Mission:
Bernalillo Public Schools will inspire, educate and create opportunities for every student so they can meet their goals.

Vision:
It is the commitment of Bernalillo Public Schools to inspire, create and develop learning experiences where language, heritage and core values are supported.
Core Values:

Bernalillo Public Schools has established core values which are important elements of our belief system.

- Identity
- Honor
- Integrity
- Purpose
- Knowledge
- Accountability
- Mutual Respect
- Community
- Pride
- Character
- Caring
- Commitment
- Responsibility
- Discipline
- Perseverance
- Innovation
- Collaboration
- Creativity
Commitments:

• All Students, will meet or exceed expected annual growth each year.
• BPS will effectively communicate with all parents, students employees and community members.
• BPS will respect the cultural diversity represented within the district.
• All education and support work areas within the BPS district will follow safety standards. Safety for everyone will continue to be a priority at BPS.
• BPS will strive to implement innovative programs which are relevant to our students to include but not limited to: early childhood, career technical, internships, dual credit, and culturally responsive curriculum.
• BPS and the Board of Education will ensure high quality programs across the district in academics, arts and athletics.

Focus areas:

1. Student Learning
2. Cultural Connections/Communication
3. Innovative Leadership
4. Student/Staff Well-Being
**Message from our Superintendent of Schools**

Dear BPS Community:

I am pleased with the work outlined in this Strategic Plan. Several months of planning, discussion and collaboration with all of our communities took place to develop a comprehensive plan that speaks to the needs of our district. The purpose of this Strategic Plan is to define clearly our priorities and action steps to ensure we meet the needs of all of our students, families and staff. This plan will serve as a living document and will be evaluated by committees on a quarterly basis using data relevant to each focus area. I am committed to working collaboratively with all of our parents, educators, community members, school board and employees to bring creativity, innovation and a true sense of accomplishment that reflects high levels of effective teaching and learning in all of our schools. It is an honor and privilege to serve the BPS community. I thank you for your support, engagement and involvement in the Bernalillo Public School District.

Respectfully, Keith Cowan, Superintendent

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**The Board of Education for Bernalillo Public Schools has adopted five goals which support the focus areas outlined in the strategic plan.**

**Goal 1: Focusing on the implementation of the BPS strategic plan:** The Board will request from the Superintendent, and receive quarterly updates on the progress of the Bernalillo Public Schools Strategic Plan updating process.

**Goal 2: Continuing Board professional development:** The Board will conduct quarterly training retreats at which the Board will assess progress made on these goals and develop enhanced relationships between and among members.

**Goal 3: Reviewing and revising the BPS Board policy manual:** The Policy Review Committee will recommend to the Board appropriate changes, modifications, and or deletions of policies currently in effect on a monthly basis.

**Goal 4: Evaluating the Superintendent:** The Board will work with the Superintendent in accord with Board policy to schedule the Superintendent’s evaluation cycle and enter the key dates on the calendar.

**Goal 5: Evaluation of the BPS Board Goals:** These goals once adopted by the Board, will be reviewed at the first meeting in January and again at the first meeting in June to determine progress and continuing relevance.

This plan is a transparent framework that explains how we intend to construct a functional and effective school system that operates in a supportive environment where training, development and accountability of all staff lead to improved outcomes for students. As the Board, we are committed to providing an outstanding education for our students. We are committed that implementation of this comprehensive plan will provide guideposts and checkpoints for mutual responsibility and serve as tangible evidence of our work. We believe that the use of this Strategic Plan will close the achievement gap. It will provide the springboard to launch our students to excellence, raising the level of achievement and success for all students.

Sincerely, Olivia Calabaza BPS Board President
Focus Area One

**Student Learning.** BPS will ensure all students make the expected gains each year as measured by short cycle assessments, state testing, relevant and quality assignments, attendance rates and annual graduation rates. The action steps outlined for this focus area will be monitored quarterly by a subcommittee assigned by the Superintendent. The results will be made public and shared with the BPS community.

