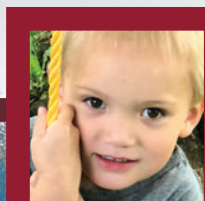




# *Ahtkwas̓áhsne Mohawk* Board of Education

## Strategic Plan 2019-2024



*Language  
& Culture*

*Student  
Success*

*Relationship  
Building*

*Organizational  
Excellence*



## *Message from the Director of Education*

### **She:kon**

We are pleased to launch the **2019-2024 Ahkwesāhsne School Board Strategic Plan**. This plan is a culmination of effort by many from our community including the Board of Trustees, parents/guardians, teachers, support staff, office staff, and the entire AMBE Leadership Team. The *Let's Talk Together* sessions and survey, held in the spring of 2019, provided us with important feedback which allowed us to clarify and complete the plan – thank you all for your commitment to our students' education!

### **Our Priorities: Steering to Success**

As you will see in the following pages, we have identified four key strategic directions. We refer to these priorities as *paddles*. Paddles are part of a larger metaphor for our Board through the image of a canoe. Surrounded by our waterways and our history, it seemed only appropriate to integrate the canoe into our plan. Our vision is clear:

le thi ha hon:nien – We make the road for them

This road may be gravel, pavement or a waterway—we know that to prepare our Akwesasne Mohawk students for a successful 21<sup>st</sup> century world, that the road we help make through their education journey must be diverse and that their individual journeys be unique. We also know that the road will look back towards their roots and Mohawk heritage and ahead to their future education and careers. We look forward to updating you on our strategic journey in the upcoming years.



## AMBE Strategic Visioning Poster



This is the focus that emerged during our initial development process in June 2018. This represents our community, our current state, and vision where we are heading through the metaphor of the canoe and paddles.



# Message from the Board of Trustees

## Waikwanonhwera:tons/Greetings!

The AMBE Board of Trustees is proud to approve the development of a Strategic Vision for our students. Our planning process was funded through *Indigenous Services Canada*, through the Structural Readiness initiative and guided by an AMBE Structural Readiness Steering Committee. The committee established, in year 1 of their work, the need for a comprehensive Strategic Plan. At the end of that year the AMBE Board of Trustees passed a resolution for the Director of Education to begin the strategic planning process. One year later, here we are, after much discussion at various levels, with a strong, collaborative and clear vision for our school board. Our community visits and your feedback on the survey were much appreciated and allowed us to revise the plan—thank you to all!

Skén:nen

The Board of Trustees  
2018-2019



AMBE Board  
of Trustees  
passes resolution 1  
to begin  
Strategic Planning  
Process  
in June 2018.





# Board of Trustees



## From left to right:

**Rosemary Square**  
District of Kawehno:ke, Chairperson

**Sheila Adams**  
District of Tsi Snaihne, Vice-Chairperson

**Kathleen Papineau**  
District of Kawehno:ke

**Theresa Thompson**  
District of Tsi Snaihne

**Cecelia King**  
District of Kana:takon

**Shealene Gibson**  
District of Kana:takon

**Donna Lahache**  
Director of Education

## Education Portfolio Chiefs:

**Julie Phillips-Jacobs**, Chief  
**Carolyn Francis**, Chief

Proud of Our  
Schools and Centers



All our schools provide a quality education through shared responsibility in a safe and supportive environment for all students to meet the challenges of a global society. Our responsibility is to help each student develop an enthusiasm for learning, a respect for self and others, and the skills to become creative independent thinkers and problem solvers.

Our schools strive to create learning communities rooted in Hotinoshon:ni values, traditions and culture, which are integrated into the design and delivery of program curriculum and student supports.

While our staff members are dedicated to student academic excellence, they also realize the importance of building a positive school community; staff volunteer to run a variety of recess activities, sports teams, and After School Clubs. School Spirit days throughout the school year have been a fun way to celebrate our positive school community and appreciate the creativity of our students and staff.

AMS

KANA:TAKON  
Iohahi:io

TSI SNAIHNE



**AMS**

grades HS-8  
308 students | 33 teachers/EA's



**KANA:TAKON**

grades HS-6  
Skahwatsi:ra, Grade 5/6 Transition Class  
144 students | 19 teachers/EA's



**IOHAHI:IO**

AKWESASNE EDUCATION & TRAINING INSTITUTE

**lohahi:io**

60-120 students  
20 teachers/EA's



**TSI SNAIHNE**

grades HS-7  
185 students | 22 teachers/EA's





The Ahkwešāhsne Mohawk School (AMS) provides teaching and instructional services for students in **Early Years** (Head Start, K4, K5), **Primary Programming** (Grades 1 - 5), and **Middle School** (Grade 7 - 8). At AMS, we focus on the holistic approach of meeting the needs of the whole child. We hold high expectations for each child and each of our dedicated staff members are here to support and nurture the students.

