

PBOE Three-Year Education Plan 2018-2021

Goal 1: PBOE inspires and promotes all Piikani students to maximize their potential to be successful Lifelong Learners.

Strategy 1: PBOE will promote lifelong learning in their Early Childhood Education Program.					
Actions	Outcomes	By Whom	Timelines	Budget/ Resources	Status
1.1.1 Prepare Piikani children through research based early learning programming that addresses the whole child: 1. Social 2. Physical 3. Intellectual 4. Cognitive 5. Emotional 6. Cultural 7. Spiritual	<ul style="list-style-type: none"> Every child will be holistically successful academically, culturally, spiritually, physically, emotionally and mentally. Ensuring that the parents and guardians have access to bussing service to get them to school and home safely. 	Superintendent Principals K4, K5, Grade 1 Teachers ECE Committee Transportation Coordinator	Ongoing Sept 2018- June 2019	ISC Funding	
1.1.2 Investigate an early year's initiative.	<ul style="list-style-type: none"> Every pre-school child and parent will have the opportunity to participate in a community environment that enhances success. 	Superintendent	Ongoing Sept 2018- June 2019	MFI Initiatives Piikani Nation Chief and Council	
1.1.3 Review existing or develop new policy	<ul style="list-style-type: none"> Consistent and sustainable structure. Review all policies within the PBOE organization. 	Trustees Superintendent Managers Transportation	Monthly at Committee Meetings.	Time Allotments	

	<ul style="list-style-type: none"> Educate parents and the community about how policies affect them. 	Human Resources			
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Strategy 2: PBOE will promote lifelong learning in Napi's Playground Elementary Schools and all Piikani elementary students.

Actions	Outcomes	By Whom	Timeline	Resources/Budget	Status
1.2.1 Prepare Piikani students to be effective readers, writers, speakers by participating in MFI Model School Literacy Project.	<ul style="list-style-type: none"> Students will become effective readers, writers, and speakers. 	Superintendent NPES Principal Teachers	September 2018 – June 2019 Ongoing	Martin Family Initiative Funding and Professional Development Activities	
1.2.2 Prepare Piikani students through lifelong learning research and developing programming that addresses the whole child: <ul style="list-style-type: none"> Social Physical Intellectual Cognitive Emotional Cultural Spiritual 	<ul style="list-style-type: none"> Every child will be holistically successful academically, culturally, spiritually, physically, emotionally and mentally. 	Principals Learning Support Team Family School Liaisons	Sept. 2018- June 2019 Ongoing	Nominal Roll Funding	

Strategy 3: PBOE will promote lifelong learning in Piikani Nation Secondary School and all Piikani secondary students.

Actions	Outcomes	By Whom	Timelines	Resources/Budget	Status
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<p>1.3.1 Prepare Piikani children through developing lifelong learning programs and skills education:</p> <ul style="list-style-type: none"> • Academic • Cultural • Spiritual • Physical • Emotional • Mental <p>Continue to collaborate with NPES and PNSS to ensure proper facilities are in place for success.</p>	<ul style="list-style-type: none"> • Every child will be holistically successful academically, culturally, spiritually, physically, emotionally and mentally • 21 high school students graduates • Ability to adapt proper facilities to meet the standards for successful learning. 	<p>Superintendents Principals High School Teachers Student Retention Officer (SRO) Structural Readiness Coordinator</p> <p>Learning Support Team</p> <p>Family School Liaisons</p> <p>O&M Manager CET</p>	<p>September 2018 – June 2019</p> <p>Ongoing</p>	Nominal Roll Funding	
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Strategy 4: PBOE will promote lifelong learning with their Post-Secondary Education Program.					
Actions	Outcomes	By Whom	Timelines	Resources/Budgets	Status
<p>1.4.1 Design and implement transition programs to accommodate high school students to post-secondary education programs.</p> <ul style="list-style-type: none"> • Liaison with PNSS and neighboring high schools 	<ul style="list-style-type: none"> • High school students are aware of requirements and are prepared for post-secondary education funding application. • High school students are aware of scholarships and bursaries. 	<p>Superintendent</p> <p>Post-Secondary Education Coordinator</p> <p>Principals</p> <p>PSE Committee</p>	<p>Sept 2018- May 2019</p> <p>October 30 – PNSS: contact principle & teachers for presentation to JR & SR high school students</p>	<p>Time Allotment</p> <p>Travel and Expenses</p>	

