

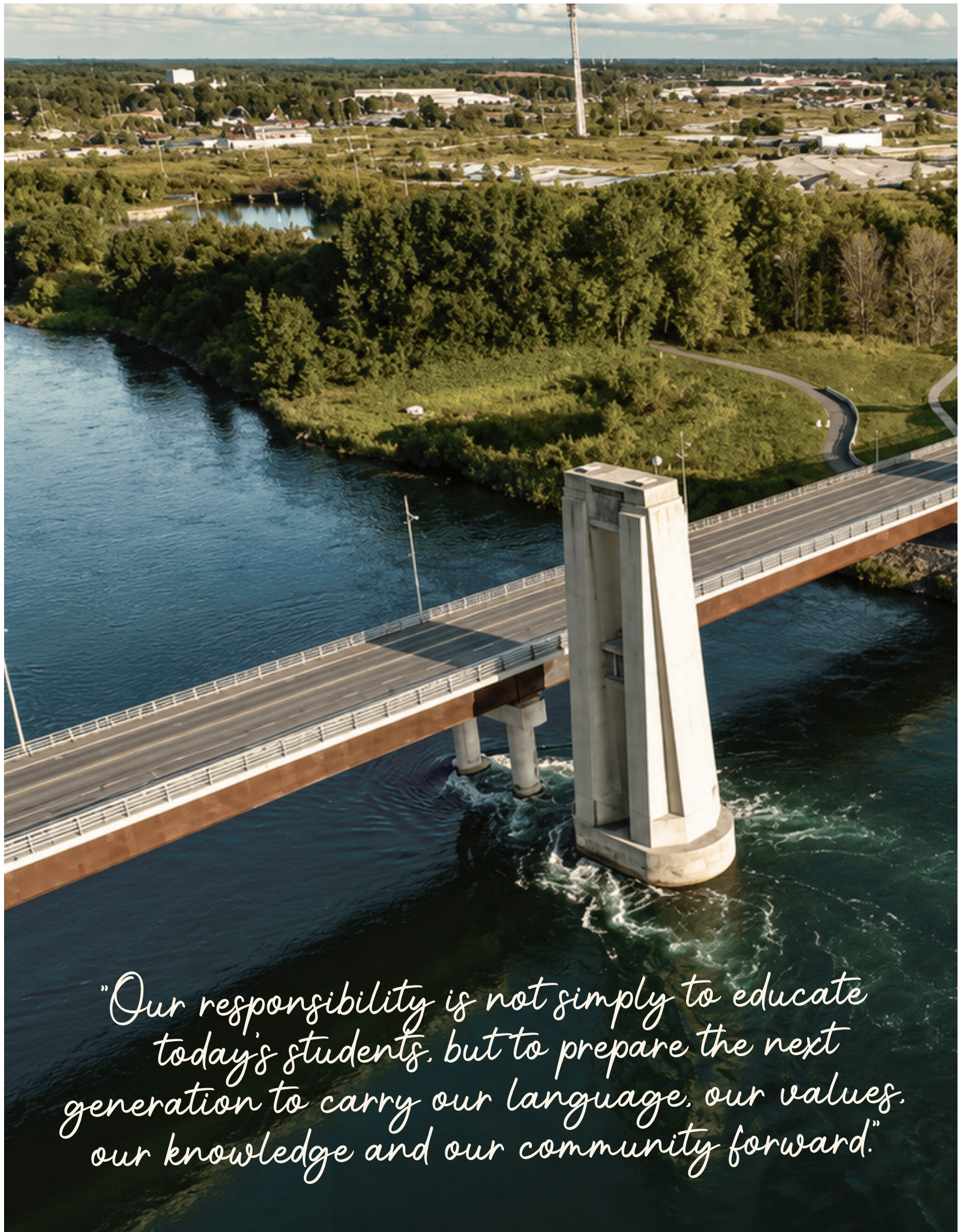


AMBE

AHKWESAHSNE MOHAWK
BOARD OF EDUCATION

STRATEGIC PLAN

— 2026 – 2031 —



"Our responsibility is not simply to educate today's students, but to prepare the next generation to carry our language, our values, our knowledge and our community forward."



AMBE

AHKWESAHSNE MOHAWK
BOARD OF EDUCATION

Welcome

**to the Ahkwesahsne Mohawk Board of
Education's 2026–2031 Strategic Plan**

This plan reflects our shared commitment to strengthening student success, honouring our language and culture, supporting our staff, and building an education system that prepares every learner for the future. Together, we will continue to create meaningful opportunities for our students, families, staff, and community as we move forward with purpose and pride.

