

# BUREAU OF INDIAN EDUCATION'S REORGANIZATION

## TRIBAL CONSULTATION BOOKLET



DEPARTMENT OF THE INTERIOR  
BUREAU OF INDIAN EDUCATION  
APRIL 22 TO MAY 1  
2015



## United States Department of the Interior

OFFICE OF THE SECRETARY  
Washington, DC 20240

APR 01 2015

Dear Tribal Leader:

The American Indian Education Study Group submitted the *Blueprint for Reform (Blueprint)* to Secretary of the Interior Sally Jewell on June 13, 2014. On that same day, Secretary Jewell issued Secretarial Order 3334 to Restructure the Bureau of Indian Education (BIE). Since then, BIE has been moving forward to meet the requirements of the *Blueprint* and the Secretarial Order.

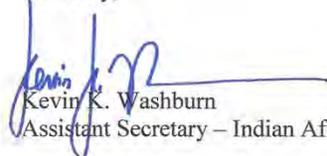
Many of you have heard about changes to the organization and the development of an implementation plan. Although we have provided some face-to-face consultations with tribes heavily impacted by the reorganization, we want to ensure you that meaningful tribal consultations will be conducted in Indian Country to receive your input and comments on the plan.

We will discuss the implementation of the reforms occurring within BIE at the upcoming consultations as provided in the table below.

Date	Time	Location
Wednesday April 22	8:00 a.m. – 5:00 p.m. (Central Time)	Ramkota Inn 2111 N. Lacrosse Street Rapid City, South Dakota
Friday April 24	8:00 a.m. – 5:00 p.m. (Eastern Time)	United South and Eastern Tribes Headquarters 711 Stewarts Ferry Pike Nashville, Tennessee
Monday April 27	8:00 a.m. – 5:00 p.m. (Mountain Time)	Navajo Department of Transportation #16 Old Coalmine Road Window Rock, Arizona
Wednesday April 29	8:00 a.m. – 5:00 p.m. (Mountain Time)	Webinar information can be found at <a href="http://www.bie.edu/consultation">www.bie.edu/consultation</a>

We look forward to your continued partnership and insight as we strive to improve BIE school system.

Sincerely,

  
Kevin K. Washburn  
Assistant Secretary – Indian Affairs



## United States Department of the Interior

OFFICE OF THE SECRETARY  
Washington, DC 20240

APR 13 2015

Dear Tribal Leader:

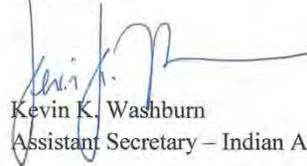
On April 1, 2015, I sent you a letter informing you about tribal consultations to discuss the American Indian Education Study Group *Blueprint for Reform* and Secretarial Order 3334 to Restructure the Bureau of Indian Education (BIE). The letter included a list of three onsite consultations and one webinar.

I have directed my team to include one additional consultation for this important issue, which is planned for Oklahoma City, Oklahoma, on May 1, 2015. Information about this onsite tribal consultation is provided below.

<b>Date</b>	<b>Time</b>	<b>Location</b>
Friday May 1, 2015	8:00 a.m. – 5:00 p.m. (Central Standard Time)	Renaissance Oklahoma City Convention Center Hotel 10 North Broadway Avenue Oklahoma City, OK 73102 Phone: (405) 228-8000

We appreciate your input and look forward to your continued partnership and insight as we strive to improve the BIE school system.

Sincerely,



Kevin K. Washburn  
Assistant Secretary – Indian Affairs

## CONSULTATION TOPICS

The topics for each 2015 Bureau of Indian Education (BIE) Reorganization Tribal Consultation are:

1. The proposed reorganization is based on Secretarial Order 3334, which calls for the restructuring of the BIE into an innovative organization that will improve operations for both tribally controlled and BIE operated schools. The proposed changes have two primary objectives: 1) strengthen BIE's capability to address school operating needs; and 2) provide greater oversight and improved service delivery to BIE operated and tribally controlled schools.
2. Open Item

## FORMAT OF UPCOMING CONSULTATION MEETINGS

The following general format will be followed during each of the regional consultation meetings:

1. The consultation item will be fully explained to the meeting participants, including the reason for proposing the topic and the background of the issue.
2. Time will be provided for questions, answers and discussions.
3. Meeting participants may present verbally, or in writing, their points of view and comments on the consultation item.

