

North Dakota School for the Deaf Resource Center



Strategic Plan 2023-2027

department order

North Dakota School for the Deaf / Resource Center

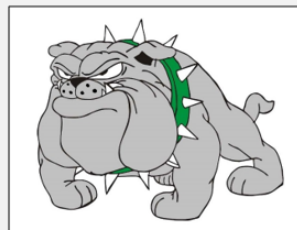
Our **Vision** is to support individual with hearing differences in achieving their dreams.

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 (NDSB/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.

NDSB/RC operates the following programs:

- **Administration, Business, and Facilities Programs** oversee the NDSB/RC ecosystem, ensure compliance with finances, and maintain the campus grounds and NDSB/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.

NDSB/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 NDSB/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)

Program/Department: Administration

Goal 1: NDS/RC Administration, Finance, and Facilities oversee the NDS/RC ecosystem, ensures compliance with finances, and maintains the campus grounds and NDS/RC offices across the state.

Objectives:

1. Policy manual will be updated, reviewed, and approved by various stakeholders.
2. The Administration and Business Office will create and maintain a system for Employee Forecasting, Recruitment, and Retention.
3. The Administration and Business Office will solidify budgeting priorities to meet mission, vision, purpose, goals, and objectives.
4. The Facilities Department will create and maintain facility plans including maintaining and replacement / upgrading schedules.

Objective 1.1 Policy manual will be updated, reviewed, and approved by various stakeholders.			
Success Measure 1.1 We will know this has been accomplished when the updated policy manual has been published to the staff, families, and on our website.			
Who	What	By When	Notes
Superintendent	Update policies	August 2024	6/28/2024 DES: First draft completed.
	Review policies with appropriate stakeholder group/s	May 2025	
	Document review and acceptance / approval by stakeholder groups	May 2025	
	Publish new policies to staff, families, and website	Draft by August 2024 Final by May 2025	

Challenges:

1. All teachers will become retirement age around the same time.
2. Limited Teacher of the Deaf training programs across the country.
3. Limited housing in Devils Lake for relocation.
4. Limited opportunities for employment of family members in Devils Lake.

Opportunities:

1. Minot State University offers a certificate program for endorsement in Deaf Education and a MA program in Deaf Education.
2. ASL classes offered at University of North Dakota.
3. ASL program offered at Lake Region State College.

Objective 1.2 The Administration and Business Office will create and maintain a system for Employee Forecasting, Recruitment, and Retention across all programs and departments.			
Success Measure 1.2 We know this has been accomplished when we have growth in student population and have adequate numbers of staff with the appropriate qualifications to provide services.			
Who	What	By When	Notes
Superintendent and Business Manager	Create spreadsheet of employees with projected retirement eligibility	December 2024	
Superintendent and Business Manager	Create list of deaf-friendly job posting sites	December 2024	
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	

Objective 1.3 The Administration and Business Office will solidify budgeting priorities to meet mission, vision, purpose, goals, and objectives.

Success Measure 1.3: We will know this has been accomplished when all managers and directors understand their budgets and have aligned their budgets with department mission, goals, and objectives.

Who	What	By When	Notes
Business Manager	Determine the best way to share budget updates and current balance sheets with Leadership Team	May 2025	
Leadership Team Members	Determine budgeting priorities for the next five (5) years based on current goals and objectives	May 2025	

Objective 1.4 The Facilities Department will create and maintain facility plans including maintaining and replacement / upgrading schedules.

Success Measure 1.4: We know this has been accomplished when a 5-year ongoing plan for maintaining, upgrading, and renovating has been created and is accessible to the Facility Department.

Who	What	By When	Notes
Facilities Team	Inventory building facilities	August 2025	
Facilities Team	Create and maintain a 5-year maintenance plan for upgrade and upkeep of facilities / grounds.	August 2026	
Facilities Director and Residential Student Life Director	Create a plan for updating / renovating residential dorm.	Updating by May 2024 Renovate/Rebuild by June 2027	

Program/Department: Campus Education Program

Goal 2: The Campus Education Program will provide on-campus, individualized, and accessible education for students aged 3 through 21 and partners with the Devils Lake Public Schools for mainstreaming options.