ACKNOWLEDGEMENTS

Niá:wen, Thank you to all those who continue to contribute to the AMBE vision.

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This Strategic Plan reflects the voices, experiences, and direction of the AMBE community. It is intended to guide the work of the organization and its partners in supporting individuals, families, and the broader community.

In collaboration with:

a2z strategic consulting, inc.

www.a2zsc.com

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*"This plan belongs
to all of us."*

Every voice has helped strengthen our direction and ensure that this plan reflects the aspirations of Akwesasne.



AMBE

AHKWESAHSNE MOHAWK
BOARD OF EDUCATION

A message from the **DIRECTOR OF EDUCATION**

Skennen'kó:wa,

Education has always been about preparing our children and community for tomorrow while honouring the teachings that have carried us here today. Over the past several years, education has changed in ways few of us could have imagined. We have experienced the lasting impacts of the pandemic, rapid advances in technology, renewed commitments to language revitalization, and an expanding understanding of what it means to support the whole learner.

Our **2026–2031 Strategic Plan** reflects these realities while remaining firmly rooted in who we are as Kanien'kehá:ka. It is a roadmap that strengthens our commitment to language and culture, raises expectations for learner success, deepens relationships with families and community, and builds the strong systems needed to support exceptional education.

This plan belongs to all of us. It has been shaped through conversations with our Board of Trustees, staff, learners, parents, Elders, community members, and partners. Every voice has helped strengthen our direction and ensure that this plan reflects the aspirations of Akwesasne.

As we move forward together, our focus remains clear: to provide every learner—from our youngest children to our adult learners—with opportunities to discover their strengths, embrace their identity, and pursue a future filled with possibility.

Nia:wen to everyone who contributed to this journey. Together, we will continue building an education system that honours our past while preparing our learners to lead the future.



Meet your **BOARD OF TRUSTEES**



KATHLEEN PAPINEAU

Chair of the Board



KENNETH CHAUSSI

Co-Chair of the Board



CECILIA KING

Board Member



DARLENE ADAMS

Board Member



ELIZABETH SAWATIS

Board Member



MARY TERRANCE

Board Member



DONNA LAHACHE

Director of Education

*Working together for our
learners, community and future.*



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AHKWESAHSNE MOHAWK
BOARD OF EDUCATION

A message from the **BOARD OF TRUSTEES**

On behalf of the Ahkwesahsne Mohawk Board of Education, we are pleased to present our **2026–2031 Strategic Plan**.

As Trustees, we have the privilege and responsibility of providing governance and long-term direction for education in our community. Our role is to ensure that every decision reflects the values, aspirations, and future we envision for our learners and families.

This Strategic Plan represents more than just a document; it is a shared commitment to our community, Akwesasne. It reflects months of listening, learning, questioning, and collaborating with our staff, students, families, and community members. Your voices have shaped this vision and will continue to guide its implementation.

The next five years present exciting opportunities. We will strengthen Kanien'kéha language and culture, improve learner achievement, foster stronger relationships, and continue modernizing our organization so it can effectively serve generations to come.

We know meaningful change happens through partnership. As Trustees, we remain committed to transparent governance, responsible stewardship, and continuous engagement with our community. Together, we will ensure that every learner has access to high-quality educational opportunities rooted in our identity, our culture, and our shared future.

Nia:wen for placing your trust in us as we continue this important journey together.





AMBE

AHKWESAHSNE MOHAWK
BOARD OF EDUCATION

WHO WE ARE

The Ahkwesasne Mohawk Board of Education (AMBE) is dedicated to providing exceptional, culturally grounded education that supports lifelong learning for all in Akwesasne. Serving learners from Early Years through elementary education and into adulthood at Iohahi:io Akwesasne Education and Training Institute, AMBE is committed to helping every learner develop the knowledge, skills, confidence, and cultural identity needed to succeed in school, in life, and within the community.

Our schools and centers are places where academic excellence and Kanien'kehá:ka identity go hand in hand. We believe education extends beyond the classroom by nurturing the intellectual, emotional, physical, social, and spiritual well-being of every learner. Through strong partnerships with families, Elders, community members, and organizations, we create learning environments where language, culture, and community remain at the heart of everything we do.

Guided by an elected Board of Trustees and supported by dedicated educators and staff, AMBE continues to build an education system that honours our traditions while embracing innovation. Together, we are preparing confident, capable, and culturally grounded learners who will lead and strengthen Akwesasne for generations to come.



