

NWABSD Special Board Meeting  
Thursday, October 28, 2021 5:00 PM

Microsoft Teams  
744 Third Ave.  
Kotzebue, AK 99752

## **Agenda**

1. CALL TO ORDER, ROLL CALL  
**Presenter:** Margaret Hansen, President
2. MOMENT OF SILENCE  
**Presenter:** Margaret Hansen, President
3. INTRODUCTION OF GUESTS/STAFF  
**Presenter:** Margaret Hansen, President
4. EXECUTIVE SESSION  
**Presenter:** Margaret Hansen, President
5. ACTION ITEM  
**Presenter:** Board Members
6. ADJOURNMENT  
**Presenter:** Margaret Hansen, President



# NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT

Ambler · Buckland · Deering · Kiana · Kivalina · Kobuk · Kotzebue · Noatak · Noorvik · Selawik · Shungnak  
PO Box 51 · Kotzebue, Alaska 99752 · Phone (907) 442-1800

## BOARD OF EDUCATION SPECIAL MEETING

### CONDUCTED VIA MICROSOFT TEAMS

**CALL-IN:** 1-833-682-3239 or 1-907-308-3192 **CODE:** 133 710 981#

## AGENDA

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**Thursday, October 28, 2021**  
**Conducted via Microsoft Teams**  
**5:00 p.m.**

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|--|----------------------------|
| I. <u>CALL TO ORDER, ROLL CALL</u>       | Margaret Hansen, President |
| II. <u>MOMENT OF SILENCE</u>             | Margaret Hansen, President |
| III. <u>INTRODUCTION OF GUESTS/STAFF</u> | Margaret Hansen, President |
| IV. <u>EXECUTIVE SESSION</u>             | Margaret Hansen, President |

The NWABSD Board of Education may go into Executive Session to discuss matters which by law, municipal charter, or ordinance are required to be confidential.

V. ACTION ITEM:

NWABSD Memorandum 22-031 Waive the Right to an Informal Hearing in a Matter of Dismissal

NWABSD Memorandum 22-032 Adoption of Resolution 22-003; Support of Increased and Stable Funding for School Districts

NWABSD Memorandum 22-033 Approval of Strategic Plan Facilitator for FY 2021-22

VI. ADJOURNMENT

**MISSION:** To provide a learning environment that inspires and challenges students and employees to excel  
**VISION:** To graduate all students with the knowledge, skills, and attitudes necessary for a successful future

## MEMORANDUM

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**TO:** NWABSD Board of Education

**DATE:** October 28, 2021

**NUMBER:** 22-031

**FR:** Office of the Superintendent

**SUBJECT:** Waive the Right to an  
Informal Hearing in a  
Matter of Dismissal

**STRATEGIC PLAN/BOARD GOAL:**

Employee Development: Become the employer of choice in the region.

**ABSTRACT:**

Board action is required to waive the right to an informal hearing in a matter of dismissal.

**ISSUE:**

At issue is for the Board to waive the right to an informal hearing in a matter of dismissal.

**BACKGROUND AND/OR PERTINENT INFORMATION:**

The Board is to consider whether they wish to waive the right to an informal hearing in a matter of dismissal.

Information was provided to the Board in executive session. What is the wish of the Board?

**ALTERNATIVES:**

1. Waive the right to an informal hearing in a matter of dismissal;
2. Do not waive the right to an informal hearing in a matter of dismissal;
3. Take no final action.

**ADMINISTRATION RECOMMENDATION:**

The administration recommends the Board waive the right to an informal hearing in a matter of dismissal.

# MEMORANDUM

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**TO:** NWABSD Board of Education  
Members

**DATE:** October 28, 2021

**NUMBER:** 22-032

**FR:** Office of the Superintendent

**SUBJECT:** Adoption of Resolution 22-003; Support of Increased and Stable Funding for School Districts

## **STRATEGIC PLAN/BOARD GOAL:**

The Northwest Arctic Borough School District (NWABSD) believes that the backbone of a thriving state is a successful education system for all students.

## **ABSTRACT:**

Resolutions require adoption by the Board.

## **ISSUE:**

At issue is to adopt Resolution 22-003; Support of Increased and Stable Funding for School Districts.