<ul style="list-style-type: none"> Present PBOE Post-Secondary Education (PSE) policy and procedures to high school students Preparing students to apply for national, regional, and local scholarships and bursaries. <p>Continue to collaborate with Post-Secondary Coordinator to ensure proper facilities are in place for success.</p>	<ul style="list-style-type: none"> High School students are more prepared as they enter post-secondary programs and work force and are show great success in careers and employment. Attendance in Grade 10-12 is 80% core courses. <ol style="list-style-type: none"> Ability to adapt proper facilities to meet the standards for successful learning. Attendance requirement at 80% (Grades 10 – 12) 	<p>High School Teachers</p> <p>Family School Liaison</p> <p>Healing Therapist</p> <p>Structural Readiness Coordinator</p> <p>O&M Manager CET</p>	<p>March 30 – PNSS</p> <p>local schools & regional districts: contact principle & teachers for presentation to JR & SR high school students</p>		
<p>1.4.2 Design and implement transition programs to accommodate high school students to enter work force.</p> <ul style="list-style-type: none"> PSE to liaison with PNSS and neighboring high schools Present PBOE Policy and Procedures to high school students referring students to community and local agencies. 	<ul style="list-style-type: none"> High school students are more aware of requirements and are prepared entry into work force. High school students are more aware of career and employment opportunities. High School students are more prepared as they enter the work force and show greater success in careers and employment. 	<p>Superintendent</p> <p>PSE Coordinator</p> <p>PSE Committee</p>	<p>Sept 2018- May 2019</p> <p>October 30 – PNSS: Contact principal & teachers for presentation to JR & SR high school students</p> <p>March 30 – PNSS</p>	<p>Time Allotment</p> <p>Travel and Expenses</p>	

			local schools & regional districts: Contact Principal & teachers for presentation to JR & SR high school students, and employment opportunities, requirements and expectations in presentation		
1.4.3 Research and implementation for locally accommodated Bachelor of Education Program	<ul style="list-style-type: none"> Enhance and support Piikani Nation community to pursue Bachelor of Education Degree, B. Ed. Recipients would be priority for teacher hiring at PBOE organization. 	Superintendent PSE Coordinator	Sept 2018- May 2019 April – August Market program 1 st Week of September – begin classes for Fall term 1 st Week of January – begin classes for Winter term	Time Allotment Travel and Expenses Allocate funding from PSSSP Seek other sources ie. PYEF & PN C&C	

Goal 2: PBOE will increase attendance and retention rates for all Piikani students in support of academic consistency, success and sustainability.

Strategy 1: Assess the strengths and areas for growth of existing education programs to create baseline data.

Actions	Outcomes	By Whom	Timelines	Resources	Status
2.1.1 Data collection to be gathered from numerous sources including: <ul style="list-style-type: none"> • Student Learner Assessments, • Provincial Achievement Tests, • Diploma Exams, • In-school standardized assessments, <ul style="list-style-type: none"> a. Canadian Achievement Test Form (CAT Form) b. Test of Pre-school Early Learning (TOPEL), c. Canadian Test of Basic Skills • Math Assessments • Attendance 	<ul style="list-style-type: none"> • Baseline data is established as a starting point for PBOE's lifelong learning system. • Assessments are made for areas of growth in the areas of literacy and numeracy. • Data walk held twice a year for Teachers and Staff Support, Administration and Trustees 	Superintendent Principals Learning Support Team Teachers Family School Liaison Administration Support	Ongoing throughout school year Minimum of 5 presentations per year (e.g. every 2 months)	Nominal Roll Funding ICS Funding	

<p>2.1.2 Review student engagement, attendance, report cards, nominal roll and retention rates.</p> <ul style="list-style-type: none"> • Development of templates showing student engagement (attendance) and retention measurements. • Creating a school profile for greater informed decisions regarding student engagement (attendance) and retention. 	<ul style="list-style-type: none"> • Student engagement and retention processes are in alignment with the lifelong learning system. • PBOE is a school of choice for Piikani students • Piikani students will remain at PBOE schools for the duration of their early childhood, elementary and high school education. 	<p>Superintendent</p> <p>Principals</p> <p>Learning Support Team</p> <p>Family School Liaisons</p> <p>Structural Readiness Coordinator</p>	<p>Sept 2018-May 2019</p> <p>Ongoing</p>		
<p>2.1.3 Review (include formation of baseline data and evaluation of staff) PBOE specialized services including;</p> <ul style="list-style-type: none"> • Special Ed/Learning Support • Literacy and Numeracy • Counselling/Family School • Liaison • Speech and Language • Occupational therapy 	<ul style="list-style-type: none"> • Working with ISC Special Educator Coordinator to ensure that ISC Special Education Guidelines & Criteria are being met. • Greater utilization of programs and services that benefit Piikani students and families. • Programs are designed to enhance the educational success of individual students. 	<p>Superintendent</p> <p>Principals</p> <p>Learning Support Team</p> <p>Family School Liaisons</p>	<p>Sept 2018-May 2019</p> <p>Ongoing</p>	<p>Funding</p> <p>Time Allotment</p>	