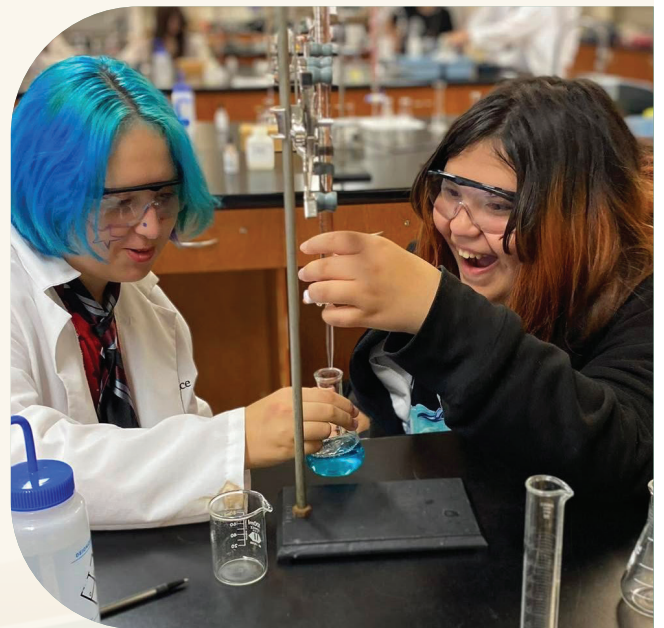
Ahkwesahsne Mohawk School (AMS)

Ahkwesahsne Mohawk School is a welcoming learning community where students are encouraged to achieve academic success while strengthening their Kanien'kehá:ka identity. Through engaging classroom experiences, cultural teachings, athletics, leadership opportunities, and strong relationships with families, students develop the knowledge, skills, and confidence to succeed both in school and in life. Every learner is supported to discover their strengths, embrace new challenges, and contribute positively to their community. Guided by dedicated educators and staff, AMS provides a safe, inclusive, and caring environment where students are inspired to become lifelong learners and future leaders.



Kana:takon School (KS)

Kana:takon School (KS) provides a caring and engaging environment where every learner is encouraged to grow academically, socially, emotionally, and culturally. At the heart of our school is a vibrant Kanien'kéha language immersion program, which pairs naturally with land-based experiences, athletics, the arts, and opportunities that foster leadership. Strong partnerships with families and community enrich each child's educational journey while helping students develop deep pride in who they are as Kanien'kehá:ka. Kana:takon School is committed to nurturing fluent, confident learners who are prepared to meet the opportunities and challenges of an ever-changing world.



WHO WE ARE

continued



Tsi Snaihne School (TSS)

Tsi Snaihne School is dedicated to providing meaningful learning experiences that inspire curiosity, resilience, and a love of learning. Students are encouraged to think critically, solve problems creatively, and build strong relationships while deepening their understanding of Kanien'kehá:ka language, culture, and community. Through high-quality instruction, inclusive supports, and engaging extracurricular opportunities, every learner is empowered to reach their full potential. Together with families and community partners, Tsi Snaihne School is preparing learners to succeed academically while remaining grounded in their identity and traditions.



Early Years Programs

AMBE's Early Years Programs provide young children with a strong foundation for lifelong learning through nurturing, play-based experiences rooted in language, culture, and community. Caring educators create welcoming environments where children develop confidence, curiosity, independence, and positive relationships while exploring the world around them. Families are valued as children's first teachers and active partners in learning. By fostering early literacy, communication, social development, and Kanien'kehá:ka identity, our Early Years programs help every child begin their educational journey with a strong sense of belonging and readiness for school.



Iohahi:io Akwesasne Education and Training Institute

Iohahi:io Akwesasne Education and Training Institute provides lifelong learning opportunities that empower individuals to achieve their educational, career, and personal goals. Whether learners are completing secondary education, pursuing post-secondary pathways, upgrading skills, learning Kanien'kehá:ka, or preparing for employment, Iohahi:io offers flexible programs that respond to the evolving needs of the community. Through partnerships, innovative programming, and personalized supports, learners are encouraged to build confidence, strengthen their knowledge, and create new opportunities for themselves and their families. Learning at Iohahi:io is about opening doors, building futures, and supporting success at every stage of life.