At AMS, we are committed to implementing the whole school *Success For All* (SFA) programming which delivers data-driven, short-term and long-term program planning for students to improve their oral, reading, and language development competencies. Our structure and process ensures that all students receive daily scheduled blocks of time dedicated to the SFA program.

On a monthly basis, students at AMS are honored for their attendance and character development through an awards ceremony. Students with exceptional attendance and those who best embody the chosen characteristic of the month receive recognition - friends and family are encouraged to attend to honor the students.







Kana:takon School is home to the Skahwatsi:ra Language Program. An immersion approach to learning the Kanien'keha Language where most courses are offered in Kanien'keha. Students from Head Start to grade 4 are provided language rich programming that focuses on Literacy, Science, Math and Social Studies/Culture. We offer a transition program for students in grades five and six, that develops and strengthens their English language skills.

The staff at Kana:takon School work with students to instill pride in their language and culture. They plan ceremonies, socials, and other events that welcome the students' families into the schools to help build our school community.

Moving forward, our focus is on developing curriculum and creating community partnerships to strengthen our program and language. We will continue to build on assessment strategies for our teachers and students to use, and we will continue to grow our school programming through integration of technology to ensure student engagement and success.







Our community school is located in the beautiful district of Tsi Snaihne. The school population averages 185 students from Head Start to Grade 7. One of our many strengths is our staff members who get to know all of the students in our small and caring school community.

We are proud to be part of helping our students develop a positive self-identify by providing daily instruction in Kanien'keha, promoting and organizing socials, community meals, the Tom Longboat Run, and other activities and events that celebrate the traditions and culture of Akwesasne throughout the school year.

School initiatives have helped our students achieve at or above provincial standards in Reading and Writing. 87% of students were reading at or above grade level at the end of the 4<sup>th</sup> quarter in 2018. Math initiatives will continue this year to focus on a new Mathematics program, Instructional Coaching and our partnership with the Aboriginal Access to Engineering (AAE) program from Queen's University is part of the initiative. Our staff members are dedicated to ensuring that our students will have the opportunity to learn skills needed to enter Science, Technology, Engineering and Mathematics (STEM) field careers in the future.







Iohahi:io, meaning the good road, is an Educational and Training Institute and a member of the Indigenous Institutes Consortium of Ontario. Continued learning as a mature student is a stepping-stone for all to attain personal, educational and professional goals and aspirations. Akwesasne is one of only eight First Nation communities across Ontario with its own higher education facility to serve its people. Iohahi:io partners with post-secondary educational institutes to offer certificate, diploma and degree programs and training opportunities that strengthen our people and our community.

Iohahi:io is known for its emphasis on student success and providing supports, which are based on developing respectful and caring relationships with each student, and are focused on helping students to identify and overcome their barriers to success.



The 2019-2024 AMBE Strategic Plan provided a voice for community to share in the strategic planning process in person and online. 105 people submitted surveys and 24 participated in face-to-face sessions in our three regions. Some of the results are depicted here.

*Learning Kanien'keha*  
Language Priority

It is important that my child learns to speak the Kanien'keha language.



*Student Centered*  
Approach

Teachers take account of my child's needs, abilities, and interests.



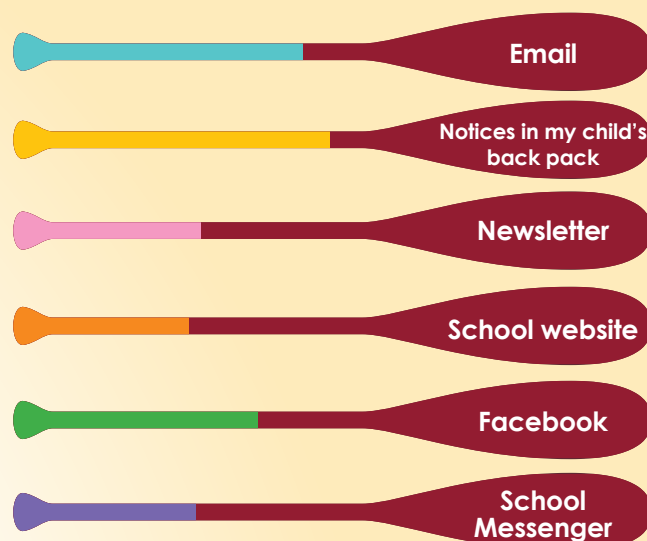
*Attitude*  
Toward School

Teachers provide opportunities for children who are learning at a difference pace.