<ul style="list-style-type: none"> Lunch program 					
<p>2.1.4 Evaluation of PBOE departments (include review and tracking of baseline data):</p> <ul style="list-style-type: none"> Schools Finance Transportation and Safety Operations & Maintenance Information Technology Post-Secondary Administration <p>Develop tracking tools</p>	<ul style="list-style-type: none"> Greater consistency in the administration of PBOE policies and procedures Improved policy development, reporting, planning, recording trends and tracking information. Enhanced understanding of the effects that each department has in achieving student success. Receive a budget to allocate expenditures Implement Computerized Maintenance Management System (Azzier) for existing facilities and equipment as well as facilitating its implementation for the planned new schools 	<p>Superintendent</p> <p>PBOE Senior Managers/Coordinators</p>	<p>Ongoing</p> <p>October 2018- June 2019</p> <p>June 30 – Academic year's results</p>	<p>Time Allotment</p> <p>.</p>	
<p>2.1.5 Development and implementation of annual work plans and budgets, and submitted for review by the Superintendent and Trustees.</p>	<ul style="list-style-type: none"> Each department and staff member will ensure that yearly work plans have measurable outcomes that work towards achieving goals 	<p>PBOE Trustees</p> <p>Superintendent</p> <p>PBOE Senior Managers/Coordinators</p> <p>Finance Administrator</p>	<p>Ongoing</p> <p>Workplans due to Superintendent before October 31 of each year</p>	<p>Time Allotment</p> <p>Review of budgets with Finance</p>	

	<ul style="list-style-type: none"> • Work with Finance Administrator on budget review and prioritizing items with limited budget. • Ensure extraordinary costs are submitted to ISC for funding. 		Report due to Trustees in December of each year		
2.1.6 Apply and administer post-secondary education program based on policies and procedures <ul style="list-style-type: none"> • Update policies and procedures to reflect current trends in educational services • Update financial commitment by Indigenous Services Canada (ISC). • Lobby Piikani Nation Chief and Council to support ICS regional and national funding commitments 	<ul style="list-style-type: none"> • Consistent and fair delivery of policies and procedures to applicants. 	Post-Secondary Education Coordinator PSE Committee Superintendent	Ongoing Policy committee to meet monthly March 30 – expand current application process and create a separate manual	Time Allotment Funding (Travel and Expenses)	

Strategy 2: As a result of baseline data, make informed decisions to determine where changes are required by PBOE departments to consistently educate Piikani students to improve student achievement.

Actions	Outcomes	By Whom	Timelines	Resources	Status
2.2.1 Research and development of an Education Service Agreement (Provincial School Boards) and Regional Education Agreement (ISC).	<ul style="list-style-type: none"> Improved educational services and programmes for Piikani children attending Provincial and PBOE Schools. Improved delivery of tuition/funding services 	Superintendent Finance Administrator ESA Coordinator Structural Readiness Coordinator	September 2018 – June 2019 Ongoing	Alberta Education BCCE/IFNE Grants ISC Structural Readiness Grant	
2.2.2 Implementation of High School ReDesign in areas of flexible learning environments, mastery learning, and rigorous and relevant curriculum.	Improved programming and timetabling for junior/senior high students in areas of: <ul style="list-style-type: none"> Academics CTS Athletics 	PNSS Principal PNSS Assistant Principal	September 2018 – June 2019 Ongoing	ISC Funding Alberta Education	
2.2.3 Data analysis to inform quality core instruction (i.e. Alberta Education assessment branch, Alberta Assessment Consortium)	<ul style="list-style-type: none"> To improve comprehensive quality core instruction To improve knowledge and Alberta Education reporting and its impact on teacher instruction. 	Superintendent Principals	Sept. 2018- June 2019 Ongoing	Alberta Education Assessment Branch staff (PAT/DIP) Southern Alberta Professional Development Association (SAPDC) Alberta Assessment Consortium	
2.2.4 The Education of all Piikani students must be instructed and challenged using curriculum standards	<ul style="list-style-type: none"> Improved academic success rates for students in K4 to Grade 12. 	Superintendent Principals	Ongoing	Alberta Education Teacher Excellence Branch Alberta Teacher Association	