Beyond the CLASSROOM

**Supporting learners, families, and the community
at every stage of the educational journey.**

Education at AMBE extends far beyond the walls of our classrooms. Through specialized programs, cultural experiences, student supports, and lifelong learning opportunities, we provide services that strengthen learners, families, and the entire Akwesasne community. Together, these initiatives enrich the educational experience while helping learners develop the knowledge, confidence, skills, and cultural identity they need to succeed.

Mohawk Language & Culture

Language and culture are woven throughout the AMBE learning experience. A dedicated team supports language revitalization through classroom programming, curriculum development, seasonal ceremonies, digital resources, educator supports, and community learning opportunities. Students experience authentic Kanien'kehá:ka teachings that strengthen identity, belonging, and pride.

Early Years & Child Care

Our Early Years programs provide nurturing, play-based environments where children build confidence, curiosity, and school readiness while developing early language, social, and cultural foundations. Families are valued partners throughout each child's first educational experiences.

Iohahi:io Akwesasne Education & Training Institute

Lifelong learning continues through Iohahi:io, offering adult education, academic upgrading, high school completion, employment training, certifications, language learning, and post-secondary pathways that help learners achieve their personal and career goals.

Student Support Services

Every learner deserves the opportunity to succeed. AMBE's Student Support Services provides a continuum of specialized supports that help learners overcome barriers and thrive academically, socially, emotionally, and culturally. Working alongside families, educators, and community partners, our multidisciplinary team develops individualized supports that respond to each learner's unique strengths and needs. Through early intervention, collaborative planning, and inclusive practices, we create learning environments where every learner feels supported, valued, and empowered to reach their full potential. Services include:

- Individualized Education Plans (IEPs)
- speech and language supports
- occupational therapy
- psycho-educational assessments
- counselling
- behavioural supports
- classroom accommodations
- Student Integration Aides

Summer Language & Culture Programs

Seasonal camps immerse children in Kanien'kehá:ka language, traditional teachings, land-based learning, games, storytelling, arts, and cultural experiences that strengthen language use beyond the regular school year.

Cultural Celebrations & Community Events

Throughout the year, learners participate in meaningful cultural events including the Strawberry Ceremony, Midwinter activities, Orange Shirt Day, Indigenous Languages Day, and the annual Cultural Celebration, where students proudly share songs, dances, language, and performances with families and the community.

School-Based Parent Committees

Families play an important role in shaping school life at AMBE. School-Based Parent Committees provide opportunities for parents and caregivers to work alongside school staff to support student success, strengthen school communities, organize activities, and provide valuable input into school initiatives. These committees foster collaboration, shared responsibility, and meaningful partnerships that enrich the educational experience for all learners.





Reading Our Plan **FROM VISION TO ACTION**

Together, the three related parts of our Strategic Plan — **Priorities, Goals, and Outcomes** — provide a clear roadmap for the next five years.

Following the approval of this Strategic Plan, AMBE will develop a Strategic Action Plan. This operational plan will identify the specific initiatives, responsibilities, timelines, and performance measures that will bring our high-level priorities to life.

01

PRIORITY

A broad area of focus that reflects what AMBE is committed to strengthening over the life of this Strategic Plan. Priorities represent the major themes that guide our work.

THINK OF IT AS
**Where we
are going.**

02

GOAL

A high-level statement that describes what we want to accomplish within each priority. Goals are long-term, aspirational, and provide direction for every school, centre, department, and employee.

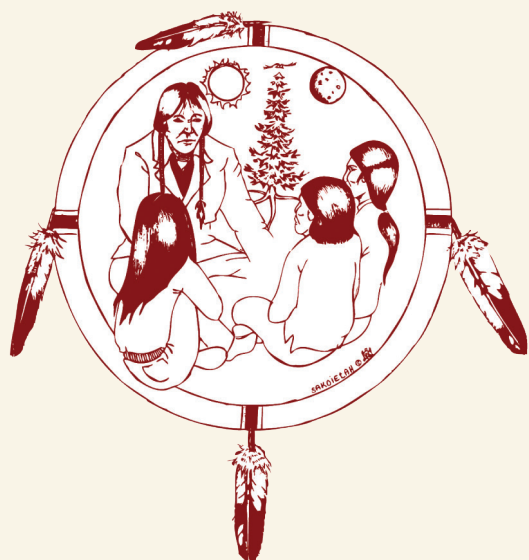
THINK OF IT AS
**What we
want to
achieve.**

03

OUTCOME

A description of the measurable results we expect to see when a goal is achieved. Outcomes help us evaluate progress and ensure our efforts make a meaningful difference.