## Communication Preferences

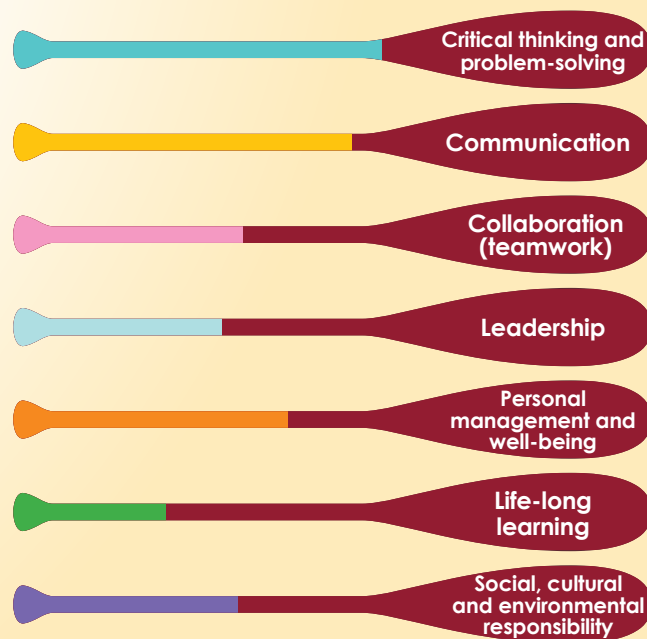


## Schools are Welcoming

I feel welcome when I visit the school.



## 21<sup>st</sup> Century Competency Priorities



# An Ambitious 5-Year Plan for AMBE

**AMBE has grown to be an outstanding educational service provider. To continue along this path towards success and growth, AMBE has a clear vision and plan to make this a reality. The goal is to move forward with a clear and unified strategic plan for all of AMBE. The strategic plan will ensure that:**

- Governance practices and policies enhance our accountability, autonomy, transparency, and ability to serve our students;
- Students are surrounded by our cultural values and Mohawk approach to learning;
- Services are available equitably across schools and centers;
- Students receive a quality education and support they require;
- Staff are supported in their work to offer the highest quality of education towards student success;
- Services supporting schools and centers are timely and well managed;
- Communications are refined to keep everyone informed;
- Our partnerships complete our vision;
- We continue to innovate and offer the best quality education and services.

All this is with the end goal in mind, that parents, students and staff can confidently make AMBE their school board of choice.







## Mission

To ensure our Kanien'keha birthright is transmitted through our educational system, and consistent with our teachings, leading to a revitalized language, quality education and a future filled with opportunities for all.



## Vision

Ie thi ha hon:nien – We make the road for them  
We want AMBE to be your school of choice for a quality Mohawk education.

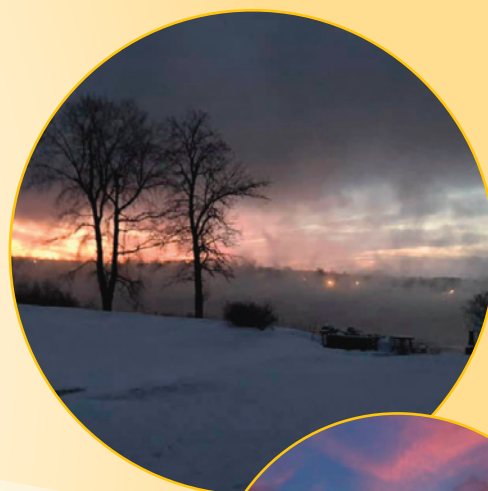


## Values

We expect all our staff, student and stakeholder interactions to be guided by a compass of:

**Respect, Integrity, Equality, Empowerment and Inclusion.**

AMBE also embraces the values established by the Akwesasne Mohawk Council: Family and work is about relationships. Success in life is tied to the quality of our relationships and how much spirit we put into them. The Principles of *Sken:nien* (Peace), *Kanikonriio* (Good Mind), and *Kasestensera* (Strength) guide us.



## Kanien'keha Language & Culture

We will be speakers again! The Ahkwesāhsne Mohawk Board of Education is dedicated to the revitalization of our Kanien'keha Language. We have a vision that all students have an opportunity to learn and communicate in Kanien'keha, and that they can do so in an innovative and engaging manner and in a context that embraces our Hotinoshon:ni values, traditions and culture. We are committed to ensuring access to quality Kanienkeha Language resources through custom curriculum development at all grade levels and training for our teachers.

We are excited to be developing a new digital online resource to bring together our historical language in an innovative modern way. Supporting our students from pre-k to continuing education in recapturing our language. This is a resource that will continue to be developed for K-8 learners over the next 5 years. It is also useful to beginner adult speakers or those wishing to share their ancestral language with their children and grandchildren.



## Relationship Building

Promoting a positive organizational culture for all stakeholders is essential in this plan. We know that change requires buy-in and sustained effort by everyone to make our vision a reality. We are dedicated to improving communications so that everyone feels well informed and listened to, as well.

We also know that our strategic plan is ambitious and we will need partners to help us reach our goals. These partnerships will complete service offerings for our students, provide new opportunities and external funding and support as we require it.