## FORMAT FOR COMMENTS AND VIEWPOINTS

Since comments from several hundred meeting participants are anticipated, it will be helpful if all comments and suggestions, written and oral, include the following information:

1. Consultation topic being addressed;
2. Your comments and suggestions;
3. For verbal responses, participants should complete the speaker form that identifies their name, title, and the organization they are representing. For written comments, participants should provide their full name, title, and the organization's name and address they represent.

## LEGISLATIVE AUTHORITY AND IMPLEMENTATION PROCESS

Legislative authority to consult with Indian Country on education issues is provided by 25 U.S.C. 2011(b).

## INTRODUCTION

### THE BUREAU OF INDIAN EDUCATION

The BIE supports educational programs and residential facilities for American Indian students from federally recognized tribes at 183 elementary and secondary schools and dormitories. Currently, the BIE directly operates 57 schools and dormitories (BIE operated) and 64 tribes operate the remaining 126 schools and dormitories (tribally operated) through grants or contracts with the Department. During school year 2013-2014, BIE-funded schools served approximately 48,000 individual K-12 American Indian students and residential boarders. Approximately 3,800 teachers, professional staff, principals, and school administrators work within our BIE-operated schools and about twice that many staff work within the tribally-operated schools.

The BIE's responsibilities include that of a state educational agency for purposes of administering federal grant programs for education. BIE responsibilities include providing instruction that is aligned to the academic standards set forth in the Department's regulations; working with the U.S. Department of Education to administer education grants; and providing oversight and accountability for school and student success. BIE is also responsible for ensuring compliance with the Elementary and Secondary Education Act of 1965 (ESEA) and the Individuals with Disabilities Education Act (IDEA).

### SECRETARIAL ORDER 3334 AND THE BLUEPRINT FOR REFORM

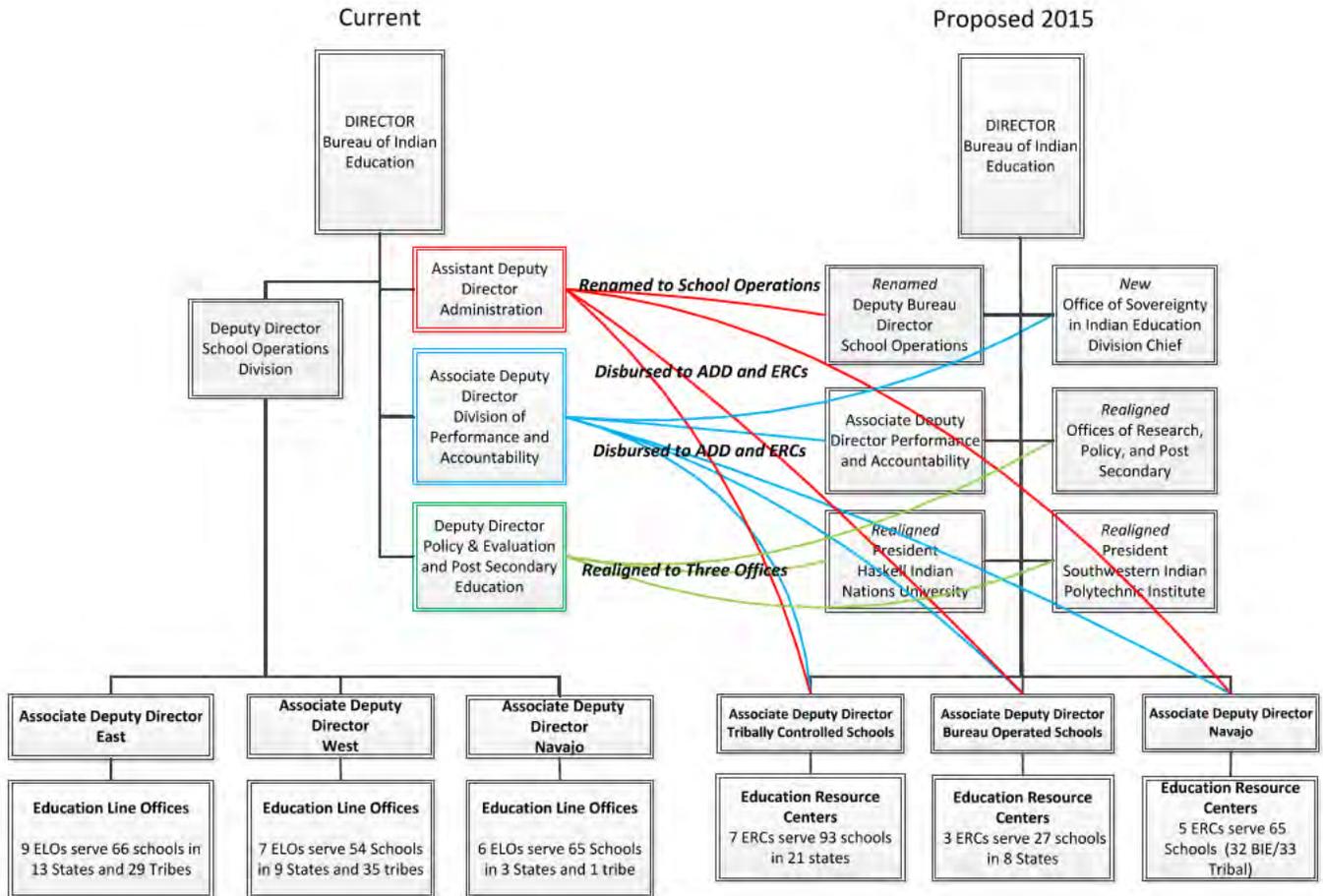
In 2013, Secretary of the Interior Sally Jewell and Secretary of Education Arne Duncan convened an American Indian Education Study Group (Study Group) to diagnose the systemic challenges facing the Bureau of Indian Education (BIE) and to propose a comprehensive plan for reform to ensure all students attending BIE-funded schools receive a world-class education.