Objectives:

1. The Campus Education Program staff will engage in training in Conscious Discipline, Fairview, and Bedrock Literacy Curriculum and in professional development related to bilingual education as it relates to Deaf Education.
2. The Campus Education Program staff will engage with training in various assessments to create a school-wide assessment system to show student growth over time.

Objective 2.1 The Campus Education Program staff will engage in training in Conscious Discipline, Fairview, and Bedrock Literacy Curriculum and in professional development related to bilingual education as it relates to Deaf Education.

Success Measure 2.1: We will know this has been accomplished when all Instructional Staff are using Conscious Discipline, Fairview, and Bedrock Literacy Curriculum with fidelity as observed during classroom observations. We will also know this has been accomplished when Teachers are incorporating ASL-English Bilingual strategies into their classrooms and instructions.

Who	What	By When	Notes
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.
Teachers	Complete Fairview training	May 2025	
Teachers	Complete Bedrock Literacy Curriculum training	May 2026	
Teachers	Engage in professional development related to bilingual Deaf education	May 2027	

Challenges:

1. Assessing Deaf children is difficult due to language deprivation.
2. Providing necessary accommodations to standardized assessment usually “invalidates” the results.
3. It is difficult to show growth for DHH students in various academic areas due to the language involved.

Opportunities:

1. Visual Communication and Sign Language Checklist is available.
2. Northern Signs Research has an ASL Assessment available.

Objective 2.2 The Campus Education Program staff will engage with training in various assessments to create a school-wide assessment system to show student growth over time.			
Success Measure 2.2 We will know this has been accomplished when we have an assessment system tailored to each student to show growth over time in English, reading, writing, math, and ASL.			
Who	What	By When	Notes
Teachers	Research various assessments and determine if they are appropriate for our student population	December 2024	
Selected Teacher/s or Superintendent	Engage with training/certification necessary to use assessments and interpret the results	May 2025	
Teachers	Implement Annual Assessment System with fidelity	August 2025	

Program/Department: Residential Student Life Program

Goal 3: The Residential Student Life Program offers age-appropriate Independent Living Skills for those students who live outside of the Devils Lake area.

Objectives:

1. Residential Student Life Handbook or Residential Student Life section in the Parent-Student Handbook will be updated to reflect current policies and procedures.
2. Residential Student Life Staff will engage with Conscious Discipline learning and implement their learning.
3. Residential Student Life Staff will engage with professional development such as Residential Child and Youth Care Professional (RCYCP) Training and/or other child development learnings.

<p>Objective 3.1 Residential Student Life Handbook or Residential Student Life section in the Parent-Student Handbook will be updated to reflect current policies and procedures.</p> <p>Success Measure 3.1 We will know this has been accomplished when students and parents have been sent the updated policies and procedures.</p>			
Who	What	By When	Notes
Superintendent and Residential Student Life Director	Update policies and procedures in Parent-Student Handbook and/or create separate Handbook for residential students	August 2024	
Superintendent and Residential Student Life Director	Publish policies and procedures to website and hard copy to staff and families	August 2024	

Objective 3.2 Residential Student Life Staff will engage with Conscious Discipline learning and implement their learning.

Success Measure 3.2 We will know this has been accomplished when all Residential Staff have certificates of Completion of the Conscious Discipline training.

Who	What	By When	Notes
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.
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	

Objective 3.3 Residential Student Life Staff will engage with professional development such as Residential Child and Youth Care Professional (RCYCP) Training and/or other child development learnings.

Success Measure 3.3 We will know this has been accomplished when Residential Student Life Counselors have Certificates of Completion of additional training.

Who	What	By When	Notes
Superintendent and Residential Student Life Director	Research and engage with child development training for Residential Care Professional	August 2025	
Residential Student Life Counselors	Complete training related to child development	June 2026	

Program/Department: PIP & K-12 Outreach Program

Goal 4: The PIP & K-12 Outreach Program offers in-home education for families and consultative services for school district staff.