## Student Success

At the heart of our work are our students, from 3 year olds to adults, they are the priority. Integrating Mohawk culture into our day-to-day practices, beyond celebrations, is a key focus for our student success vision. Making our schools unique and a cultural haven where students can identify with their Ancestral roots, while they learn and in the way that they are taught and learn, we believe will continue to propel them and prepare them for all future challenges.

Thanks to a focused effort in the last years, our success rates have increased in our school board, particularly in literacy where our results are competitive with outside local Ontario school districts. Math success is a key focus for our strategic plan to ensure our students are well educated in this content area. Overall bringing a student centred approach, through research based best practices and innovations integrating more technology and hands on learning will be a part of our goals.



## Organizational Excellence

Advancing the AMBE's governance and leadership capacity will build our capacity to be a recognized and respected Autonomous First Nation school board.

We will develop clear governance practices that align with our Mohawk values, allowing us to sustain a governance model that steers the organization through policy.

AMBE schools, departments and services will continuously improve their practices to ensure all stakeholders' needs are met in a timely and efficient manner. To do so, clear administrative frameworks to implementing policy will be developed. In working together, this paddle helps build our structural capacity, strengthening us and protecting against upheaval that can be caused by external change factors.



## Goals and Outcomes

### Language & Culture

#### 1.1 Clarify the unique Ahkwesāhsró:non approach to education

- 1.1.1 Ahkwesāhsró:non culture guides educational service delivery
- 1.1.2 Students services are holistic and reflect Ahkwesāhsró:non culture

#### 1.2 Continue to develop Kanien'keha language

- 1.2.1 Students understand and communicate in Kanien'keha
- 1.2.2 Kanien'keha language curriculum and resources are available at all grade levels
- 1.2.3 Kanien'keha language and resources are digitized
- 1.2.4 Kanien'keha science curriculum and resources are available at all grade levels
- 1.2.5 Kanien'keha social studies curriculum and resources are available at all grade levels
- 1.2.6 AMBE staff have opportunities to develop their Kanien'keha language
- 1.2.7 Kanien'keha speakers support language development

#### 1.3 Promote Ahkwesāhsró:non customs

- 1.3.1 Hotinoshon: ni traditions are integrated in AMBE practices
- 1.3.2 Traditional Ahkwesāhsró:non cultural curriculum is developed
- 1.3.3 Students identify role models from the Akwesasne Mohawk community

#### 1.4 Develop understanding of the Native experience

- 1.4.1 AMBE students are proud of their Akwesasne Mohawk history
- 1.4.2 AMBE students learn about various native experiences

### Relationship Building

#### 3.1 Promote a positive organizational culture

- 3.1.1 Demonstrate value for respect
- 3.1.2 Leadership promotes trust

#### 3.2 Become effective communicators

- 3.2.1 Consistently communicate with all stakeholders
- 3.2.2 Continue to improve access to information

#### 3.3 Establish key partnerships

- 3.3.1 Partnerships enhance our strategic vision
- 3.3.2 Partnerships complete educational and operational services

le thi ha

We make the



# Student Success

## 2.1 Define education success for Mohawk students of Akwasasne

2.1.1 Academic success has many profiles in the Akwasasne Mohawk community

## 2.2 Innovate our practices

2.2.1 Students are digital citizens

2.2.2 Program offerings are expanded to meet stakeholder needs

2.2.3 AMBE has a long term IT plan

2.2.4 AMBE has a Pedagogical IT Plan

2.2.5 Employees employ IT best practices

## 2.3 Support inclusive services

2.3.1 Inclusive support services are provided

2.3.2 AMBE has the internal capacity to support students with special needs

## 2.4 Commit to employee professionalism

2.4.1 Employees are engaged in ongoing professional development

## 2.5 Challenge our students to excel

2.5.1 AMBE has board wide assessments

2.5.2 Assessment is used to further student learning

2.5.3 School teams employ high leverage teaching practices

2.5.4 Students are literate

2.5.5 Students are scientifically literate

2.5.6 Students are mathematically literate

2.5.7 Schools and centers are student focused

2.5.8 Students have smooth transitions at key points in their education

2.5.9 Students are self-regulated

# Organizational Excellence

## 4.1. Advance governance and leadership capacity

4.1.1 The Board of Trustees oversees AMBE

4.1.2 The Board of Trustees governs through policy

## 4.2 Create a continuous improvement work culture

4.2.1 Support is provided to staff as they develop their schools, programs and services

4.2.2 Core operational services provide staff with the support they require to be successful

4.2.3 Risk mitigation ensures sound financial operations

4.2.4 Transportation services are safe and efficient

4.2.5 Human resources services are streamlined

4.2.6 Adult learners have many opportunities to expand their knowledge

hon:nien

road for them



a2z  
strategic consulting  
helping you connect ALL the dots