<p>established by the Province of Alberta by:</p> <ul style="list-style-type: none"> • Providing professional development opportunities for teaching and support staff. • Providing cultural awareness opportunities for teaching and support staff. • Implementing and consistent use of Alberta Teacher Association Quality Teacher Standards – Teacher Growth Supervision and Evaluation Procedures • Implementing and consistent use of Principal Quality Practice Guideline 	<ul style="list-style-type: none"> • Greater high school completion rates. • Increase in student engagement (attendance rates). • Greater number of students attending postsecondary or trade schools or entering work force 	<p>Learning Support Team</p> <p>Family School Liaisons</p>		<p>Association of Provincial Post-Secondary Institutions</p> <p>Southern Alberta Professional Development Association (SAPDC)</p> <p>Alberta Assessment Consortium</p> <p>Funding</p> <p>Time Allotment</p>	
<p>2.2.5 Increase student nominal roll funding</p> <ul style="list-style-type: none"> • Advocate to Piikani Nation Chief and Council to support improved funding. • Advocate to ISC regional and national levels to support improved and sustainable nominal roll funding. 	<ul style="list-style-type: none"> • Provide parity funding with Provincial Schools to enhance educational services (teacher retention & salary adjustment, advanced/high school flexibility programming, CTF/CTS courses) • Increased funding and resources as a result of advocacy efforts 	<p>Superintendent</p> <p>Finance Administrator</p> <p>Board of Trustees</p> <p>Principals</p>	<p>Sept 2018 – June 2019</p> <p>Ongoing</p>	<p>Time Allotment</p> <p>Travel and Expenses</p>	

<p>2.2.6 The <i>Transportation and Safety</i> of all Piikani students</p> <ul style="list-style-type: none"> • Review of policies and procedures to enhance transportation services • Lobby for funding increases with Piikani Nation Chief and Council • Collaborate with: <ol style="list-style-type: none"> 1. Alberta Forestry 2. Alberta Transportation 3. Education Service Agreement 4. Alberta Health/ Aakomkiyii Health Collaboration 5. Collaborate with Blackfoot Confederacy Transportation Coalition • Consistent student communication • Consistent availability of funding and resources <p>Research the requirements to purchase a handi-bus for special needs children.</p>	<ul style="list-style-type: none"> • Safe and successful delivery of all Piikani students from home to school. • Sustainable transportation services as required by Alberta Transportation for children with disabilities so that they have access to school programs if they have handi-bus accommodations. 	<p>Superintendent</p> <p>Transportation Coordinator</p> <p>Transportation Committee</p>	<p>Sept. 2018 – May 2019</p> <p>Ongoing</p>	<p>Time Allotment</p>	
<p>2.2.7 The <i>Operations and Maintenance</i> of PBOE schools and buildings</p>	<ul style="list-style-type: none"> • PBOE schools and buildings maintained at high quality standards 	<p>Superintendent</p> <p>Operations & Maintenance</p>	<p>Sept. 2018- June 2019 for new schools</p>	<p>Time Allotment</p> <p>Travel Expenses</p>	

<ul style="list-style-type: none"> • Ongoing consultation with community members and stakeholders regarding construction of new school • Yearly inspections of property • Inspection upgrades to buildings and machinery • Hiring and training of Piikani Nation Community Members • Update PBOE Emergency Response Plan (2009) 	<ul style="list-style-type: none"> • Properly maintained schools for student and community use • Piikani Nation members employable and progressing with training and education. • Review of facilities to ensure there is a safe and adequate learning environment. • Update Emergency Response Plan. • Collaborate with Post-Secondary to have custodians trained in building systems – Power Engineering 5th Class. 	Coordinator CET Post-Secondary Education Coordinator Principals	Ongoing for remaining action items.	ISC Funding	
2.2.8 Information Technology at PBOE: <ul style="list-style-type: none"> • Maintain technical standards for hardware and software • Professional development and training for staff • Update staff on new trends in Information Technology • Advisory committee meetings • Development of new and review of existing 	<ul style="list-style-type: none"> • To maximize quality, equity, technical support, and minimize costs. • Adherence to Provincial and National Regulations for School operations • Provide support to principals to create reports for database 	Superintendent Principals Information Technology Coordinator	Sept 2018-May 2019 Ongoing	ISC Funding (FNSSP)	

policies and procedures (ie; Evergreening)					
2.2.9 Post-Secondary Education for Piikani students is supported in their field of studies by: <ul style="list-style-type: none"> Consistent student orientation/ guidelines <ol style="list-style-type: none"> Applications Accreditation (marks and grades) Awards 	<ul style="list-style-type: none"> Increased numbers of Piikani members graduating from postsecondary institutions and trade programs. The number of applications processed for funding eligibility. Program completion rates Number of financial award recipients 	Post-Secondary Education Coordinator Principals	Sept. 2018 – June 2019 Ongoing	Time Allotment ISC Funding	

