



**The National Native American Boarding School Healing Coalition**

# Leadership Planning Summit Strategic Plan

Years 2020-2030



# Leadership Planning Summit – Strategic Plan

Years 2020–2030



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## Acknowledgements

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Leadership Planning Summit attendees in Mt. Pleasant, MI, on March 7–8, 2019.



Kauffman & Associates, Inc. (KAI), is an American Indian-owned management firm dedicated to improving the lives of vulnerable populations and enhancing the reach and effectiveness of caring organizations. At KAI, we do work that matters. KAI prepared this document for the Native American Boarding School Healing Coalition. [www.kauffmaninc.com](http://www.kauffmaninc.com)



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### Introduction

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The National Native American Boarding School Healing Coalition (NABS) is a 501(c)(3) nonprofit that has been incorporated since 2012 under the laws of the Navajo Nation. NABS was tasked with the development and implementation of a national strategy to increase public awareness and cultivate healing for those impacted by the U.S. Boarding School Policy of 1869. Affected people include individuals, families, descendants, and communities of American Indian tribes and Alaska Natives villages.

For the past 7 years, NABS has used strategic planning to guide its efforts and actions. NABS developed their first 3-year strategic plan in 2015, followed by the updated 3-year strategic plan in 2018. The purpose of this strategic plan is to allow NABS to begin looking to their long-term future, growth, and initiatives. To develop a 10-year strategic plan, NABS sought insight from the organization’s leadership. NABS convened the Board of Directors, staff, and key stakeholders in March 2018 for a Leadership Planning Summit held at the Ziibiwing Center in Mt. Pleasant, MI.

Kauffman & Associates, Inc., (KAI) an American Indian-owned firm nationally recognized for 28 years of experience in management consulting, facilitated the strategic planning session and developed this strategic plan document. This plan manifests the expertise and lived experience of the NABS Board of Directors through a shared vision, a set of foundational strategic pillars, measurable outcomes, and corresponding action steps. The plan will act as a guide to NABS during the next 10 years as they fulfill their mission “*to lead in the pursuit of understanding and addressing the ongoing trauma created by the U.S. Indian Boarding School policy.*”

### Current Reality

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NABS was created after a symposium of leaders between the United States and Canada in 2011. This meeting ignited a drive to implement a process in the United States similar to Canada’s Truth and Reconciliation Commission. The Native American Rights Fund (NARF) sponsored the organization until NABS achieved financial independence in 2015. Between 2015 and 2018, NABS underwent organizational transitions that included an office relocation, strategic planning, staff hires, and initiative implementation. The following subsections highlight NABS’s current programming; funding opportunities; and strengths, weaknesses, opportunities, and threats (SWOT) analysis. They also offer high-level insight into the state of NABS’s organizational processes and potential challenges moving into the next phase of growth and development.





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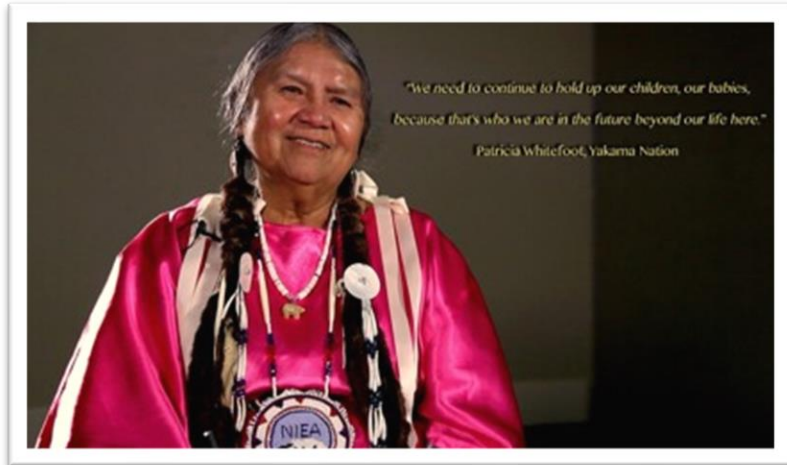
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### Current Programs and Initiatives

Currently, NABS is tasked with the implementation of several programs that address the organization’s goals: education, advocacy, and healing. Program activities include collection of digital storytelling, development of a resource database, identification of boarding school records, repatriation support, and development of an education curriculum. The following subsections highlights each program and NABS’s progress.

#### Healing Voices Program

NABS launched the Healing Voices story collection titled, “Break the Silence, Begin the Healing,” in 2017. This program focuses on the story collection of boarding school survivors, educational publications, a resource database, webinars, and youth media training. NABS has made the following progress under this program:



Screenshot from *Healing Voices Story Collection* video.

