

North Dakota School for the Deaf Resource Center



Strategic Plan 2023-2027

chronological order

North Dakota School for the Deaf / Resource Center

Our **Vision** is to support individual with hearing differences in achieving their dreams.

Our **Mission** is to educate and serve all individuals with hearing differences from birth through senior citizenship.

Our **Purpose** is to serve as a statewide education and resource center to provide advocacy, leadership, and expertise in the field of Deaf Education and those with hearing loss.

North Dakota School for the Deaf

Our Beliefs:



All students are **ABLE**:

- **A**cquire and learn language and communication in English and in ASL.
- **B**ecome lifelong learners through hands-on experiences using all senses.
- **L**ead and advocate for themselves and others.
- **E**xpress their identity as learners who are deaf, hard of hearing, or deafblind.

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Executive Summary and Agency Overview

The North Dakota School for the Deaf/Resource Center (NDSD/RC) was established in 1890 by the North Dakota Constitution and is located in Devils Lake. Devils Lake is a small city in Ramsey County, ND.

NDSD/RC operates the following programs:

- **Administration, Business, and Facilities Programs** oversee the NDSD/RC ecosystem, ensures compliance with finances, and maintains the campus grounds and NDSD/RC offices across the state.
- **Campus Education Program** offers on-campus, individualized, and accessible education for students aged 3 through 21 and partners with the Devils Lake Public Schools for mainstreaming options.
- **Residential Program** offers age-appropriate Independent Living Skills for those students who live outside of the Devils Lake area.
- **Parent-Infant Program and School Aged Outreach Program** offers in-home education for families and consultative services for school district staff.
- **Adult Hearing Outreach Program** offers services to older adults who have diminished hearing, Deaf adults, and those agencies and first responders who serve senior citizens and Deaf adults.
- **Communications and Advocacy Program** is currently in development. This program currently offers advocacy services to Deaf adults and will eventually systematize interpreting services in the Devils Lake area and possibly statewide.
- **Health Services** ensures students and staff follow healthy guidelines and educate students and staff in health and safety.
- **Technology Department** ensures accessible technology meets the needs of students and staff.

NDSD/RC is under the direction, control, and management of the Department of Public Instruction (DPI). There is also an Advisory Board comprised of 10-15 stakeholders representing various groups such as University partners, legislators, Deaf community members, former staff, and DPI among others. The Advisory Board aims to meet at least twice a year and it is a goal to meet quarterly.

Strategic Planning Process

Throughout the 2022-2023 school year, input was gathered formally (through meetings and surveys) and informally (through conversations, emails, and text messages) from students, staff, Advisory Board Committee members, families, and the community. Goals and Objectives were developed for each Program/Department. The goals, objectives, and strategies listed are intended to influence the direction for NDSD/RC from now (2023) through 2030.

Big Hairy Audacious Goals (BHAG)

1. NDS/RC provides early intervention services to every child age birth to five who has a hearing loss or difference. (PIP & K-12 Outreach)
2. NDS/RC serves, in some way, every student in preschool through high school who has a hearing loss or hearing difference (PIP & K-12 Outreach, Campus Education, Residential Student Life)
3. NDS/RC serves or partners with, in some way, every professional who works with infants, toddlers, students, and adults who have hearing loss or hearing difference. (PIP & K-12 Outreach, Campus Education, Residential Student Life, Communications & Advocacy)
4. Every family in ND who has a child with a hearing loss or hearing difference has access to the specialized technologies, sign language access, etc.) to raise their child. (PIP & K-12 Outreach, Campus Education, Residential Student Life, Technology, Communications & Advocacy)
5. Every adult in North Dakota who has a hearing loss or hearing difference leads a fulfilling life as independently as they desire. (Adult Hearing Outreach, Communications & Advocacy)
6. Every ASL-English Interpreter in ND is qualified and certified to provide interpreting services to their students and clients. (Adult Hearing Outreach, Communications & Advocacy)
7. Every student with a hearing difference or hearing loss has access to a certified Teacher of the Deaf (TOD) who is knowledgeable in hearing technologies and American Sign Language (PIP & K-12 Outreach, Campus Education, Communications & Advocacy)
8. Campus facilities and technologies are state-of-the-art updated to meet Deaf needs including security and cameras, accessibility needs, and facility systems. (Administration, Facilities, Technology)