THINK OF IT AS
**How we will
know we
are making
progress.**



The VISION

le thi ha hon:nien, at AMBE we make the road for every learner to walk with confidence, deeply rooted in their inherent identity and fully equipped to shape their own future.



The MISSION

Our mission is to make the road for our learners by weaving Kanien'kéha language and culture into high academic standards. We provide a safe, supportive, and trusting path where every learner is nurtured, discovers their potential, and honors their roots.



Our VALUES

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



Respect



Integrity



Equality



Empowerment



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.

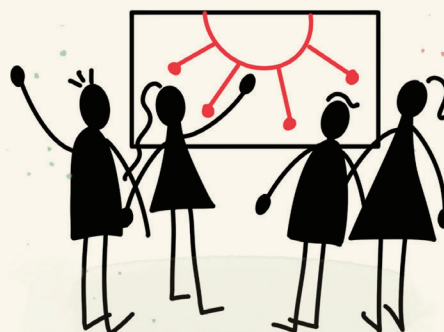
The Principles of **Sken:nen** (Peace), **Kanikonriio** (Good Mind), and **Kasestensera** (Strength) guide us.

VISUAL STRATEGIC JOURNEY

AHKWESAHSNE MOHAWK BOARD OF EDUCATION



— setting —
GOALS



COMMUNITY

on
PRIOR



STAFF VOICES
listening · learning · leading

LEARNER
SUCCESS

OPERATIONAL
EXCELLENCE

TRANSPARENT GOVERNANCE



LAND-BASED
LEARNING





STRATEGIC PLAN VISION

2026-2031



Our

STRATEGIC PRIORITIES



LANGUAGE & CULTURE

*Honour the past.
Revitalize the future.*

At AMBE, Kanien'kéha language and culture are more than curriculum—they are the heart of our identity. We are deepening our commitment to revitalization through immersive programming and a curriculum infused with our cultural way of life. By investing in the mentorship of new speakers and training fluent educators, we ensure our language thrives for future generations. We will use both traditional wisdom and innovative tools to ensure every learner experiences their language daily, empowering them to lead with confidence, grounded in their identity and ready for any path they choose.



LEARNER SUCCESS

*Every learner. Every path.
Every possibility.*

Success at AMBE means celebrating academic achievement and a true sense of belonging. We embrace the whole learner—supporting their emotional, social, spiritual, cultural, and academic growth. From child care to post-secondary, we are raising literacy and numeracy standards through inclusive practices and compassionate, data-informed support. Our goal is to nurture resilient, curious individuals who are proud of their identity and prepared to thrive as the next generation of Akwesasne leaders.

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



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BOARD OF EDUCATION



RELATIONSHIP BUILDING

*Education is stronger
together.*

Success in Akwesasne is built on a foundation of strong, intentional relationships. We are committed to deepening the bonds between our centres, schools, and the community through a culture of trust and shared leadership, ensuring our centres and schools remain rooted in Akwesasne's values. To expand horizons for our students, we will actively cultivate strategic partnerships with external organizations, industries, and agencies that bring new resources, career paths, and hands-on experiences to our learners. By prioritizing active listening and collaboration, we ensure that every voice helps fuel our vision. We are building an educational home where mentorship thrives and every connection creates a new path for our learners.



OPERATIONAL EXCELLENCE

*Systems that serve.
people who lead.*

Operational excellence ensures exceptional support and timely communication for our learners and community. We are modernizing our internal systems—specifically IT, Finance, and Human Resources—to be more responsive, transparent, and proactive. By formalizing governance through the Akwesasne Education Agreement and investing in leadership development, we are creating a foundation of excellence. We don't just build systems; we build structures that reflect the high standards our families expect.

Our

GOALS & OUTCOMES



LANGUAGE & CULTURE

1.1 Continue the revitalization of the Kanien'kéha language by establishing immersive, intergenerational, and culture programming.

1.1.1 Families are actively engaged in learning Kanien'kéha alongside their children through AMBE-supported activities, resources, and events.

1.1.2 Revitalization of the Kanien'kéha language is embraced by AMBE staff, learners, parents and community.

1.1.3 AMBE offers a sustained pathway of Kanien'kéha learning from early years through post-secondary, supported by qualified language staff and culturally grounded resources.