- Conducted Youth Media Training, “Healing Voices Stories,” in Alaska, Turtle Mountain, and Wind River, which inspired 30 Native youth to use media to amplify their voice;
- Filmed the Healing Voices Story Collection, with five completed videos so far;
- Premiered three of the Healing Voices videos at NABS’s inaugural conference in 2018;
- Issued NABS’s inaugural newsletter, *Healing Voices Volume 1: A Primer on American Indian and Alaska Native Boarding Schools in the U.S.*; and
- Is facilitating a 10-episode webinar series on the history and impacts of U.S. Native American boarding schools.

#### United Nations Filing

In coordination with NARF, other organizations, and tribes, NABS aims to have the United States inquire to the U.S. about children who went missing at boarding schools. NABS filed to the UN with its partners in April 2019. Through independent research, NABS identified a dozen cases for the filing and testified before the UN in Geneva, Switzerland in May.

#### Research & Records

Under the Research & Records program, NABS is working to identify and obtain records of Native American boarding schools, including records about the individual schools and the



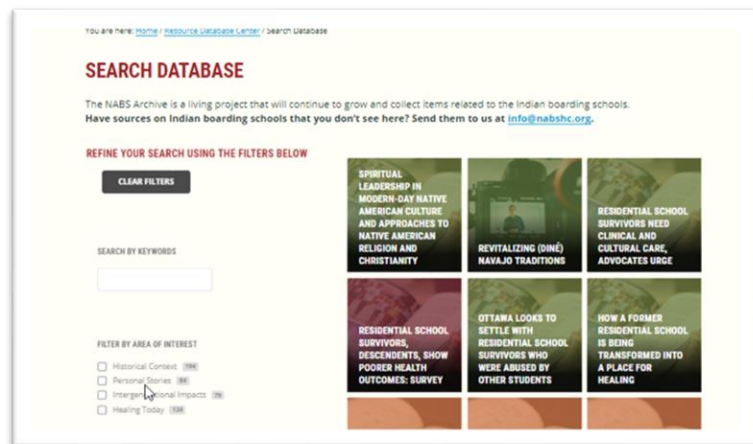
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students. NABS uses a cross-discipline approach to research, accessing government and church records, gathering personal stories from boarding school students, assessing inter-generational trauma, and assessing approaches to healing from trauma. So far, for this program, NABS has consulted with a Canadian Truth and Reconciliation Commissioner. NABS has also increased outreach to church denominations to secure records.

### Digital Archive Planning

A grant through the National Endowment for the Humanities (NEH) supports NABS's efforts to build a national digital archive of resources related to Native American boarding schools. NABS currently manages an online database of resources. So far, under this program, NABS has added an additional 300+ resources to an online database of boarding school information. NABS has also established a Research Advisory Council to support best practices and the discovery of information.



Screenshot of NABS's online database of boarding school records and information

### Support for Repatriation

NABS advocates for tribes and communities' repatriation efforts from boarding school cemeteries through information sharing and networking. Under this program, NABS has:

- Petitioned the U.S. Army War College to repatriate the remains of Native American students buried at Carlisle Indian Industrial School Cemetery,
- Hosted a Tribal Round Table in 2017, and
- Expanded the scope of national repatriation support for boarding school cemeteries.

### Curriculum

In partnership with the National Indian Education Association (NIEA), NABS is working to develop a curriculum geared toward schools and classrooms. Additionally, NABS is working with to develop a curriculum from interviews collected for *Healing Voices* about a boarding school survivor's healing journey. So far, under this program, NABS has:

- Hosted a Gathering of Native Americans (GONA) at Klamath and Umatilla in 2016,
- Researched community-led models for healing historical trauma,
- Launched a professional development curriculum with NIEA, and
- Began to develop a boarding school curriculum for high school students in 2019.