The Study Group drafted a framework for reform based on several listening sessions last fall with tribal leaders, Indian educators and others throughout Indian Country on how to facilitate tribal sovereignty in American Indian education and how to improve educational outcomes for students at BIE-funded schools.

Overall, the Study Group met with nearly 400 individuals and received nearly 200 comments that helped it prepare the draft framework for educational reform that became the subject of four tribal consultation sessions held in April and May of 2014. The Study Group incorporated feedback it received from tribal leaders and other BIE stakeholders into the final [Blueprint for Reform](#), released on June 13, 2014.

Based on the recommendations contained in the Blueprint for Reform, Secretary Jewell issued [Secretarial Order](#) 3334 that will redesign the BIE from a direct provider of education into an innovative organization that will serve as a capacity-builder and service-provider to tribes with BIE-funded schools.

PROPOSED REORGANIZATION OF THE BUREAU OF INDIAN EDUCATION



The following is a summary of the proposed restructuring; including current and proposed organizational charts.

*Associate Deputy Director Positions*

The central component of the reorganization will realign direct school services to match the management needs of the schools. The Department of the Interior (Department) will realign the offices of the Associate Deputy Directors (ADDs) -- ADD East, ADD West and ADD Navajo -- to the following: ADD-Tribally Controlled Schools (will oversee and support 93 tribally controlled schools, including one Navajo Nation tribally controlled school), ADD-Bureau-Operated Schools (will oversee 27 BIE operated schools), and ADD-Navajo Schools (will remain the same and will oversee 32 BIE-operated and 33 tribally controlled schools).

The proposed realignment will clarify roles and responsibilities and improve service delivery by aligning management of BIE services with school governance structures. The new structure recognizes that oversight and operational needs are different for BIE operated schools than they are for tribally controlled schools and enables the field structure to be more responsive.

### *Education Line Offices*

The Department will transform the 22 existing Education Line Offices (ELOs) reporting to the ADDs into 15 Education Resource Centers (ERCs), four facility support centers and one business support center. The ERCs are a key recommendation of the Blueprint to provide more comprehensive services to schools. The ERCs will be geographically positioned close to schools and staffed with mobile School Improvement Solutions Teams to provide customized support to meet the unique needs of each school. Instead of issuing mandates to schools, these teams will ensure principals and teachers have the resources and support they need to operate high achieving schools.

The ERCs will ensure School Improvement Solutions Teams are both school improvement specialists and tribal capacity builders to assist tribes in building high-performing, independent tribal education organizations. The design of the School Improvement Solutions Teams focus on several areas based on school needs: school improvement (e.g., conducting school quality reviews to assess strengths and needs, honing local school improvement plans, designing intervention strategies for struggling students and teachers), professional development, data analysis, curriculum and instruction (e.g., College and Career Ready Standards and culturally-relevant standards aligned to instructional strategies), leadership, assessment, special education, and tribal capacity building. For tribally controlled schools, technical assistance will be made available to tribes for administrative support if desired, where possible partnerships with tribal colleges and universities will be created.