1.2 Integrate Kanien'kéha and traditional knowledge into subject areas and school/center environments.

1.2.1 Ahkwesáhsró:non ways of knowing are integrated across the curriculum.

1.2.2 All subject areas include Kanien'kéha language content.

1.2.3 Ahkwesáhsró:non traditions and culture are at the heart of AMBE schools' curriculum.

1.3 Ensure all learners, staff, and community members have access to language and cultural learning opportunities by creating strong partnerships with local organizations.

1.3.1 AMBE-led programs offer accessible, high-quality cultural learning for learners, staff, and community.

1.3.2 Strong partnerships support cultural learning opportunities.

1.3.3 Collaborations extend and strengthen AMBE's existing language and cultural offerings.

1.4 Create and leverage innovative digital resources to make language and cultural learning more accessible and engaging.

1.4.1 Engaging digital tools improve access to language and cultural learning.

1.4.2 Infrastructure supports the use and development of digital resources.

1.5 Advance AMBE's leadership in language revitalization at the regional and national level.

1.5.1 AMBE actively builds strategic partnerships across regional and national networks.

1.5.2 AMBE collects and shares data on language revitalization practices and progress.

1.5.3 AMBE staff contribute to regional and national events as presenters, panelists, or facilitators.

1.6 Expand cultural programming that strengthens identity, belonging, and engagement.

1.6.1 Learners have frequent opportunities to express pride in their ancestry.

1.6.2 Cultural programming is designed to be creative, engaging, and responsive to learners.

1.6.3 AMBE has culturally rooted, accredited programs running at its college.



LEARNER SUCCESS

2.1 Improve foundational literacy and numeracy outcomes for all learners.

2.1.1 Learners across all age groups have access to high-quality instruction.

2.1.2 Literacy and numeracy data are collected and used to inform instruction of foundational skills.

2.1.3 Improved overall academic performance as evidenced by a range of assessments.

2.2 Ensure universal cultural, social, emotional, and academic proficiency.

2.2.1 AMBE has board wide assessments at all grade levels.

2.2.2 Educators are supported with training and tools to identify and respond to learner needs with appropriate interventions.

2.2.3 Data and evidence are used across the system to inform programming, guide decision-making, and strengthen learner outcomes.

2.3 Promote a supportive and inclusive learning environment that nurtures the holistic well-being of all learners.

2.3.1 Schools and centers are safe, nurturing and inclusive for all learners.

2.3.2 Staff embrace and deliver inclusive learning and teaching practices.

2.3.3 Comprehensive well-being and mental health supports are in place for learners.

2.4 Develop personalized learning pathways that support learners through key educational transitions and address diverse needs.

2.4.1 Learning pathways are available to support diverse learner needs.

2.4.2 All learners are provided with required and appropriate supports.

2.4.3 Individual transition plans support learners through key educational stages.

2.4.4 Learners are equipped with strategies that support readiness for life after high school.

2.5 Cultivate curiosity, creativity, and critical thinking through hands-on, inquiry-based learning.

2.5.1 Varied learning activities are introduced to all learners at all grades levels.

2.5.2 School environments support hands-on and experiential learning.

2.5.3 Learning is immersed in career pathways, post-secondary opportunities, and broader areas of learning that connect knowledge to the real-world.

2.6 Integrate Kanien'kehaka identity, culture, and belonging into daily experiences to foster a strong sense of self and community for all.

2.6.1 Learners experience Kanien'kehaka identity, culture, and belonging as part of daily life.

2.6.2 Learners develop a strong sense of self, connection to community, and cultural pride.

2.6.3 AMBE staff create opportunities for learners to develop a strong sense of self and community.

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



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BOARD OF EDUCATION



RELATIONSHIP BUILDING

3.1 Foster a culture of shared purpose by prioritizing staff wellness and celebrating the unique strengths and contributions of each AMBE site.

3.1.1 Staff contributions, innovations, and achievements are recognized and celebrated across all sites.

3.1.2 AMBE fosters a system-wide approach to mental, emotional, and physical wellness for all employees.

3.1.3 Opportunities to build trust and team connection are integrated into school-year planning and staff development.

3.2 Foster meaningful engagement and shared voice among learners, families, and the broader community.

3.2.1 Learners have structured opportunities to express their voice and engage in leadership or decision-making activities.

3.2.2 Parents, caregivers, and families are visible and active partners in supporting learner learning and well-being.

3.2.3 Barriers to participation are addressed to ensure inclusive access to engagement opportunities.

3.3 Forge strong partnerships with other MCA departments to leverage expertise and resources that support the holistic wellness of our staff and learners.