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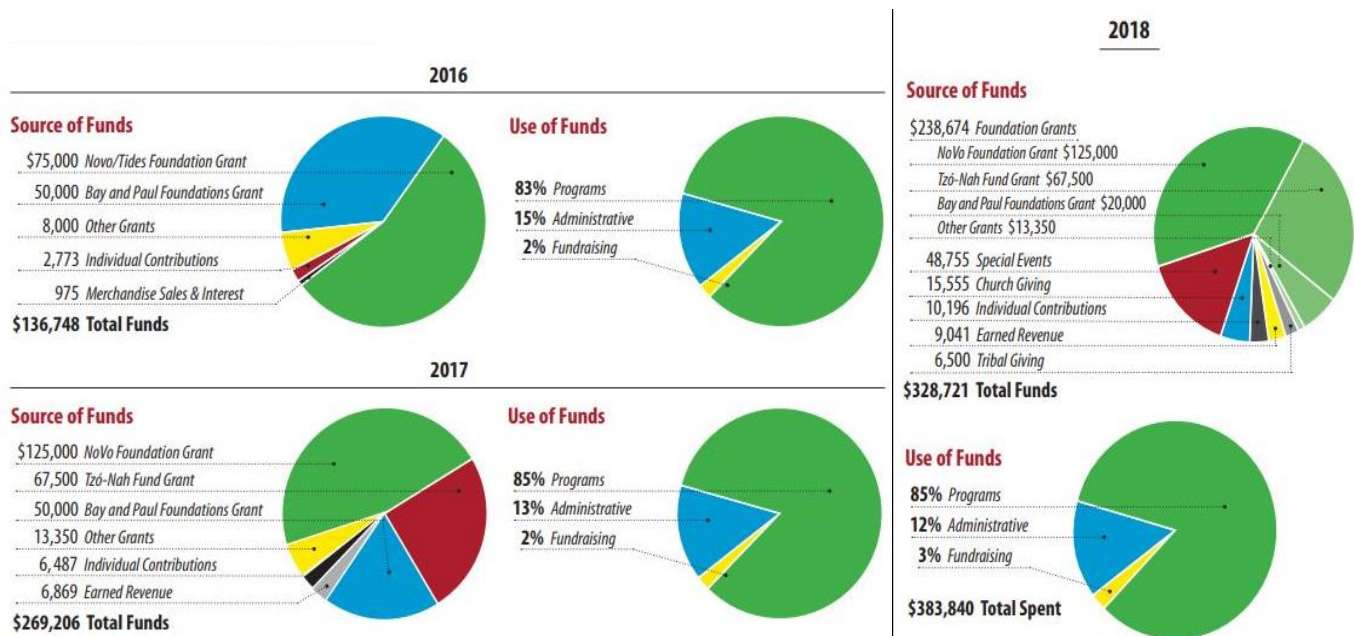
## Conferences, Consultations, and Presentations

NABS hosts an annual national conference to provide a space for boarding school survivors, descendants, tribal leaders, and anyone interested in understanding and addressing the impacts of boarding school trauma. Additionally, NABS facilitates gatherings in communities interested in promoting boarding school healing, including training, workshops, and GONA facilitation. NABS's held their inaugural national conference in Carlisle, PA, on October 2–3, 2018, to coincide with and honor the 100-year anniversary of the Carlisle Industrial Indian School closing. The event hosted over 200 people representative of tribes from across the country. Several tribes and organizations sponsored the 2-day event. The theme was, "The Spirit Survives: A National Movement Toward Healing."

## Organizational Growth

NABS has seen considerable programmatic and financial organizational growth since its inception in 2012. The following subsections review NABS's growth by the numbers through operating budgets and membership. This section also reviews NABS's 2019 projections. *Figure 1* displays the financial breakdown for NABS's operating years 2016 through 2018, including funding sources and the use of funds.

Figure 1. NABS Operating Budget for Years 2016, 2017, and 2018, financial as of September 30, 2018



## Funding Streams

NABS's organizational growth, in dollars, has increased by 240% since gaining financial independence from NARF in 2015. Grants are the bulk of NABS's operating budget, and





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NABS has seen consistent support from a few foundations, including NoVo Foundation, Tzó-Nah Fund, and the Bay and Paul Foundations, and increases in grant dollars. This funding indicates that these foundations have an established buy-in to NABS’s mission and programs, a developed relationship with NABS, and trust in NABS’s competency to implement effective programming.

Since 2016, NABS has increased its funding sources to include individual, tribal, and organization donations, earned revenue, and revenue from special events, indicating consistent growth for NABS. For 2019, NABS anticipates continued funding from the NoVo Foundation and the Tzó-Nah Fund with additional funding from the Keneda Fund. NABS is planning to apply for other grants to support specific program work, like the digital archive, research publications, and the development of a digital map.

## Membership Growth

Since 2015, NABS has also seen significant growth in membership, with almost triple the amount of their original number of members. They started with 50 members in 2015 and ended 2018 with over 140 members. The membership growth consists of individuals from varying tribes across the United States, including boarding school survivors and their descendants. NABS anticipates that membership will continue to grow as awareness of the U.S. boarding school era continues to gain traction and NABS continues to engage the public in educational activities and events.