### *Deputy Director of School Operations*

The Blueprint describes the current structure as a bureaucracy which requires principals to focus an inordinate amount of time on school operations, rather than focusing on their primary mission of instructional leadership. To address this problem, the proposed reorganization will realign the Assistant Deputy Director-Administration function into the Deputy Director of School Operations (Deputy Director). School operations staff will be part of the ERC staff to establish an expanded BIE-wide service capability.

The Deputy Director will report directly to the BIE Director and provide expertise in the following areas: teacher and principal recruitment, acquisition and grants for schools, school facilities management, educational technology, and communications. These changes will strengthen capability in these areas and help to address recent General Accountability Office (GAO) recommendations within their recent reports. The School Operations Division will work closely with the policy components of the Deputy Assistant Secretary – Indian Affairs (Management) (DAS-M) to resolve budget execution, staffing, acquisition, and facilities related issues of direct concern to Indian schools. The change will allow BIE to establish a more responsive organization that provides resources, direction, and services to tribes to help their

students attain high student achievement levels. The School Operations Division will work with its DAS-M counterparts, with a dedicated focus on educational operating requirements to provide a “go to” resource for school administrators to resolve questions, fast track priorities, and identify best practices – allowing them to focus less on operating requirements and more on educational needs.

#### *Division of Performance and Accountability*

The Department proposes to restructure the BIE’s Division of Performance and Accountability (DPA), which has primary responsibilities for academic programs under the U.S. Department of Education. Because DPA works closely with the Department of Education, the Department will maintain a small supervisory capability and the Division’s data unit in Washington, DC, and transfer the majority of the Division to the field ERCs to improve delivery of technical assistance to the schools.

#### *Office of Research, Policy and Postsecondary Education*

The Department proposes to restructure the Office of Policy and Evaluation and Post Secondary Education into the Office of Research, Policy, and Postsecondary Education reporting directly to the BIE Director. This restructuring will provide one administrator for each functional area (i.e., research, policy, and postsecondary policy). Tribal Colleges and Universities will be managed through this Office. As part of the realignment, the Presidents of Haskell Indian Nations University and Southwestern Indian Polytechnic Institute will report directly to the BIE Director.

#### *Office of Sovereignty in Indian Education*

The Department proposes to establish an Office of Sovereignty in Indian Education reporting directly to the BIE Director. This Office will build the capacity of tribal nations to operate high-performing, tribally controlled schools. In the past, there has never been a strategic effort to support the needs of tribes. Under this new office, these activities will target tribal capacity building to support the academic success of students at BIE-funded schools. Also, the Department will align the Johnson O’Malley and early childhood education programs under this office.