3.3.1 AMBE builds and maintains strong interdepartmental relationships that directly benefit staff and learners.

3.3.2 AMBE and MCA engage in reciprocal sharing of expertise, resources, and services.

3.4 Expand external partnerships to provide optimal services from early years to adult education.

3.4.1 AMBE maintains and seeks strategic partnerships that directly support high-quality services.

3.4.2 AMBE develops a network of external partners that contribute expertise, funding, and resources aligned to learner pathways and community priorities.

3.4.3 External partnerships support seamless transitions for learners

3.5 Develop and embed restorative approaches to strengthen relationships and resolve conflict with care.

3.5.1 Restorative practices guide staff to support learner well-being, manage behavior, and engage in professional development.

3.5.2 Restorative practices are embedded in daily school activities and disciplinary practices.

3.5.3 Conflict is approached as an opportunity to strengthen community, rebuild trust, and support growth through restorative responses.



OPERATIONAL EXCELLENCE

4.1 Modernize operational systems and infrastructure to enhance efficiency, responsiveness, and security.

4.1.1 All buildings are safe and proactively maintained.

4.1.2 Preventative maintenance, capital planning, and project oversight are streamlined and data informed.

4.1.3 Financial systems ensure real-time tracking, budget alignment, and timely reporting.

4.1.4 IT systems are modernized to support daily operations, classroom learning, and timely troubleshooting across all sites.

4.2 Establish a culture of continuous improvement by leveraging real-time data to inform decision-making.

4.2.1 Clear data informed decision making processes are in place.

4.2.2 Dashboards and tools improve visibility of trends, outcomes, and risks.

4.2.3 Communication loops ensure that data insights lead to visible action.

4.3 Develop and retain a strong internal workforce through responsive HR processes, mentorship, and leadership development.

4.3.1 HR processes are streamlined, responsive, and transparent.

4.3.2 Onboarding and training are aligned with AMBE culture, systems, and service standards.

4.3.3 Leadership and staff development pathways support internal growth and succession planning.

4.3.4 Internal capacity building supports long-term organizational sustainability.

4.4 Enhance governance that supports AMBE needs.

4.4.1 Policies are regularly reviewed, updated, and clearly communicated.

4.4.2 Board, leadership, and committee roles are supported with timely training and resources.

4.4.3 Reporting practices clarify decision-making, highlight outcomes, and support shared understanding.

4.5 Ensure a safe and secure environment for all learners and staff.

4.5.1 Safety and risk protocols are clear, practiced, and up to date.

4.5.2 Staff and learners are prepared for emergencies and know their roles.

4.5.3 Proactive monitoring identifies and addresses emerging threats or concerns.

4.6 Deliver an exceptional experience for all by adopting a relationship-based service approach across all AMBE locations.

4.6.1 AMBE has a "service-first" culture that centers staff, learners, and families.

4.6.2 Service standards are defined, trained, and upheld across all roles and sites.

4.6.3 Feedback is actively collected and used to refine and enhance service delivery.

4.6.4 AMBE is known in the community for its values, leadership, and support for learners and families.



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BOARD OF EDUCATION

How We Will **MEASURE SUCCESS**

A strategic plan is only meaningful if it leads to action.

Success is not measured by the publication of this document, but by the tangible progress we make toward the vision it represents.

To ensure accountability and transparency, our approach to measuring success is built on three core pillars:



1

DATA-DRIVEN ACCOUNTABILITY

Each goal within this Strategic Plan is supported by measurable outcomes and key performance indicators (KPIs). These metrics allow the Board of Trustees and administration to rigorously monitor progress over the next five years.



2

TRANSPARENT REPORTING

Regular progress reports will be shared to highlight successes, address emerging challenges, and inform future decision-making.