## Conceptual Framework

Figure 2 displays NABS’s conceptual framework. Each component represents a driving force behind the organization: healing, organizational growth, advocacy, and education. Since NABS’s inception, healing, education, and advocacy have been the cornerstone tenets linking the influence of the organization to its mission. Programs have been established to fulfill activities that embody these core beliefs in acknowledgement of the Native American boarding school legacy, including its survivors, their descendants, tribal communities, and the public.

Over the past 7 years, NABS has been unwavering in these concepts. The

Figure 2. NABS conceptual framework for boarding school legacy







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March 2019 strategic planning workshop reaffirmed NABS’s commitment to healing, education, and advocacy. NABS fourth concept, organizational growth, represents NABS’s need to grow its scope of work and its organization to continue to manage the work.

### SWOT Analysis

The SWOT analysis of NABS’s internal programming and external influences categorizes the organization’s strengths and opportunities to consider when NABS implements the strategic plan. The SWOT analysis also indicates threats and weaknesses that will require attention as the organization develops its programming. Table 1 displays NABS’s SWOT analysis findings.

Table 1. NABS’s SWOT Analysis

NABS’s SWOT Analysis	
<p><b>Internal Strengths:</b></p> <ul style="list-style-type: none"> <li>• NABS staff’s excellent skills with potential for growth</li> <li>• NABS Board of Directors, membership (140+ individuals, tribes, and organizations) and partner networks</li> <li>• Culturally centered and responsive to ancestral imperative</li> <li>• Strategic planning and research initiatives</li> <li>• Active pursuit of grants and funding</li> </ul>	<p><b>Internal Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Small staff at risk of burnout (only 2 full-time employees)</li> <li>• Dependence on grant funding</li> <li>• Organizational succession planning</li> <li>• Limited boarding school survivor input for development decisions</li> <li>• Grassroots support and coalition engagement</li> </ul>



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## NABS’s SWOT Analysis

### External Opportunities:

- Interested local, regional, national, and international organizations seeking partnership
- Growing movement around the country for healing
- Increased number of church resolutions for restoring records
- Increased boarding school survivor participation in local efforts
- Continued potential for funding to support organizational programs and services

### External Threats:

- Impacts of systematic racism and internalized oppression felt by NABS, supporters and boarding school survivors
- Local, state, and national politics bar access to records and advancing NABS’s initiatives
- Competition for grant resources and potential duplication of efforts
- Public’s limited level of awareness of Native American boarding schools
- Loss of aging boarding school survivors and their stories
- Limited access to boarding school records

NABS’s strong organization is supported by two full-time staff, a Board of Directors, and a coalition of 140-plus members. The NABS staff and Board of Directors successfully secured funding to support the organization’s programs. However, only two full-time staff complete the day-to-day operations and program project management. NABS will need additional staff and to leverage its membership base to increase its organizational reach. Increasing outreach and engagement with coalition members can help identify other members, identify potential funding sources, secure additional records, and expand NABS’s partnership network.

For the last several years, NABS has made strides in developing distinct programmatic efforts that promote education, advocacy, and healing for boarding school survivors, their descendants, tribal communities, and the public. NABS’s strong research arm drives the content for other programs. NABS will need to continue supporting its research initiatives to increase its rich and accurate content. This support may include increasing engagement efforts with church denominations and coalition members and initiating support from international organizations related to Truth and Reconciliation Commission (TRC) work.

For NABS’s programmatic efforts overall, NABS will need to acknowledge the limited awareness of the boarding school era and its negative impacts on tribal communities among the public, tribes, and villages. NABS will need to consider this limited awareness when drafting language and offering context for their education and outreach efforts. NABS



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will also need to consider those who may be apathetic to their mission when engaging organizations for records or political support.

## Strategic Plan for Years 2020–2030

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NABS developed this strategic plan to prepare the organization for future growth to increase education, awareness, and healing for boarding school survivors, their descendants, and their communities. As a foundation for the strategic plan, NABS developed the following vision, strategic pillars, and outcomes to guide these efforts.

### Shared Vision

The NABS team expressed the following vision for the next 10 years.

Restore our way of life, centered in our children, families, and communities, transforming our spirits and our future by strengthening our pathways to truth, education, acknowledgment, and healing.

The shared vision offers a driving force behind the work and the commitment of NABS, partners, and stakeholders to address the boarding school legacy.

### Strategic Pillars

The NABS team established the following strategic pillars to support the shared vision.