Strategy 3: Make informed decisions to determine where changes are required to consistently improve PBOE administrative structures.

Actions	Outcomes	By Whom	Timelines	Resources	Status
2.3.1. The Board of Trustees will undertake a comprehensive (students, teachers, and administrative staff) review of data collection, programs and services (in alignment with 2.1.1.) <ul style="list-style-type: none"> Gather and analyze student achievement data in an efficient and 	<ul style="list-style-type: none"> Collaboration with Superintendent, Principals, School staff, Students, and Community Members will result in: <ol style="list-style-type: none"> A safe and caring school environment Increased student learning opportunities Preparation for world of work 	Board of Trustees Superintendent Principals Student Success Coordinator	Annually	Time Allotment/ Funding Retreat Strategic Planning Committee Meetings	

<p>effective manner Examples:</p> <ol style="list-style-type: none"> 1. Student Attendance Rates 2. Student Completion Rates <ul style="list-style-type: none"> • Superintendent, Teacher(s) and Principal(s), School Staff, Evaluation Templates • PBOE Managers and Staff Performance Measures via work plans. • Student Data • PBOE Administration 	<p>4. Preparation for post-secondary education</p>				
<p>2.3.2. The Board of Trustees will undertake to review its practices, policies and procedures, and make appropriate adjustments when necessary.</p> <ul style="list-style-type: none"> • Implement a monthly review per department for all PBOE policies. 	<ul style="list-style-type: none"> • To maintain a policy based organization where Board of Trustees, Senior Managers, and all Staff and Piikani Nation community members have consistent and sustainable policies and procedures. • 	<p>Board of Trustees</p> <p>Superintendent</p> <p>Senior Managers</p>	<p>Ongoing</p> <p>Review on a monthly basis</p>	<p>Time Allotment</p> <p>Input from all staff on requirements and needs.</p>	

Strategy 4: In the building of a new school PBOE will create a learning environment conducive to high academic achievement and representative of and aligned with Piikanissini.

Actions	Outcomes	By Whom	Timelines	Resources	Status
<p>2.4.1 Community engagement sessions to gather community information and ideas:</p> <ul style="list-style-type: none"> • Elders • Children • School staff • Board staff • Parents • Community members • Persons with disabilities /diverse needs <p>Establish a new bussing design and implementation plan for bus drop off and pick up points.</p> <p>New Schools: Continuous monitoring of building activity to ensure proper actions are taking place during design and construction.</p>	<ul style="list-style-type: none"> • Participation of by Piikani Nation members in the design and construction of new schools. • Inform parents and community about how the new design will address ongoing bussing needs and issues. • Facilitate additional meetings for community input. • PBOE participation in overseeing the design and construction of new schools. 	<p>Trustees</p> <p>Superintendent</p> <p>PBOE Senior Managers</p> <p>Engineers/ Architect Firms</p> <p>School Staff</p>	<p>Sept. 2018- June 2019</p> <p>Ongoing</p>	<p>Time Allotment</p> <p>Funding for hosting engagement sessions</p> <p>Dependent on ISC funding</p>	
<p>2.4.2 School engagement sessions to gather information.</p> <ul style="list-style-type: none"> • School engagement to review pick-up and drop- 	<ul style="list-style-type: none"> • Improving or designing new educational programs and services. • School staff are aware of the safety procedures with 	<p>Trustees</p> <p>Superintendent</p> <p>Principals</p> <p>School Staff</p> <p>Teachers</p> <p>School Committee</p>	<p>Sept 2018- June 2019</p> <p>Fall/Winter 2018-19</p>	<p>Funding to host sessions</p> <p>Travel and Expenses</p> <p>Dependent on ISC funding</p>	

off procedures and traffic control.	<ul style="list-style-type: none"> in the new design of pick-up and drop-off locations. Additional meetings for staff and student input to improve and/or design new educational programs and services. 	Engineers/ Architect Firms			
2.4.3 Ongoing deliberations with key stakeholders as it pertains to feasibility of our business case with regards to new school construction.	<ul style="list-style-type: none"> New facility based on the input of stakeholders Continue planning for new schools construction including getting input from all stakeholders and review of other facilities 	Trustees Superintendent All Managers Teachers School Staff Engineers/ Architect Firms	Sept 2018- June 2019 Fall/Winter 2018-19	Dependent on ISC funding	

Goal 3: PBOE will ensure all Piikani students, Educators, Staff and Trustees will have the opportunity to learn Piikanissini through Blackfoot culture, history, language and governance structures of Piikani.