Why is This Important?

Student learning is important to BPS because we want our students to grow into successful members of society. BPS recognizes different learning levels, styles individual goals and aspirations.

What Does This Mean?

Student learning means our students will be successful by building solid instructional systems sensitive to distinct learning needs, interests, aspirations and cultural backgrounds; students will make positive annual or more years’ progress within an annual school year.
Action Steps:

BPS will implement Teaching, Learning, Collaboration (TLC) teams at all sites and provide professional development in this area to support the on-going work of collaboration through data analysis, planning and curriculum development.

BPS will implement the 90 Day NM DASH plans at all sites.

BPS will align the attendance policy and provide procedural directives regarding attendance across the district.

BPS will develop curriculum committees to address curriculum alignment, resources and best practices to include a K-5 reading framework.

BPS will create internship opportunities aligned with career technical courses at BHS.

BPS will implement the Illuminate Assessment platform K-12 and ensure all schools have equal access to needed technology.

BPS will implement the Next Step Plans, student mentors and partner with NMPED on the High School Redesign to increase the graduation rate each year.

BPS will recruit and retain highly qualified licensed teachers, TESOL, Bilingual and teachers representing the student demographics through various incentives.

BPS will continue the implementation of strong dual language and bilingual programs across the district to include Keres language instruction with partnerships among the Pueblos and increase of students receiving Bilingual Seals. Quarterly reports will be provided to communities regarding progress and funding.

BPS will provide additional learning opportunities such as credit recovery, early Tier II and Tier III interventions as well as early screening through the Student Assistance Team for possible services through special education. The Early Warning System (EWS) will be utilized to identify at-risk students.

BPS will continue to implement strong early childhood programs across the district with a focus on early literacy.

BPS will work towards incorporating course electives and pathways which represent student interests at the secondary level.

BPS will implement culturally relevant curriculum across the district and provide training and support to all staff regarding culture responsiveness which will include Pueblo consultation.

BPS will utilize additional funding sources such as Title I, II and III, VI,VII, as well as grants to support teaching and learning.

BPS will develop positive relationships with students to foster high levels of trust, motivation and engagement through positive communication, engagement and community/family involvement.

BPS will promote college/career opportunities for all students through career pathways, dual credit, advanced placement and industry certifications.

BPS will develop student groups to provide opportunities for active engagement in sharing concerns and ideas.
Focus Area Two

**Cultural Connections/Communication.** BPS will ensure that strong cultural connections and communications are made with all stakeholders at all levels as measured by feedback received from community meetings, student/family/school surveys, sign-in logs, agendas, courses and trainings. The action steps outlined for this focus area will be monitored quarterly by a subcommittee assigned by the Superintendent. The results will be made public and shared with the BPS community.

**Why is This Important?**

Cultural connections/communication is important to BPS because we value and embrace the strengths each community has to offer through rich cultural experiences and values.

**What Does This Mean?**

Cultural connections/communication is an integral component to the success of each student. Recognizing and respecting cultural traditions along with specific needs to ensure success is a priority with all stakeholders. BPS will engage all communities in gathering feedback, ideas and support through ongoing transparent communication.
**Action Steps:**

**BPS** will meet with communities and Pueblos on a quarterly basis to receive feedback and provide updates on the Strategic Plan and recommendations taken from the 2016 Leadership Institute Plan.

**BPS** will implement the Indian Policies and Procedures (IPP) and meet yearly to address concerns and ideas.

**BPS** will be responsive to cultural holidays as they pertain to the attendance policy.

**BPS** will seek and implement innovative programs which bring families/communities into the schools.

**BPS** will provide parent and family support through trainings, workshops and informational meetings to support their children through the education process.

**BPS** will continue to host meetings and events within the surrounding communities.

**BPS** will seek opportunities for students to showcase cultural traditions within the schools inclusive of community support for specific presentations.