1. Initiate a global advocacy campaign
2. Embody indigenous healing practices and values
3. Expand the organizational infrastructure and network
4. Develop an accessible national education platform

Each pillar reflects NABS’s efforts to grow the organization over the next 10 years while meeting the needs of boarding school survivors and supporting the boarding school legacy through organizational infrastructure growth, advocacy, healing, and education.

### Strategic Outcomes

Table 2 lists NABS’s strategic pillars with corresponding outcomes for the next 10 years. The outcomes demonstrate efforts that focus on NABS’s priority areas, as expressed in the shared vision: advocacy, healing, organizational growth, and education. Table 3 through Table 6 list each pillar’s outcomes with corresponding action steps.



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Table 2. NABS strategic outcomes

Strategic Pillar	Strategic Outcomes
<b>1. Initiate a global advocacy campaign (GAC)</b>	<ol style="list-style-type: none"> <li>1. Create a 5-part documentary series</li> <li>2. Develop a boarding school education curriculum for K-12, secondary education, and the public</li> <li>3. Advocate for a federal law mandating the inclusion of the boarding school era and legacy in the K-12 education curriculum</li> <li>4. Hold Deep Listening sessions for NABS, stakeholders, and the public</li> <li>5. Hold an annual international gathering of boarding school survivors, educators, healers, and descendants</li> </ol>
<b>2. Embody indigenous healing values and practices (IHV)</b>	<ol style="list-style-type: none"> <li>1. Record boarding school students’ stories about experiences and healing journeys</li> <li>2. Create an online library of healing journey resources</li> <li>3. Create and implement an elder-in-residence boarding school survivors’ program</li> </ol>
<b>3. Expand the organizational infrastructure and network (OIN)</b>	<ol style="list-style-type: none"> <li>1. Hire 10 full-time employees by 2030</li> <li>2. Acquire a \$10 million operating budget for NABS by 2030</li> <li>3. Establish a second regional office by 2030</li> </ol>
<b>4. Develop an accessible national education platform (NEP)</b>	<ol style="list-style-type: none"> <li>1. Consult with 20 tribes per year to make information available in support of educational programs that fit their priorities</li> <li>2. Develop a comprehensive, searchable database of boarding school records</li> <li>3. Develop an interactive online map of Indian boarding schools with a repository of historical and current information about operations, buildings, and cemeteries</li> <li>4. Develop and implement a NABS orientation training program for members</li> <li>5. Establish the Center for Boarding School Truth and Healing</li> <li>6. Partner with language revitalization programs</li> <li>7. Issue policy statements in support of tribes, states, organizations, or agencies related to boarding schools</li> </ol>





## Strategic Action Steps

Table 3 through Table 6 list the action steps for each outcome under each strategic pillar. Each table represents one of the four pillars. The tables detail how NABS will implement each outcome by breaking down each outcome into specific actions, identifying key players, and setting completion timelines.

The action steps are coded by the strategic pillar acronym and numbered by the outcome, so each action has its own unique code for easy reference. For example, the first strategic pillar is to initiate a global advocacy campaign (Table 3). This pillar’s acronym is GAC. There are five outcomes under this strategic pillar. GAC–1 refers to the first outcome for the first strategic pillar, as listed in NABS Strategic Outcomes table (Table 2).

### Initiate a Global Advocacy Campaign

Table 3. Strategic actions for initiating a global advocacy campaign

Strategic Outcome	Action	Key Players	Timeline
<b>GAC–1. Create a 5-part documentary series</b>	GAC–1.1. Consult with indigenous filmmakers and identify partners like the Native American Journalists Association, Sundance Institute, Institute of American Indian Arts, PBS, and tribal colleges	NABS	2025
	GAC–1.2. Secure a production company or student filmmakers	NABS	2026
	GAC–1.3. Film the documentary series and finalize production	NABS, filmmaker	2027
	GAC–1.4. Select screenings at national and local film festivals	NABS, filmmakers	2028
	GAC–1.5. Distribute the documentary series	NABS	2030, ongoing



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Strategic Outcome	Action	Key Players	Timeline
<b>GAC-2. Develop a boarding school education curriculum for K-12, secondary education, and the public</b>	GAC-2.1. Partner with organizations that promote NABS’s educational goals, including the National Education Association and NIEA	NABS	2024
	GAC-2.2. Identify federal and state standards and education curriculum best practices	NABS	2026
	GAC-2.3. Secure a contractor to develop curriculum outlines for each segment	NABS, contractor	2028
	GAC-2.4. Engage partners to review the developed curriculum	NABS, partners	2029
	GAC-2.5. Distribute the curriculum materials to partners and make it available online	NABS	2031, ongoing
<b>GAC-3. Advocate for a federal law mandating the inclusion of the boarding school era and legacy in the K-12 education curriculum</b>	GAC-3.1. Develop a legislative advocacy strategy, including media and communications strategies	NABS, legislative consultant	2024
	GAC-3.2. Develop materials for advocacy campaigns	NABS, contractor	2025
	GAC-3.3. Engage partners, stakeholders, and local and state lawmakers	NABS	2025, ongoing