Strategy 1: Develop in all Piikani students a strong identity, sense of belonging, and knowledge instilling Piikani Pride.					
Actions	Outcomes	By Whom	Timelines	Resources	Status
3.1.1 Facilitate Blackfoot language instruction by hiring qualified (fluent & certified) Blackfoot language instructors	<ul style="list-style-type: none"> Every child as a Lifelong Learner in the PBOE system will have the opportunity to learn the Blackfoot language. 	<ul style="list-style-type: none"> BLC Coordinator Principals Superintendent 	September 2018 - June 2019 Ongoing	ISC Funding	

		<ul style="list-style-type: none"> • PSE Coordinator • HR • Finance Administrator 			
3.1.2 Development of structure and protocol of Elder/resource presentations. (i.e. usage of Piikanissini only)	<ul style="list-style-type: none"> • Every child as a Lifelong Learner in the PBOE system will have the opportunity to learn Piikanissini 	<ul style="list-style-type: none"> • BLC Coordinator 	September/October 2018	Time Allotment Funding for Elder Honorarium	
3.1.3 Grade 12 students graduate with Blackfoot 30	<ul style="list-style-type: none"> • Blackfoot 30 used to meet criteria of High School graduation 	Superintendent BLC Coordinator	Sept 2018-June 2019	Time Allotment	
3.1.4 Implementation for Piikani Language Revitalization Initiative (PLRI)	<ul style="list-style-type: none"> • Enhance and support Piikani Nation members to pursue PLRI • Working toward the 10 year plan 	Superintendent PSE Coordinator	Sept 2018-February 2019	Time Allotment	
3.1.5 Research to determine if Blackfoot 30 could replace Blackfoot 1000 at the University of Lethbridge	<ul style="list-style-type: none"> • Negotiate and collaborate with U of L the transfer / replacement of this course as Blackfoot 1000 (i.e. dual credit program) 	Superintendent PSE Coordinator PNSS Principals	Sept 2018-April 2019	Time Allotment Travel and Expenses	
3.1.6 Every Piikani student is educated in Piikanissini by: <ul style="list-style-type: none"> • Consulting with Piikani Elders. • Consulting with story tellers and historians. 	<ul style="list-style-type: none"> • Every student is a proud member of Piikani by identifying with Piikanissini. • Every Piikani student understands the history of the Piikani/Blackfoot 	Principals BLC Coordinator BLC Instructors	Ongoing	Funding for Elder Honorarium, books, travel and expenses	

<ul style="list-style-type: none"> Visiting historical sites. 	people and their traditional territory.				
3.1.7 Every Piikani student is educated in Treaty #7 as it relates to Piikanissini.	<ul style="list-style-type: none"> Every student is a proud member of the Blackfoot Confederacy and identifies with being Blackfoot. Every Piikani student understands the history of Treaty #7, and knows the spirit and intent of the treaty. 	Superintendent BLC Coordinator Principals PSE Coordinator	Ongoing	Time Allotment Funding for books Travel and Expenses	
3.1.8 Every Piikani student is educated in the Truth & Reconciliation on Indian Residential Schools.	<ul style="list-style-type: none"> Every Piikani student will explore the history of Indian Residential schools in the Piikani community. Every Piikani student will know of the inter-generational trauma experienced by survivors of Indian Residential School. 	Superintendent BLC Coordinator Principals PSE Coordinator	Ongoing	Time Allocation Funding for books and Elder honorariums Travel and Expenses	
3.1.9 Piikani traditional name giving of children.	<ul style="list-style-type: none"> Continue to seek consent and support from Piikani parents on this endeavor achieved through positive parent contact. 	BLC Coordinator Principals	May 2019 (annual)	Time Allocation Funding for Elder honorariums	
3.1.10 Research and implement a locally developed instructional program for Blackfoot language and culture.	<ul style="list-style-type: none"> Revitalization of Blackfoot language and culture through <ol style="list-style-type: none"> Documentation Teaching Literacy 	Superintendent Post-Secondary Education Coordinator	Ongoing	Time Allocation Funding for Elder honorariums Travel and Expenses	