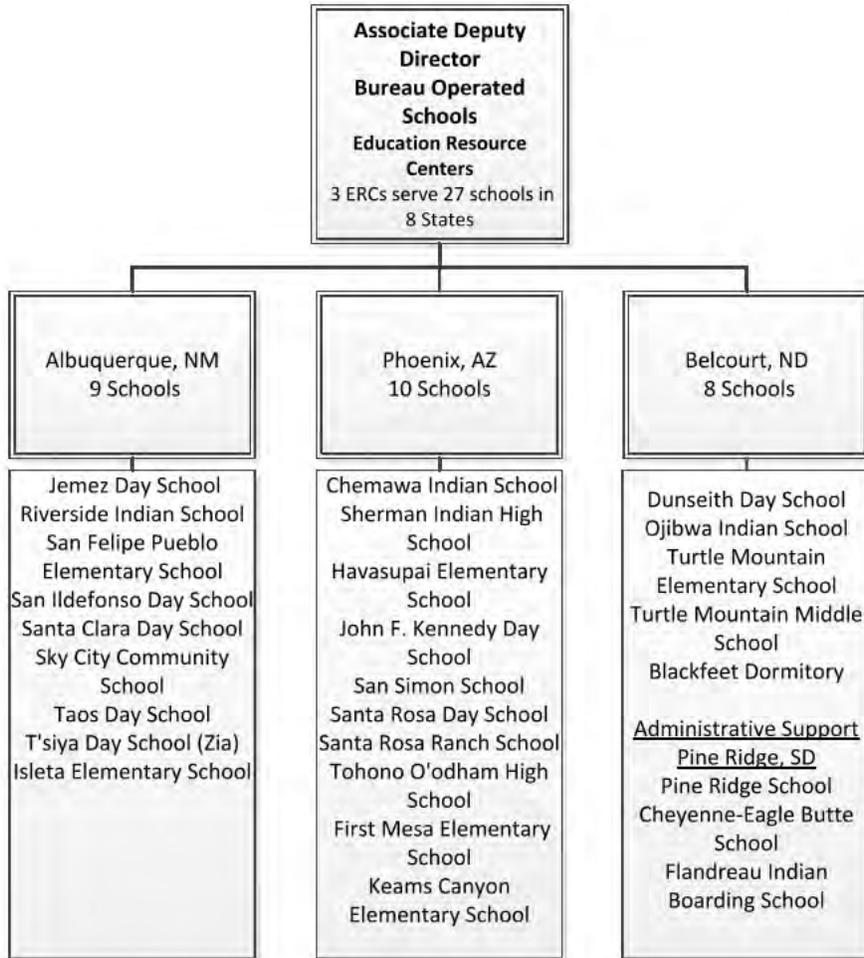
PROPOSED CHANGES TO BIE'S EDUCATION LINE OFFICES

<b>ADD East</b>				
<b>Education Line Office</b>	<b>Location</b>	<b>Schools</b>	<b>Proposed Change</b>	<b>Proposed Location</b>
South/Eastern States ELO	Nashville, TN	16	ERC - Tribally Controlled	Nashville, TN
Oklahoma/Kansas ELO	Oklahoma City, OK	6	Business Support Center	Oklahoma City, OK
Minnesota/Michigan/WI/Iowa ELO	Ft. Snelling, MN	11	ERC - Tribally Controlled	Minneapolis, MN
Turtle Mountain ELO	Belcourt, ND	8	ERC - Bureau Operated	Belcourt, ND
Cheyenne River ELO	Eagle Butte, SD	4	Facility Support Center	Eagle Butte, SD
Pine Ridge ELO	Pine Ridge, SD	7	Facility Support Center with Administrative School Support	Pine Ridge, SD
Standing Rock ELO	Ft. Yates, SD	5	Facility Support Center Technical Assistance Center	Ft. Yates, SD
Crow Creek/Lower Brule ELO	Lower Brule, SD	6	Technical Assistance Center	Lower Brule, SD
Rosebud ELO	Mission, SD	3	Technical Assistance Center	Mission, SD
<b>SubTotal</b>	<b>9 ELOs</b>	<b>66</b>		
<b>ADD West</b>				
<b>Education Line Office</b>	<b>Location</b>	<b>Schools</b>	<b>Proposed Changes</b>	<b>Proposed Location</b>
Arizona South ELO	Phoenix, AZ	11	ERC - Bureau Operated	Phoenix, AZ
New Mexico South ELO	Albuquerque, NM	10	ERC – Bureau Operated ERC – Tribally Controlled	Albuquerque, NM
Washington/Oregon ELO	Seattle, WA	10	ERC - Tribally Controlled	Seattle, WA
Arizona North ELO	Keams Canyon, AZ	8	Facility Support Center	Keams Canyon, AZ
New Mexico North ELO	Espanola, NM	7	Close	Espanola, NM
California/Nevada ELO	Sacramento, CA	4	Close	Sacramento, CA
Montana/Idaho/Wyoming ELO	Billings, MT	5	Close	Billings, MT
<b>SubTotal</b>	<b>7 ELOs</b>	<b>55</b>		
<b>ADD Navajo</b>				
<b>Education Line Offices</b>	<b>Location</b>	<b>Schools</b>	<b>Proposed Changes</b>	<b>Proposed Location</b>
Arizona Navajo South ELO	Ft Defiance, AZ	12	ERC - Navajo	Window Rock, AZ
Arizona Navajo North ELO	Tuba City, AZ	14	ERC - Navajo	Tuba City, AZ
Arizona Navajo Central ELO	Chinle, AZ	10	ERC - Navajo	Chinle, AZ
New Mexico Navajo North ELO	Shiprock, NM	12	ERC - Navajo	Shiprock, NM
New Mexico Navajo Central ELO	Crownpoint, NM	10	ERC - Navajo	Crownpoint, NM
New Mexico Navajo South ELO	Gallup, NM	7	Close	-
<b>SubTotal</b>	<b>6 ELOs</b>	<b>65</b>		