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Strategic Outcome	Action	Key Players	Timeline
<b>GAC-4. Hold Deep Listening sessions for NABS, stakeholders, and the public</b>	GAC-4.1. Partner with an organization that has a Deep Listening program to train NABS staff	NABS, University of Minnesota Center for Spirituality & Healing	2020
	GAC-4.2. Adopt Deep Listening practices	NABS	2021
	GAC-4.3. Host Deep Listening sessions during the annual NABS conference where NABS trains participants in Deep Listening skills	NABS	2021, ongoing
<b>GAC-5. Hold an annual international gathering of boarding school survivors, educators, healers, and descendants</b>	GAC-5.1. Identify and engage similar organizations globally, like the National Centre for Truth and Reconciliation in Canada	NABS	2025
	GAC-5.2. Initiate an international planning committee	NABS	2026
	GAC-5.3. Secure funding for the gathering	NABS	2026, ongoing
	GAC-5.4. Provide marketing for the gathering and call for presenters	NABS, planning committee	2028



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Strategic Outcome	Action	Key Players	Timeline
	GAC-5.5. Organize and plan the gathering	NABS, planning committee	2029
	GAC-5.6. Host the inaugural international gathering of boarding school survivors, educators, healers, and descendants	NABS, planning committee	2030

### Embody Indigenous Healing Values and Practices

Table 4. Strategic actions for embodying indigenous healing values and practices

Strategic Outcome	Action	Key Players	Timeline
<b>IHV-1. Record boarding school students' stories about experiences and healing journeys</b>	IHV-1.1. Develop a project plan, including a platform for sharing it with the public	NABS, consultant	2022
	IHV-1.2. Engage partners, stakeholders, tribes, and the public about the project	NABS, partners	2023
	IHV-1.3. Record boarding school students' stories	NABS	2025, ongoing
	IHV-1.4. Publish recorded stories	NABS	2027, ongoing





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Strategic Outcome	Action	Key Players	Timeline
<b>IHV-2. Create an online library of healing journey resources</b>	IHV-2.1. Engage tribes, partners, and stakeholders about healing journey resources <ul style="list-style-type: none"> <li>• Communicate with traditional, informed healers on boarding school history, impacts, and healing in all regions</li> <li>• Work with partners across the United States and globally</li> </ul>	NABS	2021
	IHV-2.2. Engage tribal elders, boarding school survivors, health professionals, and community members about healing journey resources via a survey and interviews	NABS, consultant	2022
	IHV-2.3. Analyze the survey responses and develop a summary report	NABS, consultant	2023
	IHV-2.4. Use the report results to identify materials and develop an online healing journey resource library	NABS, consultant	2024
	IHV-2.5. Soft-launch and test the resource library with stakeholders	NABS, consultant	2024
	IHV-2.6. Launch the online healing journey resource library	NABS	2025



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Strategic Outcome	Action	Key Players	Timeline
<b>IHV-3. Create and implement an elder-in-residence boarding school survivors' program</b>	IHV-3.1. Develop a project plan to pilot an elder-in-residence program	NABS, consultant	2026
	IHV-3.2. Recruit 2 boarding school survivors to pilot the program for 2 months	NABS	2027
	IHV-3.3. Conduct the pilot elder-in-residence survivors' program	NABS, elders	2027
	IHV-3.4. Revise the elder-in-residence survivors' program based on the pilot outcomes	NABS	2028
	IHV-3.5. Launch the elder-in-residence survivors' program	NABS	2029, ongoing
	IHV-3.6. Report annually on the elder-in-residence survivors' program	NABS	2030, ongoing

### Expand the Organizational Infrastructure and Network

Table 5. Strategic actions for expanding the organizational infrastructure and network

Strategic Outcome	Action	Key Players	Timeline
<b>OIN-1. Hire 10 full-time Employees by 2030</b>	OIN-1.1. Develop an operation sustainability plan and update it regularly	NABS	2020