	<ul style="list-style-type: none"> To support individuals at the community level by providing basic training in linguistics, Blackfoot language, second language teaching, and other aspects of professional enhancement such as language related research and policy making. 	PSE Committee			
3.1.11 Research and development of books: 1. Piikani: A Nation in Transition Vol. 2 2. Piikani Indian Residential School	<ul style="list-style-type: none"> Piikani Nation Children and families gain knowledge of : 1. A Creation Story 2. Piikani Traditional Territory 3. Niitaanskaatsimaattsii'op When do we get a name 4. Governance and Leadership 5. Piikani Clans 6. Time line from 1877 to present 7. Indian Residential Schools 	Superintendent Blackfoot Language and Culture Coordinator	Sept 2018-June 2019	ISC Funding Time Allocation	

Strategy 2: Develop in Educators/Teachers/Elders a strong identity, sense of belonging, and knowledge instilling Piikani Pride.

Actions	Outcomes	By Whom	Timelines	Resources	Status
3.2.1 Coordination of Blackfoot Language & Culture instruction with: <ul style="list-style-type: none"> BLC Committee (school) 	<ul style="list-style-type: none"> Enhanced BLC programs & services Alignment of BLC resources 	Superintendent Principals PSE Coordinator BLC Coordinator	Ongoing	Time Allocation Funding	

<ul style="list-style-type: none"> • BLC Curriculum review committee • School Committee • PBOE staff meeting • Elders senate • Elders Society 	<ul style="list-style-type: none"> • Responding to recommendations from stakeholder groups 				
3.2.2 Research and develop a PBOE academy recognized as a post-secondary institute focusing on Blackfoot Language and Culture	<ul style="list-style-type: none"> • Accredited Post-Secondary Institution 	PSE Coordinator Superintendent O&M Manager	Sept 2018- June 2019	Time Allocation Travel and Expenses	
3.2.3 Develop a strategy for Blackfoot Language instruction to all PBOE educators, teacher, Elders through professional development	<ul style="list-style-type: none"> • Increased Blackfoot Language fluency and usage by staff 	BLC Coordinator PSE Coordinator School Principals	Ongoing	Time Allocation Funding to host meetings	
3.2.4 Infuse and show evidence of Blackfoot Language and Culture Program Of Studies/ Piikanissini into all subjects:	<ul style="list-style-type: none"> • All classroom teachers will access BLC Program Of Studies/ Piikanissini showing competencies in long and short range planning documents (i.e. P.E. – traditional games) 	Superintendent Principals	September 30 th annually (long range plans)	Time Allocation ISC Funding	

Strategy 3: Develop in Staff a strong identity, sense of belonging, and knowledge instilling Piikani Pride.

Actions	Outcomes	By Whom	Timelines	Resources	Status
3.3.1 Develop a strategy for Blackfoot Language instruction to all PBOE staff for professional development	<ul style="list-style-type: none"> Increased Blackfoot Language fluency and usage by staff Collaborate with Elders on protocols 	BLC Coordinator PSE Coordinator School Principals	Ongoing	Time Allocation Funding	
3.3.2 Create education and awareness for staff on Traditional Piikani name giving protocols	<ul style="list-style-type: none"> Increased understanding of earning Blackfoot naming protocols Investigate name retrieval 	Superintendent Managers	Ongoing	Time Allocation	
3.3.3 Implement a new staff orientation to include: <ul style="list-style-type: none"> Piikanissini Treaty 7 TRM Indian Residential Schools 	<ul style="list-style-type: none"> Increased understanding of historical information 	Superintendent HR BLC Coordinator Principals	Ongoing	Time Allocation Funding to host activity	

Strategy 4: Develop in Trustees a strong identity, sense of belonging, and knowledge instilling Piikani Pride.