PROPOSED CHANGES TO BIE'S EDUCATION LINE OFFICES

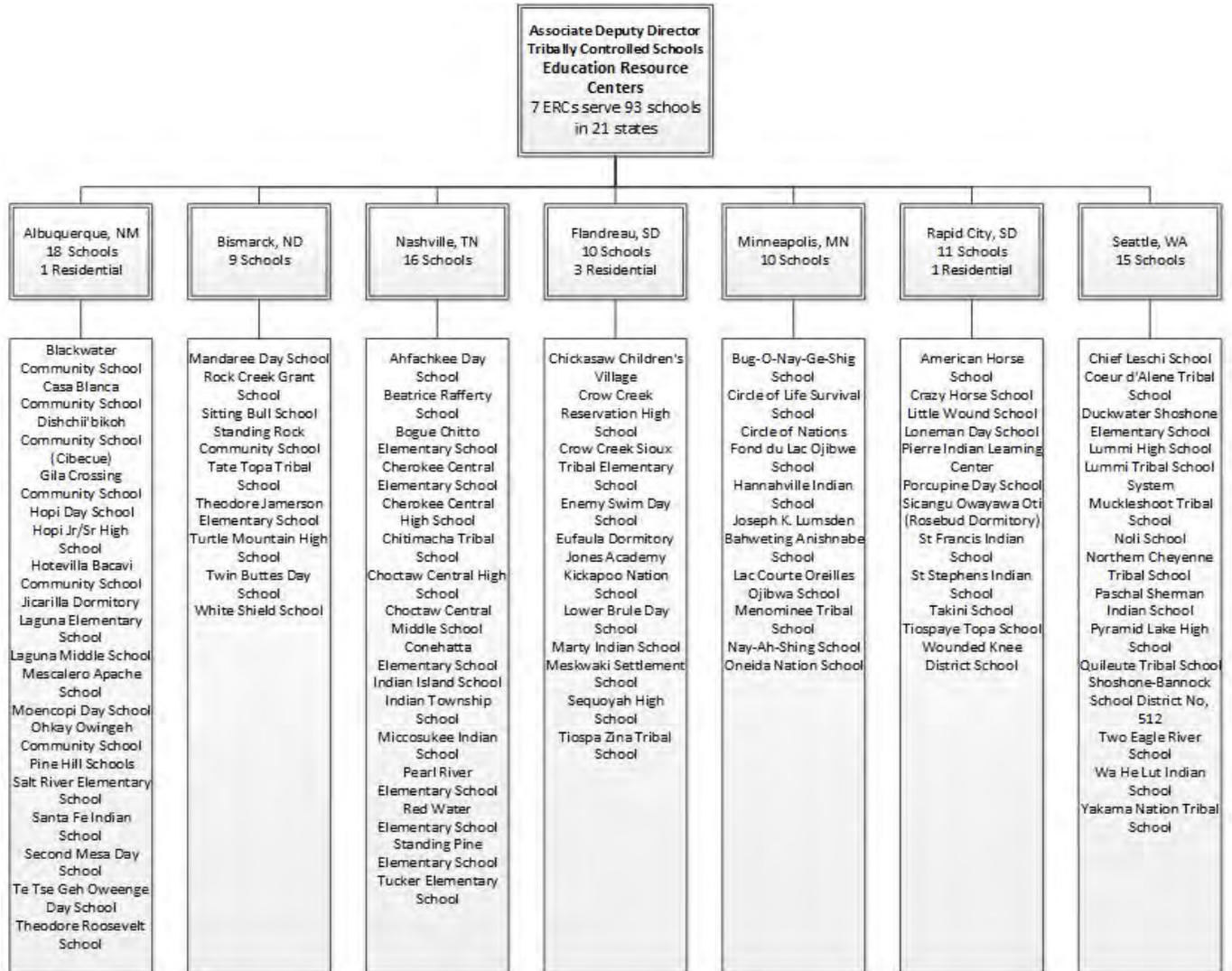
<b>ADD Tribally Controlled</b>				
<b>Proposed Education Resource Center</b>	<b>Proposed Location</b>	<b>Schools</b>	<b>Residential</b>	<b>Tribes</b>
Minneapolis ERC	Minneapolis, MN	10		9
Nashville ERC	Nashville, TN	16		7
Seattle ERC	Seattle, WA	15		13
Rapid City ERC	Rapid City, SD	11	1	4
Flandreau ERC	Flandreau, SD	9	3	6
Bismarck ERC	Bismarck, ND	9		4
Albuquerque ERC	Albuquerque, NM	18	1	10
Cheyenne River FSC	Eagle Butte, SD	-	-	-
Standing Rock TAC/FSC	Ft. Yates, SD	-	-	-
Crow Creek/ Lower Brule/ Yankton Sioux TAC	Lower Brule, SD	-	-	-
Rosebud TAC	Mission, SD	-	-	-
Oklahoma BSC	Oklahoma City, OK	-	-	-
<b>ERC SUBTOTAL</b>	<b>7</b>	<b>88</b>	<b>5</b>	<b>53</b>
<b>ADD Bureau Operated</b>				
<b>Education Resource Center</b>	<b>Proposed Location</b>	<b>Schools</b>	<b>Residential</b>	<b>Tribes</b>
Albuquerque ERC	Phoenix, AZ	10		8
Phoenix ERC	Albuquerque, NM	10		4
Belcourt ERC	Belcourt, ND	6	1	4
Hopi FAC	Keams Canyon, AZ	-	-	
Pine Ridge FAC/ASC	Pine Ridge, SD	-	-	
<b>ERC SUBTOTAL</b>	<b>3</b>	<b>26</b>	<b>1</b>	<b>16</b>
<b>ADD Navajo</b>				
<b>Education Resource Center</b>	<b>Proposed Location</b>	<b>Schools</b>	<b>Residential</b>	<b>Tribes</b>
Window Rock ERC	Window Rock, AZ	9	2	1
Tuba City ERC	Tuba City, AZ	11	2	
Chinle ERC	Chinle, AZ	12	1	
Shiprock ERC	Shiprock, NM	12	3	
Crownpoint ERC	Crownpoint, NM	13	-	
<b>ERC SUBTOTAL</b>	<b>5</b>	<b>57</b>	<b>8</b>	<b>1</b>

