

**HOONAH  
CITY SCHOOLS**



**STRATEGIC PLAN  
2016-2021**

## **MISSION**

TO DELIVER A QUALITY EDUCATION THAT INSPIRES AND CHALLENGES  
ALL STUDENTS TO REACH THEIR FULL POTENTIAL.

## **OUR VISION**

OUR STUDENTS ENJOY A DIVERSE LEARNING ENVIRONMENT THAT  
INTEGRATES TLINGIT LANGUAGE AND CULTURE, ENGAGES OUR COMMUNITY,  
AND GRADUATES PRODUCTIVE CITIZENS WHO ARE HEALTHY,  
SELF-CONFIDENT, CREATIVE, ADAPTABLE, AND RESILIENT.

## **VALUES**

WE VALUE:

- RESPECT
- COMPASSION
- POSITIVITY
- SPEAKING WITH CARE
- PRIDE IN ACCOMPLISHMENT
- RESPONSIBLE STEWARDSHIP
- CRITICAL THINKING

### **SUPERINTENDENT**

PJ FORD SLACK

### **SCHOOL BOARD**

BOB HUTTON, PRESIDENT

SALLY DYBDAHL, VICE PRESIDENT

TREVOR HILL, LEGISLATIVE LIASON

SANDY HOWARD, SECRETARY/TREASURER

ANASIA NEAL, CHILD ADVOCATE

**2016-2020  
HOONAH CITY SCHOOLS  
STRATEGIC PLAN COMMITTEE**

**JENNIFER BIDIMAN  
TERRI BUDKE  
JEREMIAH BYERS  
GENEVIEVE COOK  
JACKIE DICK  
MARLENE DUVALL  
JAMIE ERICKSON  
SOPHIA HENRY  
BOB HUTTON  
J. PATRICK MALONE  
BEN MCLUCKIE  
ANASIA NEAL  
CORR ROBERTS  
LORRIE SCOLES  
PJ FORD SLACK  
KRISTI STYERS  
GRACE VILLARREAL  
DAPHNE WRIGHT**

**JERRY COVEY, STRATEGIC PLANNING CONSULTANT**

## GOAL 1: Student Learning

### OBJECTIVE 1

Meet every student's individual learning needs.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES	MEASURE
1. Build a 9-12 schedule that is culturally supported and matriculates through 12 <sup>th</sup> grade or the first year of post-secondary training.	<ul style="list-style-type: none"> <li>- Principal</li> <li>- Special Education Director</li> <li>- Teachers</li> <li>- ANEP Director</li> </ul>	<ul style="list-style-type: none"> <li>- Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>- Student Advisors</li> <li>-Independent Learning Plans</li> <li>-Secondary Students</li> <li>- Copper River School District</li> <li>- Chugach School District</li> </ul>	<ul style="list-style-type: none"> <li>- Completed Independent Learning Plans</li> <li>- Student survey feedback</li> </ul>
2. Make use of internal/external data to develop individual student portfolios.	<ul style="list-style-type: none"> <li>- Principal</li> <li>- Special Education Director</li> <li>- Teachers</li> <li>- ANEP Director</li> </ul>	<ul style="list-style-type: none"> <li>- August 2016</li> <li>- Implement January 2017</li> <li>- Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>- Student Advisors</li> <li>- Independent Learning Plans</li> </ul>	<ul style="list-style-type: none"> <li>- Completed portfolios that include student data</li> </ul>
3. Expand learning opportunities for high school students.	<ul style="list-style-type: none"> <li>- Principal</li> <li>- Teachers</li> </ul>	<ul style="list-style-type: none"> <li>- Planning 2016</li> <li>- Implement August 2017</li> </ul>	<ul style="list-style-type: none"> <li>- Delivery distance agreements</li> <li>- Partnerships with other education providers</li> <li>- New grants</li> <li>- City of Hoonah or HIA support</li> </ul>	<ul style="list-style-type: none"> <li>- Superintendent</li> <li>- Evidence of agreements and partnerships or grant awards</li> <li>- City of Hoonah and HIA minutes</li> </ul>

## **GOAL 1: Student Learning**

### **OBJECTIVE 2**

Produce an increasing graduation rate: Goal 100%.

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>	<b>MEASURE</b>
1. Every student will have an advisor to co-manage their portfolio.	- Principal - Teachers - ANEP Director	- August 2016 - Ongoing	- Allocate time to accommodate student/advisor portfolio work	- Up-to-date portfolios for all students
2. Monitor student growth goal through data collection.	- Principal - Teachers - Special Education Director - ANEP Director	- August 2016 - Ongoing	- Use of MAPS with ongoing support - Review of reading and writing curriculum to support all students (2017-2019) - PLC time with staff	- Quarterly report to school board on: student academic growth, special education support needs, graduation and post-secondary data

## **GOAL 2: Stakeholder Satisfaction**

### **OBJECTIVE 1**

Improve communication with all stakeholders.