ONGOING				
Program	Who	What	By When	Notes
PIP / K-12 Outreach	Superintendent, Outreach Director, and Staff	Participation in EHDI Advisory Committee and continued conversations in EHDI programs	June 2027	Ongoing
Health Services	Health and Wellness Committee	Offer up to 3 health and wellness opportunities to staff throughout the year	June 2027	Ongoing
Technology	Technology Coordinator	Create list of equipment and used software and determine upgrade and replacement schedule	June 2027	Ongoing

May 2024				
Program	Who	What	By When	Notes
Residential	Facilities Director and Residential Student Life Director	Create a plan for updating / renovating residential dorm.	Updating by May 2024	
Education	Education Staff	Complete Conscious Discipline Training	May 2024	6/1/2024 DES: Current Education staff including teachers, paras, interpreters, and PIP/K-12 Outreach completed training.

August 2024				
Program	Who	What	By When	Notes
Admin	Superintendent	Update policies	August 2024	6/28/2024 DES: First draft completed.
Admin		Publish new policies to staff, families, and website	August 2024	
Admin	Superintendent and Leadership Team	Keep details of local, state, and national job fairs related to Deaf Ed and determine budget for booths	Begin August 2024	
Residential	Superintendent and Residential Student Life Director	Update policies and procedures in Parent-Student Handbook and/or create separate Handbook for residential students	August 2024	
Residential	Superintendent and Residential Student Life Director	Publish policies and procedures to website and hard copy to staff and families	August 2024	
Residential	Superintendent and Residential Student Life Director	Lead Residential Student Life Counselors through the 10-module online course.	August 2024	7/15/2024 DES: Training scheduled for 8/5/24 – 8/9/24.
PIP / K-12 Outreach	Superintendent	Mail and email letters to Superintendents and Special Education Directors requesting database information	August 2024	
Technology	Technology Coordinator	Perform security assessment in terms of doors and cameras indicating what is needed and cost	August 2024	7/15/2024 DES: Completed by KOR. Quotes in hand for projects.

December 2024				
Program	Who	What	By When	Notes
Admin	Superintendent and Business Manager	Create spreadsheet of employees with projected retirement eligibility	December 2024	
Admin	Superintendent and Business Manager	Create list of deaf-friendly job posting sites	December 2024	
Education	Teachers	Research various assessments and determine if they are appropriate for our students	December 2024	
PIP / K-12 Outreach	Superintendent and Outreach Director	Review various database systems and determine what might work best	December 2024	
Adult Hearing Outreach	Superintendent, Adult Hearing Outreach Director	Determine what data is needed to show program effectiveness	December 2024	
Communications and Advocacy	CAP Coordinator, Lead Interpreter	Contact DPI for opportunities available to ND Interpreters	December 2024	
Communications and Advocacy	CAP Coordinator, Lead Interpreter	Contact Minn RID for opportunities available to ND Interpreters	December 2024	
Technology	Superintendent and Business Manager	Review costs necessary to upgraded and/or replace security systems and include in biennium budget requests	December 2024	7/15/2024 DES: Completed by KOR. Quotes in hand for projects. DF submitted in budget request.

May 2025

Program	Who	What	By When	Notes
Admin		Review policies with appropriate stakeholder group/s	May 2025	
Admin		Document review and acceptance / approval by stakeholder groups	May 2025	
Admin		Publish new policies to staff, families, and website	Final by May 2025	
Admin	Business Manager	Determine the best way to share budget updates and current balance sheets with Leadership Team	May 2025	
Admin	Leadership Team Members	Determine budgeting priorities for the next five (5) years based on current goals and objectives	May 2025	
Education	Teachers	Complete Fairview training	May 2025	
Education	Selected Teacher/s or Superintendent	Engage with training/certification necessary to use assessments and interpret the results	May 2025	