## **BACKGROUND AND/OR PERTINENT INFORMATION:**

A successful statewide school system requires a stable and predictable budget process supported by sufficient revenues. The NWABSD recognizes that any further reductions to the education budget would be detrimental to our education system. At the same time, the NWABSD recognizes that the State of Alaska is facing serious fiscal challenges and changes need to be made to increase revenues to support essential state services and constitutional obligations like education.

To this end, the NWABSD supports the following actions:

- Increasing funding for the foundation formula;
- Establishing a forward-funded education system that provides certainty to local school districts so they can accurately plan and fund their budgets;
- Ensuring statewide access to high quality pre-elementary and early education, including effective reading instruction, and
- Increasing funding and program development for vocational and career training, including apprenticeship programs.

To meet these goals, the NWABSD supports certain revenue measures including:

- Using a portion of annual earnings of the Permanent Fund to support general operations of the state government.
- Implementation of an education head tax with revenues supporting education funding.
- Increases in user fees and incidental taxes on alcohol, cigarettes and tobacco products, and other similar items where those taxes have not been increased in many years.

The NWABSD supports efforts, with public input, to diversify the state's economy and revenue sources to adequately fund the budget and meet the state's obligation to provide quality education to our students. We look forward to partnering with legislative leadership in moving Alaska forward.

**ALTERNATIVES:**

1. Adopt Resolution 22-003; Support of Increased and Stable Funding for School Districts as presented;
2. Do not adopt Resolution 22-003 as presented;
3. Take no final action.

**ADMINISTRATION'S RECOMMENDATION:**

The administration recommends the Board adopt Resolution 22-003; Support of Increased and Stable Funding for School Districts as presented.



## NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT

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### RESOLUTION 22-003

#### A RESOLUTION OF THE NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT (NWABSD) IN SUPPORT OF INCREASED AND STABLE FUNDING FOR SCHOOL DISTRICTS

**WHEREAS**, the NWABSD believes that a successful statewide school system requires a stable and predictable budget process supported by sufficient revenues.

**WHEREAS**, the NWABSD recognizes that any further reductions to the education budget would be detrimental to our education system.

**WHEREAS**, the NWABSD supports the following actions:

- Increased funding for the foundation formula;
- Establishing a forward-funded education system that provides certainty to local school districts so they can accurately plan and fund their budgets;
- Ensure statewide access to high-quality pre-elementary and early education, including effective reading instruction, and
- Increase funding and program development for vocational and career training to include apprenticeship programs.

**WHEREAS**, to meet these goals, the NWABSD supports specific revenue measures, including;

- The use of a portion of annual earnings of the Permanent Fund to support general operations of the state government.
- Implementation of an education head tax using the revenue to support education funding.
- Increases in user fees and incidental taxes on alcohol, cigarettes and tobacco products, and other similar items have not been increased in many years.

**NOW, THEREFORE BE IT RESOLVED:** that the NWABSD Board of Education supports efforts to diversify the state's economy and revenues to adequately fund its budget and meet its obligation to provide quality education to our students with input from the public.

**ADOPTED**, October 28, 2021, at a duly convened special meeting of the Northwest Arctic Borough School District Board of Education, a quorum was present and voted.

#### ATTEST:

\_\_\_\_\_  
Margaret Hansen,  
President, NWABSD Board of Education

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Tillie Ticket,  
Secretary, NWABSD Board of Education

**MISSION:** To provide a learning environment that inspires and challenges students and employees to excel.

**VISION:** To graduate all students with the knowledge, skills, and attitudes necessary for a successful future.

**REVISED  
MEMORANDUM**

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**TO:** NWABSD Board of Education

**DATE:** October 28, 2021

**NUMBER:** 22-033

**FR:** Office of the Superintendent

**SUBJECT:** Approval of a Strategic  
Plan Facilitator for  
FY2021-22

**STRATEGIC PLAN/BOARD GOAL:**

To update the 3-5 year NWABSD Strategic Plan, the ultimate goal is to enable the district to practice true strategic management in order that students flourish.

**ABSTRACT:**

The Board approves the contract for the Strategic Planning facilitator.