Actions	Outcomes	By Whom	Timelines	Resources	Status
3.4.1 Promote and support all actions by senior management and their staff relating to Piikanissini	<ul style="list-style-type: none"> Increased knowledge of Piikanissini so they can support management in Piikanissini initiatives 	Trustees Superintendent Managers	Ongoing (monthly committee meetings)	Time Allocation	
3.4.2 Promote and support PBOE activities aligning themselves to Piikanissini	<ul style="list-style-type: none"> Attend all Piikanissini community initiatives (i.e. school pow wow, language 	Trustees Superintendent Managers	Ongoing to be included in organizational	Time Allocation Travel and Expenses	

	symposium, immersion camps) • Reduce conflicting priorities between board and staff initiatives		calendar of events		
3.4.3 Support and actively participate through speaking Blackfoot Language at Board meetings and staff interactions	• Increased Blackfoot fluency for trustees and staff	Trustee Superintendent Managers	Ongoing (monthly board meetings)	Time Allocation	

Goal 4: The PBOE will work on a communication and marketing plan to create awareness for parents, community, and stakeholders on PBOE programs, services and successes.

Strategy 1: Develop and implement a marketing plan for PBOE.					
Actions	Outcomes	By Whom	Timelines	Resources	Status
4.1.1 Research a <i>Marketing Plan</i> including target audience, timelines, branding, implementation, resources, and funding, Human Resource requirements, and survey PBOE staff.	• Increase Nominal Roll. • Marketing of organization to Piikani Nation membership. • Promoting the PBOE Brand • Children of staff enroll as students of PBOE • Staff advocacy • Creation of a PBOE mascot	ESA Coordinator Structural Readiness Coordinator Managers Student Success Team	August – October 31, 2018	Time Allocation	

4.1.2 Realign Job descriptions for ESA and SR Coordinators assist with the creation of the marketing plan.	<ul style="list-style-type: none"> Coordinate with staff additional tasks for job description realignment 	Superintendent & HR Coordinator	August 2018	Time Allocation	
4.1.3 Development and implementation of the Marketing Plan	<ul style="list-style-type: none"> Increase Nominal Roll Marketing of organization to Piikani Nation membership. Promoting the PBOE Brand Children of staff enroll as students of PBOE Staff advocacy Creation of a PBOE mascot 	Superintendent All Managers	Jan 2019	Funding to market and advertise	

Strategy 2: Develop and implement a communications plan for PBOE.

Actions	Outcomes	By Whom	Timelines	Resources	Status
4.2.1 Research a Communications Plan including target audience, timelines, branding, implementation, resources, and funding, Human Resource requirements	<ul style="list-style-type: none"> PBOE sharing success stories Consultation with parents of children attending on and off reserve schools Improved relationship with Provincial school jurisdictions 	ESA Coordinator Structural Readiness Coordinator Managers Student Success Team	November/December 2018	Time Allocation	
4.2.2 Seek funding to hire Communications & Marketing staff.	<ul style="list-style-type: none"> Hire a communications & marketing coordinator or job realignment of current staff 	Superintendent Finance Administrator	January/February 2019	Time Allocation Travel and Expenses	
4.2.3 Generate a positive narrative through	<ul style="list-style-type: none"> Showcasing our programs and services 	Trustees Senior Managers	Once every two months	Time Allocation	

storytelling, news articles, Nation media network, social media, PBOE website	and sharing our successes. <ul style="list-style-type: none"> • School open house 	All staff Committee leads Student success Team	Communication to Piikani Nation community	Funding for printing and marketing	
4.2.4 Communication gap analysis within the PBOE organization and line of authority	<ul style="list-style-type: none"> • Communication up and down the lines of services, and within the PBOE system. • Increased understanding of the policy manual • Creation of an internal communication process 	HR Coordinators Superintendent Seniors Managers	September/October 2018	Time Allocation	

A Final Note on Goals, Strategies, Actions and Workplans

At the 2018 Retreat, the purpose was to build the PBOE 3-Year Education Plan 2018-2021. The **team**, with the support of Elders, understood collectively including PBOE Trustees and Staff that they were setting out on a three year journey of how they could achieve their vision and mission. The 'road map' analogy for goals provides a map on how you're going to get to your destination (the vision) without losing sight of where you're going. If the directions or strategies were absent from your journey, then you could become lost which is why big organizations **plan** before they start travelling on their journey.

Goals: Goals are high level statements that provide an overall context about your vision and how you want to achieve your vision and mission.

Strategies: Strategic priorities are objectives or statements about how you want to obtain the results of your goals.

- Results should be:
 - Measureable - the change you are making
 - Achievable - if they are not achievable, then figure out why (analysis)
 - Time bound - they have to be completed by a specific date
 - Sometimes requires baseline data or information
 - Resources are also required to be achievable.

Actions: are specific plans, steps, responsibilities and schedules for teams to implement plans

Workplans: Individual plans to ensure employees are contributing to goals set out by PBOE.

Outcomes: A way to communicate your achievements.

Responsibility: The entire **team**.