PROPOSED CHANGES TO ADD BUREAU OPERATED SCHOOLS AND EDUCATION RESOURCE CENTERS:



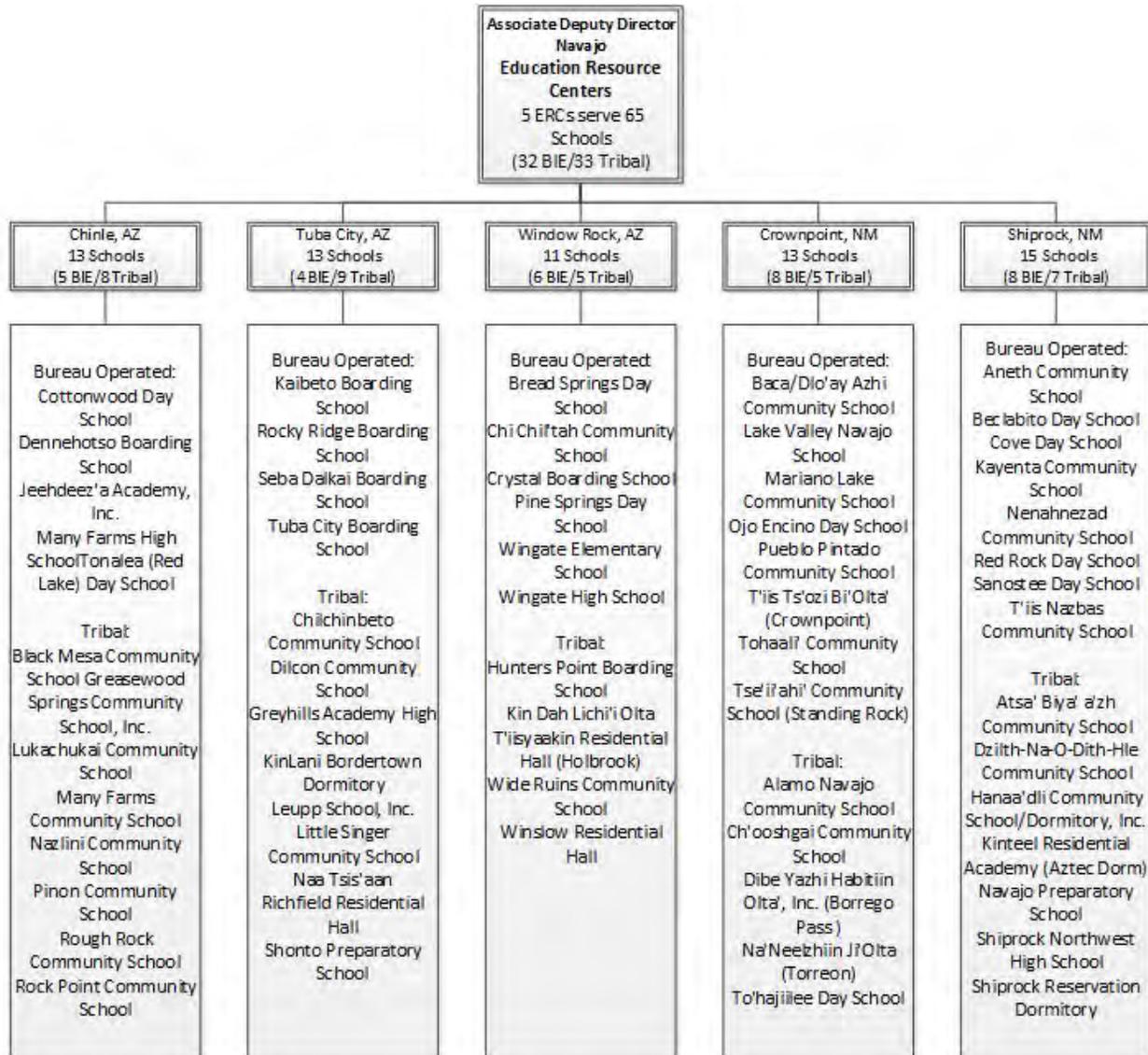
The Associate Deputy Director Bureau Operated Schools will oversee 27 BIE-operated schools (26 elementary and secondary schools and one residential program, but not the BIE-operated schools located on the Navajo Nation) and will receive support through the Education Resource Centers. In this capacity, the Associate Deputy Director – BIE-Operated School will work with 16 tribal nations that have BIE-operated schools on their reservations. The Associate Deputy Director – The office will remain in Albuquerque, New Mexico.

PROPOSED CHANGES TO ADD TRIBALLY CONTROLLED SCHOOLS AND EDUCATION RESOURCE CENTERS:



The Associate Deputy Director Tribally Controlled Schools will oversee and support 93 tribally controlled grant schools (including one Navajo Nation tribally controlled school). The office will remain in the Minneapolis area. The Associate Deputy Director – Tribally Controlled Schools will ensure that consistency and uniformity of tribal capacity building will be fulfilled for 53 tribes who currently have tribally controlled schools. In this capacity, the Associate Deputy Director – Tribally Controlled Schools will work extensively with tribes to develop a relevant and effective fit for each of its education resource centers. Some tribally controlled schools may request more oversight of academic programs by the BIE, while others may prefer BIE to serve strictly as a funding delivery source.

PROPOSED CHANGES TO ADD NAVAJO SCHOOLS AND EDUCATION RESOURCE CENTERS:



The Associate Deputy Director Navajo Schools will oversee and support will oversee 32 BIE-operated and 33 tribally controlled schools. The office will remain in Window Rock, AZ.

WRITTEN COMMENTS:

Written comments must be received by May 15, 2015, 5 p.m. Eastern Daylight Time. Submit comments by mail or hand-deliver written comments to:

Ms. Jacquelyn Cheek  
Special Assistant to the Director  
Bureau of Indian Education  
1849 C. Street N.W.  
Mail Stop 4657 – MIB  
Washington, DC 20240  
Phone: 202-208-6983 or 202-208-6123  
Facsimile: (202) 208-3112  
E-mail to: [IAEDTC-CMTS@BIA.GOV](mailto:IAEDTC-CMTS@BIA.GOV)

FOR FURTHER INFORMATION CONTACT:

If you have any questions, concerns, or need assistance, contact the Bureau of Indian Education at:

Jacquelyn Cheek  
Bureau of Indian Education  
Phone: (202) 208-6983