

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

<p>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.</p>	<p>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.</p>	
<p>Milestone: 4.1.2 - BIE has finalized and disseminated a best practices toolkit to support transitional services.</p>	<p>Milestone: 4.1.2 - BIE has added resources to and disseminated a best practices toolkit to support transitional services.</p>	<p><i>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.</i></p>
<p>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.</p>	<p>Remove milestone</p>	<p><i>The Goal 4 team completed this milestone.</i></p>
	<p>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.</p>	<p><i>The Goal 4 Team has identified this as a need moving into Year 4 and 5 of the Strategic Direction.</i></p>
<p>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</p>	<p>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</p>	<p><i>No change proposed.</i></p>

<p>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.</p>	<p>their communities and Tribal governments, and all students will graduate from high school ready to think globally and succeed in postsecondary study and careers.</p>	
<p>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.</p>	<p>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.</p>	<p><i>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.</i></p>
<p>Milestone: 4.2.4 - The BIE has conducted an inventory of aligned CTE programs in Tribally controlled schools.</p>	<p>Remove milestone</p>	<p><i>The Goal 4 Team completed this milestone.</i></p>
<p>Milestone: 4.2.5 - The BIE is implementing high quality and compliant secondary transition IEP planning and services.</p>	<p>Milestone: 4.2.5 - The BIE is implementing high quality and compliant secondary transition IEP planning and services.</p>	<p><i>No change proposed.</i></p>
<p>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.</p>		<p><i>The Goal 4 Team has identified this as a need moving into Year 4 and 5 of the Strategic Direction.</i></p>
<p>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</p>	<p>Remove strategy</p>	<p><i>The Goal 4 Team is proposing to consolidate this strategy with milestone 4.1.3</i></p>

<p>postsecondary study and careers.</p>		
<p>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.</p>	<p>Remove milestone</p>	<p><i>The Goal 4 Team is proposing to consolidate this milestone with Milestone 4.1.3</i></p>
<p>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.</p>	<p>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.</p>	<p><i>No change proposed.</i></p>
<p>Milestone: 4.4.1 - BIE has developed an expedited process for executing MOUs/MOAs and partnership agreements.</p>	<p>Remove this milestone.</p>	<p><i>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.</i></p>
<p>Milestone: 4.4.2 - BIE has provided fiscal resources to</p>	<p>Milestone: 4.4.2 - BIE has provided fiscal resources for</p>	<p>Propose tweaking the language to be more specific</p>

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.		<i>The Goal 4 Team has identified this as a need moving into Year 4 and 5 of the Strategic Direction.</i>
New Proposed Milestone: BIE has hosted a webinar for ADDs and ERCs on all available resources at Haskell, SIPI, and other tribal colleges		<i>The Goal 4 Team has identified this as a need moving into Year 4 and 5 of the Strategic Direction.</i>

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