3

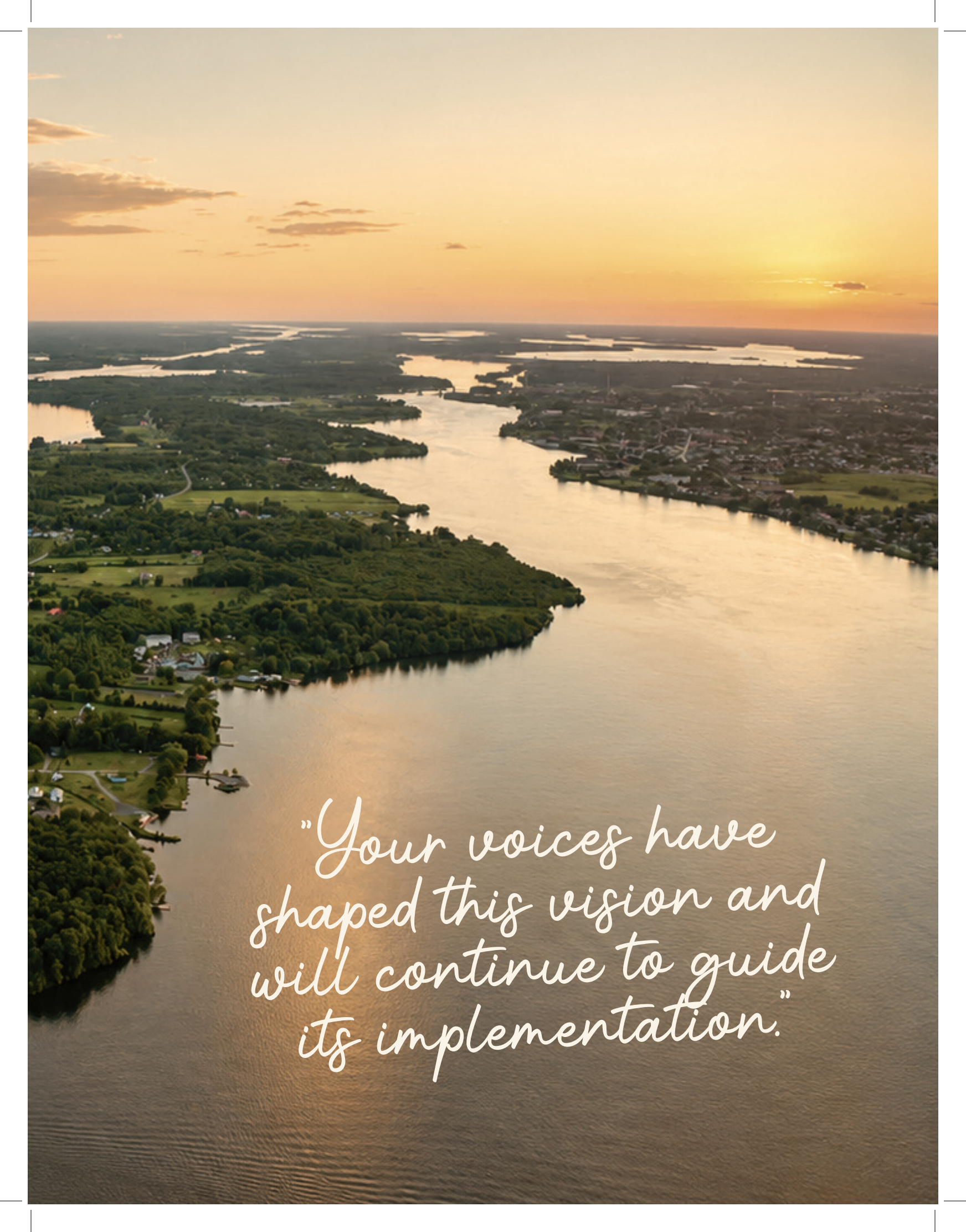
CONTINUOUS IMPROVEMENT

We are committed to a culture where decisions are continually informed by evidence, community feedback, and the evolving needs of our learners.

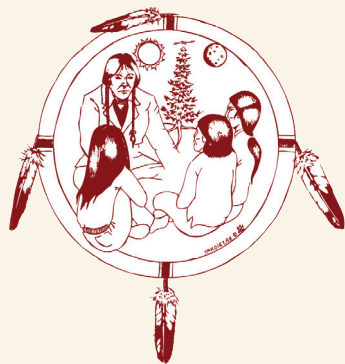
Through ongoing evaluation and transparent reporting, we will ensure this Strategic Plan remains a living document that actively guides our daily work and strengthens education across Akwesasne.

**TOGETHER, WE WILL MEASURE SUCCESS NOT ONLY BY
WHAT WE ACCOMPLISH, BUT BY THE POSITIVE IMPACT
OUR WORK HAS ON EVERY LEARNER, EVERY FAMILY,
& OUR COMMUNITY.**



An aerial photograph of a wide river flowing through a landscape of green fields and forests. The sun is setting on the right side of the frame, casting a warm, golden glow across the sky and reflecting it on the water's surface. The river meanders through the landscape, with small settlements and docks visible along its banks. The overall mood is peaceful and scenic.

*"Your voices have
shaped this vision and
will continue to guide
its implementation."*



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