results.</i></p>
<p>Milestone: 6.1.10 - Implement the employee wellness program and adjust as needed.</p>	<p>Milestone: 6.1.10 - Implement the employee wellness program and adjust as needed.</p>	<p><i>No change proposed.</i></p>
<p>Milestone: 6.1.5 - Work with managers to have standardized EPAPS for any position that has certification/licensure or positions that require physicals.</p>	<p>Milestone: 6.1.5 - Work with hiring managers and the union to develop standardized position descriptions and EPAPS.</p>	<p><i>Proposing this change because position descriptions must be standardized prior to standardization of EPAPs to ensure consistency and compliance across BIE.</i></p>
<p>Milestone: 6.1.7 - COVID-19-The BIE HR staff are responding to COVID-19 as it impacts the mission and work of BIE.</p>	<p>Milestone: 6.1.7 - COVID-19-The BIE HR staff are responding to COVID-19 as it impacts the mission and work of BIE.</p>	<p><i>No change proposed</i></p>
<p>Milestone: 6.1.8 - Start a pathways program to take internees into employment to grow our own employees to address the staffing shortages.</p>	<p>Milestone: 6.1.8 - Start a pathways program to take internees into employment to grow our own employees to address the staffing shortages.</p>	<p><i>No change proposed</i></p>
<p>Milestone: 6.1.9 - Implement the employee awards process and adjust or add to as needed.</p>	<p>Milestone: 6.1.9 - Implement the employee awards process and adjust or add to as needed.</p>	<p><i>No change proposed</i></p>
<p>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.</p>		<p><i>This proposed milestone reflects a need identified by BIE Senior Leadership and would fit neatly within the comprehensive workforce strategy (6.1)</i></p>
<p>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.</p>		<p><i>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.</i></p>
<p>Strategy: 6.2 - When the BIE develops a comprehensive data management system, then</p>	<p>Strategy: 6.2 - When the BIE develops, implements and maintains a comprehensive</p>	<p><i>Proposing to tweak language to be more specific about why this</i></p>

<p>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.</p>	<p>data management system, then accurate data will be used to improve education services and supports and drive decision-making in all directions.</p>	<p><i>strategy is crucial to accomplish Goal 6.</i></p>
<p>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.</p>		<p><i>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.</i></p>
<p>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).</p>		<p><i>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.</i></p>
<p>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).</p>		<p><i>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.</i></p>
<p>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.</p>	<p>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.)</p>	<p><i>Proposing to tweak language to be more simple and concise.</i></p>

<p>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.</p>	<p>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.</p>	<p><i>Proposing a change to include provisions for data security and confidentiality.</i></p>
<p>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.</p>	<p>Remove this milestone .</p>	<p><i>Proposing that this task is captured in a milestone above regarding the development of resources related to the data system.</i></p>
<p>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.</p>		<p><i>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.</i></p>
<p>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.</p>	<p>Remove milestone.</p>	<p><i>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.</i></p>
<p>Milestone: 6.2.8 - The BIE has established provisions for data security and confidentiality; developed data privacy and</p>	<p>Remove Milestone.</p>	<p><i>Proposing to consolidate with milestone 6.2.4</i></p>

<p>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.</p>		
<p>New Proposed Milestone: Oversee and manage BIE’s Learning Management System Contract in collaboration with the Goal 3 Team.</p>		<p><i>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.</i></p>
<p>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.</p>	<p>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.</p>	<p><i>Proposing to change language to emphasize value of storytelling in service of public engagement and clarified intent of lifting up our stakeholders.</i></p>
<p>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.</p>	<p>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.</p>	<p><i>No change proposed</i></p>

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.	<i>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.</i>
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.	<i>No change proposed</i>
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.		<i>This would address a need identified by the Goal 6 team as an important milestone for BIE communications efforts.</i>
New Proposed Milestone: BIE will pull all school social media accounts and websites within the BIE websites in order to comply with federal policy.		<i>This is would address a need identified by the Goal 6 team as an important milestone for BIE communications efforts.</i>
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.	<i>Proposing to change language to clarify intent and reflect a comprehensive strategy encompassing all BIE operations.</i>
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.	<i>No change proposed.</i>
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.	<i>No change proposed.</i>

Milestone: 6.4.7 - The BIE has drafted Standard Operating Procedures regarding fiscal monitoring.	Remove milestone.	<i>This milestone has been accomplished.</i>
Newly Placed Milestone: 6.5.11 - BIE has reviewed current policies and determine needed updates aligned to FEMA policies.		<i>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.</i>
Milestone: 6.5.12 - Identify teams to identify Emergency Action Plan Procedures.	Redistribute the template Emergency Action Plan Program to all BIE schools.	<i>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.</i>
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.		<i>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.</i>
Newly Placed Milestone: 6.5.3 - The BIE continues to address internet connectivity, through service level agreements, inter-agency coordination and routine communications.		<i>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.</i>
Newly Placed Milestone: 6.5.6 - Establish BIE Safety and Occupational Health Program Financial Resources to effectively implement the SOH program.	Remove milestone	<i>This milestone has been accomplished.</i>

Newly Placed Milestone: 6.5.8 - BIE to establish a Program for SOH Promotion and Recognition.	Remove milestone	<i>Team is proposing removal because it's duplicative of milestone 6.1.9</i>
Newly Placed Milestone: 6.5.9 - BIE to establish a Data Analysis, Performance Metrics, Management Review and Follow-up program.	Remove milestone	<i>Team is proposing removal because it's duplicative of work that would be done in the Comprehensive Data strategy</i>
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)		<i>This would address a need identified by the Goal 6 team and would be an important milestone for achieving operational excellence.</i>
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)		<i>This would address a need identified by the Goal 6 team and would be an important milestone for achieving operational excellence.</i>
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.		<i>This would address a need identified by the Goal 6 team and would be an important milestone for achieving operational excellence.</i>
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	<i>Proposed change would involve folding in this strategy on facilities management into the comprehensive operations strategy (6.4)</i>
Milestone: 6.5.11 - BIE has reviewed current policies and determine needed updates aligned to FEMA policies.	Remove Milestone	<i>Proposed change would involve moving this milestone underneath the comprehensive operations strategy (6.4)</i>
Milestone: 6.5.12 - Identify teams to identify Emergency Action Plan Procedures.	Remove Milestone	<i>This milestone has been accomplished.</i>

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