**ISSUE:**

At issue is to select and contract with a facilitator to develop a strategic plan for the NWABSD.

**BACKGROUND AND/OR PERTINENT INFORMATION:**

The NWABSD Strategic Plan is expiring and the District considered two proposal letters to select a facilitator for Strategic Planning Services. Association of Alaska School Boards and Jen Jarvis Associates submitted proposals for the Board's consideration.

**ALTERNATIVES:**

1. Select and contract with a facilitator for Strategic Planning purposes for FY2021-22 as presented;
2. Do not select a facilitator for Strategic Planning purposes as presented;
3. Take no final action

**ADMINISTRATION'S RECOMMENDATION:**

The administration recommends the Board select and contract with a facilitator for Strategic Planning purposes for FY2021-22 as presented.



August 24, 2021

Dear NWABSD Board of Education and Superintendent Walker,

We, at AASB, are happy to submit an official proposal to you explaining our Strategic Planning process. You will see over the next few pages both a written description of our process, as well as a visual snapshot of the process.

Over the years we have learned that most individuals cannot give up more than a few days when working on a strategic plan and we have built our facilitated session to match the availability of those that make up the Strategic Planning team.

Our process is interactive allowing all involved to have a voice at the table & input to the decisions. Reviewing and updating the Vision & Mission Statements helps set the stage and the process of the SWOT (Strengths, Weaknesses, Opportunities and Threats) allows participants to get a snapshot of needs to help the district move forward. Goals are developed by this group and then the objectives & strategies are developed by the superintendent's leadership team.

Lastly, though there is a cost to this process, because NWABSD is a member of AASB, the cost is significantly reduced as compared to the actual costs, as we keep prices reasonable for our member districts.

We understand you have options in the selection of a facilitator, and we hope that our proposal addresses all your questions and concerns.

Thanks in advance,

Timi C Tullis,  
Associate Executive Director, AASB



# STRATEGIC PLANNING PROCESS

## OBJECTIVE

The objective of this planning activity is to update a 3-5 year strategic plan characterized by:

- A long-term vision
- Concentration of effort through a focused mission supporting the vision
- Measurable objectives used to attain the aspirations detailed in the strategic plan.
- District and community involvement, which drives consensus for the plan and all its elements
- Implementation accompanied with specific accountability
- Bi or tri Annual evaluation and renewal of the Plan
- Annual school board goals for the district aligned to the plan

Ultimately, the goal is to enable the district to practice true strategic management in order that students flourish.

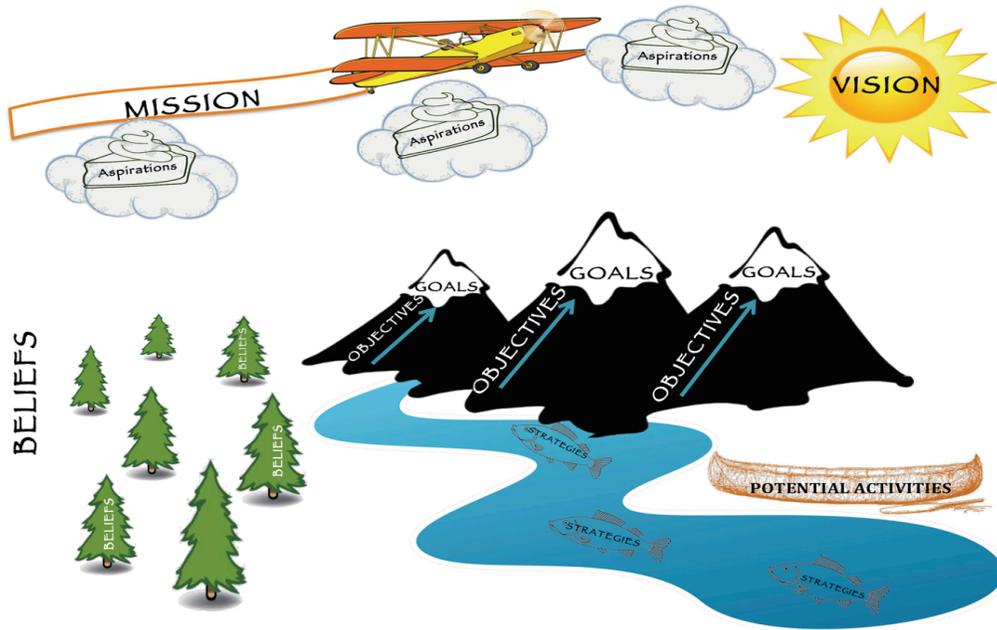
## Update Sessions (bi or tri annually):