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>	<b>MEASURE</b>
1. Establish quarterly meeting schedule between mayor/city council and superintendent/school board.	- Superintendent	- Quarterly beginning spring 2016	- Budget presentation - Program quality - State requirement	- Results from meetings - Feedback from community - Feedback HIA and Economic Development Council
2. Develop an External Communication Plan that includes public and social media and an instant message alert system.	- Principal - Communication Committee	- Fall 2016	- Newsletter - Social media - Public media	-Communication Plan submitted to the Superintendent  - Community feedback
3. School Internal Communication Plan	- Principal -Communication Committee	- Fall 2016	-Newsletter - Tweets - Radio - Staff meetings - Daily announcements	- Feedback from: Superintendent, Board, Staff, and Community

## **GOAL 2: Stakeholder Satisfaction**

### **OBJECTIVE 2**

Engage stakeholders as partners to support our mission.

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>	<b>MEASURE</b>
1. Develop and conduct family survey at school and online.	- Principal - Teachers -Special Education Director - ANEP Director	- October Parent/Teacher Conference then quarterly	- Print survey - Online survey	- Report survey results to Superintendent
2. Establish and implement parent volunteer system.	- Principal	- Begin fall 2016 - Ongoing	- Board Policy - Background checks	- Report to Superintendent
3. Spring celebration for school volunteers.	- Principal	- Annual celebration	- School curriculum and goals	- Feedback from volunteers

### **GOAL 3: Employee Development**

#### **OBJECTIVE 1**

Educate employees on local and tribal cultures.

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>	<b>MEASURE</b>
1. Develop annual plan for providing inservice on specific cultural information.	<ul style="list-style-type: none"> <li>- Principal</li> <li>- ANEP team</li> <li>- Passages</li> </ul>	- Implement Fall of 2016	<ul style="list-style-type: none"> <li>- Planning time</li> <li>- Professional development time</li> <li>- PLC</li> </ul>	- Inservice Evaluation
2. Use one PLC per month for language/ cultural information.	<ul style="list-style-type: none"> <li>- Principal</li> <li>- ANEP team</li> <li>- Passages</li> </ul>	- Begin Fall of 2016	<ul style="list-style-type: none"> <li>- Planning time</li> <li>- Professional development time</li> </ul>	- Inservice Evaluation
3. Incorporate language components into high school classes.	<ul style="list-style-type: none"> <li>- Principal</li> <li>- ANEP Director</li> <li>- Tlingit Language Teacher</li> <li>- Cultural Advisor</li> </ul>	- Annually beginning Fall of 2016	-Evaluate results annually beginning Spring 2017	<ul style="list-style-type: none"> <li>-Student feedback</li> <li>- Teacher feedback</li> <li>- School Climate and Connectedness Survey</li> <li>- ANEP evaluations</li> </ul>



### **GOAL 3: Employee Development**

#### **OBJECTIVE 2**

To make every employee feel valued and increase their capacity to make a difference.

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>	<b>MEASURE</b>
1. Establish appreciation week for school district employee groups.	- Principal - School staff	- Spring of 2017	- To be developed	- Principal reports

### **GOAL 3: Employee Development**

#### **OBJECTIVE 3**

Ensure HCS staff is trained in the use of instructional technology

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>	<b>MEASURE</b>
1. Provide professional development in the use of instructional technology for staff members who are expected to use technology in their work.	- Principal - Technology Committee	- Fall 2017 or sooner	- Professional development time - Tekmate - Assure understanding of professional use of personal devices - Offer after school class	- Report to Superintendent - Feedback from staff - Survey from Tekmate

## **GOAL 4: Support Systems**

### **OBJECTIVE 1**

Maintain technology in preparation for adequate service upgrades.

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>	<b>MEASURE</b>
1. Create a school district technology plan.	-Superintendent - Technology Committee	- Beginning Fall of 2016	- Planning time	- Report to School Board by 12/31/2016
2. Explore hiring a technology support expert to assist with development of technology plan.	-Superintendent	- Ongoing	- Contractual funding	- Completed proposal from technology consultant
3. Engage with technology company to explore shared on-site technology services for HCS and other local organizations.	-Principal - Technology Committee	-Ongoing	- Tekmate - Technology expert - HIA - City of Hoonah - SEARHC	- Report to School Board by March 2017 then bi-annually as needed