

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

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

<p><b>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.</b></p>		
<p>Milestone: 1.1.2 - BIE has established partnerships based upon the review. (2020 - 2021)</p>	<p>Remove Milestone 1.1.2</p>	<p><i>This milestone was completed over the last three years of the Strategic Direction.</i></p>
<p><b>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.</b></p>	<p>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.</p>	<p><i>No change is being proposed for this strategy.</i></p>
<p>Milestone: 1.2.7 - The BIE has developed plan to implement standards, curriculum, developmentally-appropriate practices, and assessments that are culturally relevant. (2020 - 2021)</p>	<p>Removing this milestone from the plan.</p>	<p><i>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.</i></p>
<p>Milestone: 1.2.8 - The BIE has researched and developed a plan to support professional learning for the BIE early childhood workforce. (2020 - 2021)</p>	<p>Milestone: 1.2.8 - The BIE has researched and developed a plan to support professional learning for the BIE early childhood workforce. (2020 - 2021)</p>	<p><i>No change.</i></p>

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.	<i>Propose removing this milestone and replacing with more specific milestones below.</i>
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)	<i>Propose adding additional details to this Milestone in order to be more clear on the intent.</i>
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).		<i>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.</i>
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).		<i>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.</i>