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Strategic Outcome	Action	Key Players	Timeline
	OIN-1.2. Develop human resource and organizational policies and procedures and update them annually	NABS, consultant	2020, annually
	OIN-1.3. Review and update the organizational governance plan annually	NABS, NABS Board of Directors, key partners	2020, annually
	OIN-1.4. Increase staff by 2–3 full-time employees	NABS	2023
	OIN-1.5. Increase staff by 3–4 full-time employees	NABS	2026
	OIN-1.6. Increase staff by 4–5 full-time employees	NABS	2030
<b>OIN-2. Acquire a \$10 million operating budget for NABS by 2030</b>	OIN-2.1. Develop 2–3 programs that offer services for a fee	NABS	2025
	OIN-2.2. Expand the NABS network by 2–3 partners per year, including tribes, organizations, tribal colleges and universities, foundations, and international partners	NABS, NABS Board of Directors	2022, ongoing



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Strategic Outcome	Action	Key Players	Timeline
	OIN–2.3. Continue grant writing to secure program funding	NABS	2020, ongoing
	OIN–2.4. Increase NABS’s tribal membership in the coalition by 5–10 tribes per year	NABS Board of Directors	2022, ongoing
	OIN–2.5. Increase boarding school survivor memberships by 10–20 individuals per year	NABS	2022, ongoing
	OIN–2.6. Increase the joint programmatic partnership by at least 1 program or event per year	NABS	2023, ongoing
<b>OIN–3. Establish a second regional office by 2030</b>	OIN–3.1. Conduct a feasibility study to determine operating costs and a location assessment for another regional office	NABS, consultant	2024
	OIN–3.2. Review the feasibility study results with the NABS Board of Directors	NABS, NABS Board of Directors	2025
	OIN–3.3. Secure funding for another regional office	NABS, NABS Board of Directors	2022, ongoing





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Strategic Outcome	Action	Key Players	Timeline
	OIN-3.4. Scout office real estate	NABS, consultant	2026
	OIN-3.5. Set up the second office	NABS	2027
	OIN-3.6. Open the second office	NABS, NABS Board of Directors, regional partners	2028

### Develop an Accessible National Education Platform

Table 6. Strategic actions for developing an accessible national education platform

Strategic Outcome	Action	Key Players	Timeline
<b>NEP-1. Consult with 20 tribes per year to make information available in support of educational programs that fit their priorities</b>	NEP-1.1. Consult with tribes	NABS	2021, ongoing
	NEP-1.2. Create an inventory of tribal boarding school records	NABS	2020, ongoing
	NEP-1.3. Submit a funding proposal	NABS	2020
	NEP-1.4. Form a National Congress of American Indians (NCAI) committee	NABS	2020



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Strategic Outcome	Action	Key Players	Timeline
	NEP–1.5. Use the NCAI annual meetings to engage with tribal leaders	NABS	2020, ongoing
<b>NEP–2. Develop a comprehensive, searchable database of boarding school records</b>	NEP–2.1. Conduct research to secure records and information about the 357+ boarding schools, including identifying operated schools, identifying legal avenues to secure records, and engaging with organizations who may have records	NABS	2024, ongoing
	NEP–2.2. Hire digital archivists and a project manager to design and develop the online archive	NABS, contractor	2026
	NEP–2.3. Develop a database	NABS, contractor	2027
	NEP–2.4. Maintain the database	NABS, contractor	2027, ongoing
<b>NEP–3. Develop an interactive online map of Indian boarding schools with a repository of historical and current information about operations, buildings, and cemeteries</b>	NEP–3.1. Use the database archive to secure information to develop the interactive website	NABS	2021
	NEP–3.2. Design and develop the website	NABS, contractor	2022
	NEP–3.3. Launch the website for public use	NABS	2024



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Strategic Outcome	Action	Key Players	Timeline
<b>NEP–4. Develop and implement a NABS orientation training program for members</b>	NEP–4.1. Design a training curriculum appropriate for varying community segments, including individuals, the community, organizations, health progressions, etc.	NABS, consultant	2023
	NEP–4.2. Establish a multi-faceted avenue to provide training, including an online webinar course, an in-person consultation, or workforce training sessions	NABS, consultant	2024
	NEP–4.3. Determine a fee-for-service structure for the in-person training session	NABS	2024
	NEP–4.4. Offer training orientation services to the public	NABS	2025
<b>NEP–5. Establish the Center for Native Boarding School Truth and Healing</b>	NEP–5.1. Conduct a feasibility study	NABS, consultant	2022
	NEP–5.2. Secure funding to initiate construction of the center	NABS	2025
	NEP–5.3. Develop the building design and secure a location	NABS, construction company	2027