Objectives:

1. Create and maintain database of all infants, toddlers, and students aged birth through 21 who are deaf, hard of hearing, or deafblind as required by Century Code.
2. Increase the number of trained Deaf Mentors in ND and increase the number of families working with a Deaf Mentor.
3. Strengthen partnerships with EHDI and with Part C Early Intervention.

<p>Objective 4.1 Create and maintain database of all infants, toddlers, and students aged birth through 21 who are deaf, hard of hearing, or deafblind as required by Century Code.</p> <p>Success Measure 4:1 We will know this has been accomplished when NDSO has a database with at least 150 entries based on numbers of students who have “hearing impairment” listed on their IEP.</p>			
Who	What	By When	Notes
Superintendent	Mail and email letters to Superintendents and Special Education Directors requesting database information	August 2024	
Superintendent and Outreach Director	Review various database systems and determine what might work best	December 2024	
Outreach Specialists	Ensure appropriate services for all individuals in the database	June 2025	

Objective 4.2 Increase the number of trained Deaf Mentors in ND and increase the number of families working with a Deaf Mentor.

Success Measure 4.2 We know this has been accomplished when every family with a child who is deaf, hard of hearing, or deafblind has access to a Deaf Mentor.

Who	What	By When	Notes
Outreach Director	Organize an in-state training or partner with regional states to offer joint training for Deaf Mentors	June 2026	
Outreach Staff	Create materials advertising and explaining the Deaf Mentor program including benefits in effort to increase number of family participants	June 2026	

Objective 4.3 Strengthen partnerships with Early Hearing Detection and Intervention (EHDI) program and Part C Early Intervention.

Success Measure 4.3 We will know this has been accomplished when NDSD/RC is the first point of contact for all infants and toddler who have a diagnosed hearing difference.

Who	What	By When	Notes
Superintendent, Outreach Director, and Staff	Participation in EHDI Advisory Committee and continued conversations in EHDI programs	ongoing	
Superintendent and Outreach Director	Joint presentations at all Part C Early Intervention conferences and regional meetings	June 2025	

Program/Department: Adult Hearing Outreach Program

Goal 5: The 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.

Objectives:

1. Create and maintain necessary data to show program effectiveness.
2. Build capacity to serve adults with hearing loss.
3. Update community presentations based on the intended audience.

Objective 5.1 Create and maintain necessary data to show program effectiveness.			
Success Measure 5.1 We will know this has been accomplished when			
Who	What	By When	Notes
Superintendent, Adult Hearing Outreach Director	Determine what data is needed to show program effectiveness	December 2024	
Adult Hearing Outreach Staff	Work with Adult Hearing Outreach Staff in collecting data	June 2025	

Objective 5.2 **Build capacity to serve adults with hearing loss.**

Success Measure 5.2 **We know this has been accomplished when**

Who	What	By When	Notes
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 Staff	Create, maintain, and add to lists of agencies working with elderly populations	June 2026	

Objective 5.3 **Update community presentations based on the intended audience.**

Success Measure 5.3 **We will know this has been accomplished when**

Who	What	By When	Notes
Adult Hearing Outreach Staff	Review and update community presentations ensuring accuracy of information and resources for various audiences	June 2025 June 2026	Include First Responders
Adult Hearing Outreach Staff	Create a plan for statewide marketing and advertising of services	June 2027	

Program/Department: Communications & Advocacy Program

Goal 6: The Communications and Advocacy Program is currently (2024) in development. This program offers advocacy services to Deaf adults and will eventually systematize interpreting services in the Devils Lake area and possibly statewide.