This session involves the Strategic Planning Team (made up of former and new members) that is constructed with the make-up of the district and community taken into consideration. Community and staff members should be able to “see themselves reflected back” in the planning team membership. The external facilitator leads this session. During the session, the Team **reviews and updates**:

- Internal factors (A thorough, unbiased examination of the organization strengths and weaknesses.)
- External factors (An examination of those forces which an organization has little or no control.)
- Critical issues (Threats and opportunities.)

In addition, the Team will **update** the following components of the Plan by consensus:

- Beliefs or Values -- A statement that is a formal expression of the district’s fundamental values: its ethical code, its overriding convictions, and its commitments.
- Mission -- A statement that is a clear and concise expression of the district’s purpose and function.
- Aspirations – Statements of what we really want, use to develop goals.
- Objectives -- The district’s commitment to achieve specific, measurable end results.
- Strategies -- Specific initiatives that the district will undertake to achieve the measurable objectives.



# GOAL ALIGNMENT



**Mission/Vision/Beliefs  
Strategic Plan**

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- **District Annual Priorities**  
-Set by Board
- **Superintendent Goals**
- **Board Self-Improvement Plan**
- **Principal Goals**
- **Classroom/Teacher Goals**
- **Student Goals**



association of  
**ALASKA**  
school boards



## **Pre Planning Team GETTING STARTED**

*Create a structure that will make your efforts successful.*

- Establish Ground
- Enlist Core Team Members
- Establish roles
- Build ownership
- Communications
- Expectations

### *Resources*

- Steering Committee
- Timeline/Calendar
- Agreements and commitments
- Space
- Support services

## **Core Planning Team #1 SHARED VISION**

*Expand the circle of understanding and commitment.*

- Engage Core Team
- District Report(s)
- Create Vision, Mission, Core Values
- Feedback Loops

### *Resources*

- Communication tools
- Space

## **Core Planning Team #2 INFORMATION GATHERING**

*Gather key data and perspectives on the potential for needed change.*

- Confirmations
- Analyze and interpret data strategically
- Critical Issues

### *Resources*

- Internal and external customer involvement

## **Core Planning Team #3 PRIORITIES AND PLANNING**

*Analyze data; identify themes, priorities and goals*

- Confirmations
- Prioritize Critical Issues
- Identify Strategic Priorities and Goals to address them
- Craft clarifying Goals Statements

### *Resources*

- Steering Committee
- Core Team

## **Superintendent and Leadership Team MOVE TO ACTION**

*Expand the circle of involvement.*

- Confirmations
- Brainstorm Objectives
- Rate Objectives
- Measures of success
- Discuss Action Planning
- Assignments

### *Resources*

- Goal-focused teams
- Time and Space

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**Margaret Hansen**

Board President

**Terri Walker**

Superintendent

Northwest Arctic Borough

School District

776 Third Avenue

PO Box 51

Kotzebue, AK 99752

July 23, 2021

Dear Madam President and Superintendent Walker,

Please consider the following proposal letter for consideration of providing Strategic Planning Services. If you accept the terms of this letter, it will be followed up with a formal contract with all the necessary legal language to support both of our organizations.

My understanding of your potential needs to support your forward progress from our July 2<sup>nd</sup> meeting are the following:

- A clear actionable plan with accountability system to support progress
- Plan that easily communicates needs and progress to the Board, staff, and communities
- Continued collaboration with communities that was initialized by COVID response
- Input from various District stakeholders to support process

With the following measurable outcomes:

- Completed Discovery Process
- Board developed/reviewed Mission, Vision, Values of the District
- An established 3-5-year vision/strategy with corresponding metrics
- A 1-year action plan to support forward progress on the vision/strategy
- Understanding of best practices to support accountability in strategic planning

Through the accomplishment of these goals, we will drive alignment, establish accountabilities, foster teamwork, and ensure efforts are coordinated throughout the process. We will utilize the previous plan to inform and support our process to continue to gain returns on that work.