June 2025				
Program	Who	What	By When	Notes
PIP / K-12 Outreach	Outreach Specialists	Ensure appropriate services for all individuals in the database	June 2025	
PIP / K-12 Outreach	Superintendent and Outreach Director	Joint presentations at all Part C Early Intervention conferences and regional meetings	June 2025	
Adult Hearing Outreach	Adult Hearing Outreach Staff	Work with Adult Hearing Outreach Staff in collecting data	June 2025	
Adult Hearing Outreach	Adult Hearing Outreach Staff	Maintain list of accessible materials and equipment used to assist those who have lost hearing later in life	June 2025	
Adult Hearing Outreach	Adult Hearing Outreach Staff	Review and update community presentations ensuring accuracy of information and resources for various audiences	June 2025	Include First Responders
Communications and Advocacy	CAP Coordinator and Lead Interpreter	Contact Interpreters across North Dakota to ensure contact information is accurate	June 2025	
Communications and Advocacy	Superintendent, CAP Coordinator, Lead Interpreter	Contact ND colleges and universities to learn where ASL and/or Deaf studies classes are being offered	June 2025	
Communications and Advocacy	Superintendent and Lead Interpreter	Research various methods for creating a statewide interpreter referral system	June 2025	

August 2025				
Program	Who	What	By When	Notes
Admin	Facilities Team	Inventory building facilities	August 2025	
Education	Teachers	Implement Annual Assessment System with fidelity	August 2025	
Residential	Superintendent and Residential Student Life Director	Research and engage with child development training for Residential Care Professional	August 2025	
Communication and Advocacy	CAP Coordinator and Lead Interpreter	Updated list is accurate and posted on webpage	August 2025	
Health Services	Superintendent, Lead Teacher, DOSL, and Nurses	Review health education curriculum for preschool through 8 th grade to ensure coverage of state standards	August 2025	
Health Services	Superintendent, Lead Teacher, DOSL, and Nurses	Determine curriculum to be covered by school and curriculum to be covered by Residential Student Life	August 2025	

December 2025				
Program	Who	What	By When	Notes
Communications and Advocacy	Superintendent and Lead Interpreter	Verify with statewide ASL-English Interpreters who want to join the system	December 2025	

May 2026				
Program	Who	What	By When	Notes
Education	Teachers	Complete Bedrock Literacy Curriculum training	May 2026	

June 2026				
Program	Who	What	By When	Notes
Residential	Residential Student Life Counselors	Engage in continued learning by reflecting on at least one situation each month that arises related to student behavior	June 2026	
Residential	Residential Student Life Counselors	Complete training related to child dev	June 2026	
PIP / K-12 Outreach	Outreach Director	Organize an in-state training or partner with regional states to offer joint training for Deaf Mentors	June 2026	
PIP / K-12 Outreach	Outreach Staff	Create materials advertising and explaining the Deaf Mentor program including benefits in effort to increase number of family participants	June 2026	
Adult Hearing Outreach	Adult Hearing Outreach Staff	Create, maintain, and add to lists of agencies working with elderly populations	June 2026	
Adult Hearing Outreach	Adult Hearing Outreach Staff	Review and update community presentations ensuring accuracy of information and resources for various audiences	June 2026	Include First Responders
Communications and Advocacy	CAP Coordinator, Lead Interpreter	Contact like-minded agencies and create a resource list of who want to partner to assist Deaf adults in their independent adult lives	June 2026	

August 2026				
Program	Who	What	By When	Notes
Admin: Maintenance	Facilities Team	Create and maintain a 5-year maintenance plan for upgrade and upkeep of facilities / grounds.	August 2026	

May 2027				
Program	Who	What	By When	Notes
Education	Teachers	Engage in professional development related to bilingual Deaf education	May 2027	

June 2027				
Program	Who	What	By When	Notes
Residential	Facilities Director and Residential Student Life Director	Create a plan for updating / renovating residential dorm.	Renovate/Rebuild by June 2027	
Adult Hearing Outreach	Adult Hearing Outreach Staff	Create a plan for statewide marketing and advertising of services	June 2027	
Communications and Advocacy	Superintendent, Business Manager, CAP Coordinator, Lead Interpreter	Determine support needs for Deaf adults as they seek employment Determine funding for various support positions such as job coach, job placement, community support, etc	June 2027	