Objectives:

1. **Maintain a collection of certified and qualified interpreters in North Dakota.**
2. **Partner with like-minded agencies (DPI, regional State RID chapters, colleges and universities) to provide professional development opportunities to educational and community ASL-English Interpreters.**
3. **Create a statewide ASL-English Interpreter Referral System where agencies and/or Deaf individuals can request interpreters for their communication needs.**
4. **Partner with like-minded agencies (DPI, Voc Rehab, Dual Sensory Project, and other adults with disabilities agencies) to provide employment support to Deaf adults.**

Objective 6.1 Maintain a collection of certified and qualified interpreters in North Dakota.			
Success Measure 6.1 We will know this has been accomplished when our list is easily accessible on our website with accurate contact information.			
Who	What	By When	Notes
CAP Coordinator and Lead Interpreter	Contact Interpreters across North Dakota to ensure contact information is accurate	June 2025	
CAP Coordinator and Lead Interpreter	Updated list is accurate and posted on webpage	August 2025	

Objective 6.2 Partner with like-minded agencies (DPI, regional State RID chapters, colleges and universities) to provide professional development opportunities to educational and community ASL-English Interpreters.

Success Measure 6.2 We will know this has been accomplished when ASL-English Interpreters have access to at least 5 professional development opportunities online or in the region each year.

Who	What	By When	Notes
CAP Coordinator, Lead Interpreter	Contact DPI for opportunities available to ND Interpreters	December 2024	
CAP Coordinator, Lead Interpreter	Contact Minn RID for opportunities available to ND Interpreters	December 2024	
Superintendent, CAP Coordinator, Lead Interpreter	Contact ND colleges and universities to learn where ASL and/or Deaf studies classes are being offered	June 2025	

Objective 6.3 Create a statewide ASL-English Interpreter referral system where agencies and/or Deaf individuals can request interpreters for their communication needs.

Success Measure 6.3 We will know this has been accomplished when

Who	What	By When	Notes
Superintendent and Lead Interpreter	Research various methods for creating a statewide interpreter referral system	June 2025	
Superintendent and Lead Interpreter	Verify with statewide ASL-English Interpreters who want to join the system	December 2025	

Objective 6.4 Partner with like-minded agencies (DPI, Voc Rehab, Dual Sensory Project, and other adults with disabilities agencies) to provide employment support to Deaf adults.

Success Measure 6.4 We will know this has been accomplished when

Who	What	By When	Notes
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	
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	

Program/Department: Health Services

Goal: Health Services ensures students / staff follow healthy guidelines and educate all in health and safety.

Objectives:

1. Continued education in health and safety for students.
2. Continued education in health and safety for staff.

Objective 7.1 Continued education in health and safety for students.			
Success Measure 7.1 We will know this has been accomplished when students are consistently making good choices about hygiene, snacks, beverages, health including sexual health, and exercise.			
Who	What	By When	Notes
Superintendent, Lead Teacher, DOSL, and Nurses	Review health education curriculum for preschool through 8 th grade to ensure coverage of state standards	August 2025	
Superintendent, Lead Teacher, DOSL, and Nurses	Determine curriculum to be covered by school and curriculum to be covered by Residential Student Life	August 2025	

Objective 7.2 Continued education in health and safety for staff.			
Success Measure 7.2 We will know this has been accomplished when staff are participating in health and wellness events sponsored by the Health and Wellness Committee.			
Who	What	By When	Notes
Health and Wellness Committee	Offer up to 3 health and wellness opportunities to staff throughout the year	June 2027	Ongoing

Program/Department: Technology

Goal 8: The Technology Department ensures accessible technology meets the needs of students and staff.

Objectives:

1. Security systems will be evaluated and updated as needed, including doors and fob entry and campus cameras.
2. Maintain logs of staff and student technologies indicating rotation schedule for upgrading and replacing equipment.

Objective 8.1 Security systems will be evaluated and updated as needed, including doors and fob entry and campus cameras.			
Success Measure 8.1 We will know this has been accomplished when fob entry doors are updated and cameras are in place.			
Who	What	By When	Notes
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.
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.

Objective 1.2 Maintain logs of staff and student technologies including rotation for upgrading and replacing equipment.			
Success Measure 8.2 We will know we have accomplished this when staff and students have access to updated working technology.			
Who	What	By When	Notes
Technology Coordinator	Create list of equipment and used software and determine upgrade and replacement schedule	June 2027	Ongoing