The total cost is \$22,500 less travel (all billed at cost and per diem of \$75). The phases of the specifically designed process can be found on the following page with the cost breakdown. I have taken factored in the opportunity for some savings throughout the process with the District taking on some of the production work from the event phases.

Please let me know if you have any questions or need any clarification on the outlined phases. I am happy to support understanding regarding any of the proposed methodology. Though this is a multiphase approach we should be able to have the process completed no later than late fall, not considering any scheduling difficulties.

I am happy to supply references from my work both in and out of the Region upon request. It was great meeting with you, and as a former high school math and science teacher, I look forward to supporting you.

Best,



Jen Jarvis, Owner

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**Phase 1 Discovery, Design, and Prep \$6,000** – Multiple week process which includes interviews with School Board Members, and a short survey to current staff to support planning process.

**Phase 2 Board Visioning and Strategy Work \$3,600**

- 1 Day
- Full Board and Key Leaders
- Mission, Vision, Values Work
- Strategic Planning Process Orientation
- Environmental Scan
- Discovery Report out
- District Priorities Defined

**Phase 3 Leadership Session \$6,800**

- 2 Days
- Internal Assessment
- Environmental Scan
- Vision Reconciliation with Board Vision
- Understanding product-based strategy
- Proposed 3–5-year strategy to support Board Vision
- Development of Metrics to support 3–5-year Vision (leading and lagging indicators)

**Phase 4 Board Presentation and Approval** – Leadership Team presents to Board proposed strategy and timelines to achieve Vision.

**Phase 5 Leadership Project and Accountability Planning \$3,600**

- 1 Day
- Initiative definition
- Development of 1-year project plan
- Plan metrics
- Accountability session development
- Plan launch design

**(Plan, Tools, and Event Summary Production) \$1,500**

**Phase 6 Plan Launch** – Leadership team launches plan and accountability sessions

**Phase 7 Follow up and Accountability Support \$1,000** – Support upon need. Quarterly check ins to support accountability and plan troubleshooting.

Questions asked regarding Strategic Planner-Jen Jarvis

Interviewed Lucy Nelson of the Northwest Arctic Borough:

**When did you use the services of Jen Jarvis?**

The assembly utilized her services for two years during our retreat in 2020 and again in August 2021 for planning and budgetary purposes. She was recommended by Johnathan King who worked with the assembly during the Red Dog Mine PILT negotiations. She also assisted the Kotzebue IRA with their Cares Act Funding budget. We appreciated that she had a military background as well.

**Will the borough continue to use her again to follow through with our plans**

We are very pleased with her so will use her to continue our planning with the assembly and administration staff.

**Please describe the process she used with the borough?**

She reviewed a flow chart to work with us on our goals and responsibilities. We worked through the PILT, Economic Data, Partners and she utilized census data and know our elders

**What type of outreach did the borough have her doing?**

She had the assembly and administrative staff complete a comprehensive survey using survey monkey. She utilized Fritz Westlake for contacts/partners.

**Cost**

**Very reasonable considering all the pre work she had to do to prepare**

**Overall experience with her.**

She did a lot of the facilitation helping departments prepare for the retreat gathering all the information needed to present to the assembly.

She was very prepared, timely and consistent.

Was very pleased with her work on capacity building-sustaining the borough for long term needs ie. Bond Debt, Port development and the VPSO program.

Questions asked regarding Strategic Planner-Jen Jarvis

Interviewed Cory Gronn, President of Natives of Kodiak:

**When did you use the services of Jen Jarvis?**

May 2021 and again in July 2021 for follow up.

**Will your organization continue to use her again to follow through with your plans**

We will continue to use her services every other year cycle when we update our plan.

**Please describe the process she used:**

She worked with the Chairperson and staff to complete a two year plan

**What type of outreach did the tribe have her doing?**

She had the board and management complete a questionnaire.

**Cost**

We were able to stay within budget and received a very good product out of it.

**Overall experience with her.**

During the three days we used her services, we were able to identify priorities to complete a workplan that we all were very pleased with