# Leadership Planning Summit – Strategic Plan

## Years 2020–2030



Strategic Outcome	Action	Key Players	Timeline
	NEP-5.4. Construct the building	NABS, construction company	2028
	NEP-5.5. Open the center	NABS, construction company	2030
<b>NEP-6. Partner with language revitalization programs</b>	NEP-6.1. Identify existing immersion programs	NABS	2022
	NEP-6.2. Develop an inventory of immersion school curricula	NABS	2023
	NEP-6.3. Develop an inventory of state, tribal, and federal policies related to immersion school programs	NABS	2023
	NEP-6.4. Conduct an analysis of existing immersion school program curricula and policies	NABS	2024
	NEP-6.5. Partner with programs to develop language revitalization projects	NABS	2026, ongoing



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Strategic Outcome	Action	Key Players	Timeline
<b>NEP–7. Issue policy statements in support of tribes, states, organizations, or agencies related to boarding schools</b>	NEP–7.1. Track local, regional, national, and international movements on boarding school policies or actions	NABS	Ongoing

## Launch and Oversight Plan

This section outlines how NABS will launch the strategic plan for implementation and monitor progress toward achieving the plan’s intended outcomes. Table 7 details the launch and oversight plan steps, including roles and responsibilities for NABS staff and the Board of Directors and progress assessment points.

To ensure fidelity to the shared vision of this strategic plan, NABS will complete the outlined outcomes, work to meet the needs of NABS, and annually review the strategic plan and make necessary updates, as needed. Periodic reviews with key staff, stakeholders, and those with assigned action steps will ensure NABS is tracking the plan’s progress and adjusting program efforts and resources, as needed.

Table 7. NABS Launch and Oversight Plan

Step	Launch and Oversight Steps
<b>Launch Plan</b>	<p><b>Finalize the plan by June 2019</b></p> <ul style="list-style-type: none"> <li>● The <b>NABS Executive Director and staff</b> will meet with the NABS Board of Directors to review and announce the plan, identify action steps, and discuss assignments.</li> <li>● The <b>NABS Executive Director</b> will present the plan to NABS members and relevant partners.</li> <li>● The <b>NABS Executive Director</b> will:               <ul style="list-style-type: none"> <li>● promote the plan,</li> <li>● identify champions to promote the plan, and</li> </ul> </li> </ul>





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Step	Launch and Oversight Steps
	<ul style="list-style-type: none"> <li>• identify ways to implement the plan,</li> </ul>
<b>Plan Oversight</b>	<b>Plan oversight responsibilities</b> <ul style="list-style-type: none"> <li>• The <b>NABS CEO</b> will:               <ul style="list-style-type: none"> <li>• oversee the plan’s implementation and</li> <li>• regularly assess the plan’s progress based on collective reports from designated key players.</li> <li>• orient others to the plan and their specific responsibilities, and</li> <li>• implement progress tracking and reporting.</li> </ul> </li> </ul>
<b>Progress Assessment</b>	<b>Implement progress metrics</b> <ul style="list-style-type: none"> <li>• <b>Semi-annually:</b> The <b>NABS CEO</b> will monitor progress toward achieving the plan’s outcomes by reviewing the action steps. For this task, the <b>NABS CEO</b> will:               <ul style="list-style-type: none"> <li>• Confirm and identify which action steps are active, complete, awaiting resources, or stalled;</li> <li>• Verify that those responsible for an action step are fulfilling the requirements and meeting completion timeframes;</li> <li>• Ensure responsible staff have the necessary resources or work plan to complete the task. If they do not, the <b>NABS CEO</b> will act as an advocate or liaison to ensure resources are accessible and available.</li> </ul> </li> <li>• <b>Annually:</b> <ul style="list-style-type: none"> <li>• The <b>NABS board of directors</b> will review and assess the plan annually.</li> <li>• The <b>NABS CEO</b> will develop a report that outlines the plan’s achievements, areas for improvement, and any recommendations for changes.</li> </ul> </li> </ul>



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Step	Launch and Oversight Steps
	<p><b>Assess strategic plan impact metrics</b></p> <ul style="list-style-type: none"> <li>The <b>NABS CEO</b> will monitor the strategic plan’s impact through assessing the progress and completion of outcomes listed in <i>NABS’s Strategic Plan 2020-2030</i> and annual updates using the <i>NABS Annual Report</i>.</li> </ul>

## NABS’s Commitment

NABS will work to implement the NABS Strategic Plan, Years 2020–2030, in close collaboration with the NABS Board of Directors, key partners, and stakeholders. These efforts honor the Native American boarding school legacy, its survivors, and their descendants through truth, healing, and reconciliation by creating pathways to education, advocacy, and healing.

For more information about the NABS strategic planning efforts, please contact:

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