



Bureau of Indian Education STRATEGIC DIRECTION

VISION

The Bureau of Indian Education is the preeminent provider of culturally relevant educational services and supports provided by highly effective educators to students at BIE-funded schools to foster lifelong learning.



MISSION

The mission of the BIE is to provide students at BIE-funded schools with a culturally

relevant, high-quality education that prepares students with the knowledge, skills and behavior needed to flourish in opportunities of tomorrow, become healthy and successful individuals, and lead their communities and sovereign nations to a thriving future that preserves their unique cultural identities.

CORE VALUES

BIE employees carry out the mission to achieve the vision through guiding organizational principles underpinning how the work of the BIE is successfully accomplished.



- **Excellence:** The BIE achieves success through continuous self-assessment and improvement.
- **Focus:** The BIE is student-centered, committed to addressing the holistic needs of students.
- **Integrity:** The BIE maintains high standards of character and professionalism as the foundation upon which the agency is built.
- **Respect:** The BIE fosters communities of support through mutual regard and collaboration.
- **Service:** The BIE supports students through proactive and responsive teamwork with schools, Tribes, and communities.

WORK TIMELINE

SEPTEMBER 2013

The GAO conducted a review of BIE management practices and published its findings and recommendations in GAO-13-774—INDIAN AFFAIRS: Better Management and Accountability Needed to Improve Indian Education. Recommendation 4 directed the BIE to draft and implement a strategic plan with stakeholder input.

JANUARY 2017

The BIE Director and other senior leaders tasked Central Office staff with reviewing outstanding GAO recommendations and identifying work plans necessary to address recommendations and improve service delivery to Indian students.

FEBRUARY 2017

GAO released its High-Risk Report (GAO-17-317—High Risk Series) designating BIE as a high risk agency. The Report highlighted unresolved recommendations including the implementation of a strategic plan.

MARCH 2017

Central Office staff reviewed existing strategic plan proposals and materials and initiated a collaborative effort to create a Draft Strategic Plan Proposal. As part of this work, Central Office staff coordinated with education partners, such as the Council for Chief State School Officers (CCSSO), to analyze strategic performance management tools and resources utilized by state education agencies.

APRIL 2017

BIE hosted its initial BIE staff strategic planning session convening local, regional, and Central Office personnel to begin outlining and planning a strategic plan framework.

MAY 2017

Following the initial BIE staff strategic planning session, Central Office staff refined input submitted during the session to create an initial framework for the Draft Strategic Plan Proposal. Specifically, Central Office staff established a draft vision statement, mission statement, core values statement, and identified goals based on feedback from session attendees.

WORK TIMELINE continued

JUNE 2017

BIE began working in partnership with U.S. Department of Education funded comprehensive centers — the Building State Capacity and Productivity (BSCP) Center with support from the West Comprehensive Center and previous support from the South Central Comprehensive Center — to further its work in transitioning from an initial strategic framework to a more defined Draft Strategic Plan Proposal to be shared with Tribes, school boards, and other stakeholders for solicitation of meaningful review and input.

JUNE-SEPTEMBER 2017

BIE hosted additional strategic planning sessions with BIE staff to identify strategies aligned to goals and establish a rigorous communications plan for sharing and soliciting feedback regarding the Draft Strategic Plan Proposal with internal and external stakeholders as well as a timeframe for formal Tribal consultation.

OCTOBER 2017

BIE hosted informal listening sessions at National Indian Education Association (NIEA) and National Congress of American Indians (NCAI) events. During the listening sessions, BIE solicited and obtained substantive feedback and revised the Draft Strategic Plan Proposal accordingly. Additionally, BIE published formal notice for Tribal consultation in the Federal Register on October 14, 2017.

NOVEMBER 2017

BIE hosted two informal listening sessions at the Tribal Interior Budget Council (TIBC) meeting held in Washington, DC. BIE also began formal Tribal consultation on November 15, 2017 in Salem, Oregon and continued formal Tribal consultation on November 28, 2017 in Anadarko, Oklahoma.

DECEMBER 2017

BIE continued formal Tribal consultation on December 5, 2017 in Bismarck, North Dakota and completed the remainder of its in-person formal Tribal consultation sessions on December 12, 2017 in Albuquerque, New Mexico. A final formal Tribal consultation webinar was provided on December 14, 2017.

JANUARY 2018

Thirty days following the final Tribal consultation date of December 14, 2017, the deadline to provide feedback closed on January 13, 2018.

JANUARY-FEBRUARY 2018

BIE conducted a comprehensive analysis of all feedback and comments received through Tribal consultation. The BIE Director and other senior leaders reviewed the feedback analysis; finalized changes made in response to Tribal consultation comments and feedback; and approved the final vision statement, mission statement, core values statement, goals and strategies. Additionally, BIE leadership identified consultation comments and feedback to be incorporated into milestones and actions.

FEBRUARY 2018

BIE held two strategic planning sessions with school leaders, local and regional BIE staff as well as BIE Central Office personnel to identify milestones and actions, ensuring that all relevant Tribal consultation comments and feedback not incorporated in the vision statement, mission statement, core values statement, goals or strategies were incorporated in either milestones or actions. Additional milestones and actions necessary to effectively implement strategies and goals were also identified and incorporated into the Strategic Direction. Finally, BIE staff developed work strands and submitted suggested collaborative teams to carry out work identified for completion during Year One of implementation.

MARCH 2018

BIE Director and other senior leaders reviewed all milestones, actions, and recommended teams in order to identify and eliminate duplication and ensure effective coordination of effort. BIE then submitted the Strategic Direction to Department of the Interior leadership and GAO for review and approval.

APRIL-JUNE 2018

Central Office staff and its comprehensive center partners worked with each identified collaborative team to train, coordinate, and prepare to implement Year One work strands and performance management metrics associated with the Strategic Direction. Year One implementation begins on July 1, 2018, in conjunction with the 2018-2019 School Year.