**BPS** will communicate through quarterly newsletters, parent meetings, phone calls, text messaging, sky alerts, flyers, the website, school letters and social media.

**BPS** will conduct at least one climate survey yearly.

**BPS** will establish and host quarterly District Advisory Committee (DAC) meetings.

School sites will have monthly Parent Advisory Committee meetings.
Focus Area Three

**Innovative Leadership.** BPS will ensure systems are in place for empowering educators, families and students while developing leaders district wide as measured by the implementation of district programs; teachers and principals will be involved in NMPED Initiatives including participation in Teaching, Learning and Collaboration (TLC) teams, Professional Development Plans (PDP’s) and evaluations. The action steps outlined for this focus area will be monitored quarterly by a subcommittee assigned by the Superintendent. The results will be made public and shared with the BPS community.

Why is This Important?

Innovative Leadership is important because we live in a rapidly changing world, facing many new challenges, which demand creative solutions and quality problem solving.

What Does This Mean?

Innovative Leadership promotes forward thinking without compromising past successes. It creates opportunities to meet challenges with positive and creative solutions. Innovative Leadership fosters an environment in which goals are created with a purpose, a focus and ideas that create motivation to see the goals become reality.
Action Steps:

**BPS** will promote Teachers Pursuing Excellence, a NMPED initiative.

**BPS** will promote Principals Pursuing Excellence, a NMPED initiative.

**BPS** will promote Teacher Mentor/Leader programs across the district.

**BPS** will provide opportunities for career advancement.

**BPS** will create programs for student leadership.

**BPS** will embrace the Teaching, Learning and Collaboration (TLC) meeting model to evaluate data, plan and support students.

**BPS** will provide trainings and workshops for students, and families to further develop leadership opportunities.

**BPS** will provide ongoing professional development to develop leadership skills for everyone.

**BPS** will have site leadership teams at all schools.

**BPS** will promote educational leadership opportunities beyond the classroom.

**BPS** will partner with businesses, and communities to develop leadership opportunities.

**BPS** will host monthly principal meetings with a component focused on current leadership research.
Focus Area Four

**Student/Staff Well Being.** BPS will ensure that all staff and students are safe through implementation of social and emotional supports, safe facilities and policy and procedures as measured by surveys, student referrals, feedback, site visits and priorities set forth in the Five Year Master Facility Plan. The action steps outlined for this focus area will be monitored quarterly by a subcommittee assigned by the Superintendent. The results will be made public and shared with the BPS community.

**Why is This Important?**

Ensuring our schools are safe promotes optimal emotional, physical, intellectual and social support for staff and students to be successful.

**What Does This Mean?**

Our goal is for our students and staff to be educated, well rounded, healthy and productive citizens and community workers. We value the whole child and believe educational environments should foster balance and respect.
Action Steps:

**BPS** will implement an aggressive safety plan for all school sites to include, a Crisis Prevention and Intervention team (CPI).

**BPS** will create welcoming school environments through the development of positive relationships, school-wide systems and effective communication.

**BPS** will conduct weekly/monthly drills as outlined in policy to include, fire, evacuation, lock down, immediate threats, and shelter in place.

**BPS** will provide training to all staff, students and community on responding to threats in the schools.

**BPS** will assess schools on a quarterly basis for threat prevention and explore opportunities for effective communication of school threats and debriefing activities.

**BPS** will engage school counselors and social workers in monthly meetings to address social and emotional needs for all staff and students.

**BPS** will continue to partner with local agencies and Pueblos through Memorandums of Understanding (MOU’s).

**BPS** will initiate programs such as restorative justice, alternative learning modules, advisory courses and bully prevention, etc.

**BPS** will conduct quarterly trainings on topics such as social media and bullying, etc.

**BPS** will incorporate core values into curriculum and school culture.

**BPS** will provide opportunities by trained professionals for staff and students to promote mental, emotional and physical health which will lead to resiliency and positive growth.