



Kyah Wiget Education Society (KWES)

5 Year Strategic Plan

2025 to 2030



VISION

Our KWES Vision is that our students will be fluent in Witsuwit'en, immersed in our culture on niwh yintah, academically successful and rooted in niwhts'ide'ni hibi'it'en while walking in both worlds, now and in the future.

MISSION

KWES mission is to provide our learners with an academic education that incorporates our living Witsuwit'en language and is rooted in niwhts'ide'ni hibi'it'en within a collaborative, innovative, happy, safe and supportive environment.

OUR WITSUWIT'EN VALUES

1. Dzi yeni udlih (everyone is learning together)
2. Wiggus (respect)
3. Tabi 'it'ah (hardwork)
4. So' co lhigihwdli'h (take care of each other)
5. Sne cal yegh (appreciation)
6. So' dinī 'inli (honesty)
7. Dibe udli (humble)
8. 'Alhka ts'elhtis (we're strong together)



OUR PHILOSOPHY OF EDUCATION - *WE BELIEVE*

- Our language and culture are the foundation of who we are.
- Our Clan yintah is our most important classroom.
- It is our responsibility to meet all our student's needs (mental, emotional, physical and cultural/spiritual).
- Parents, extended family and community are the most important teachers.
- Our Elders must be actively engaged since they carry the past and our way into the future.
- In being open, accountable and transparent (in how we conduct ourselves and our business).
- In hiring staff who are trained, professional and are good role models.
- Our education must be innovative, inclusive and have a strong academic foundation that will prepare all our students to be successful in their lives.



GOVERNANCE & LEADERSHIP

GOAL 1: To be open, transparent and accountable in how we govern ourselves and lead our organization.

Short Term Strategic Objectives: Year 1

1. The School Board and senior leadership meet with the Chief & Council and administration to follow up on the resolution that was passed in September 2023 regarding the feasibility study of the Band office.
2. Establish an Orientation process and Binder for Board members.
3. Increase communication, transparency and accountability with the parents and community by posting adopted monthly Board minutes on the organization website, hosting quarterly Board Meetings and reporting annually on the progress of the strategic plan.
4. Establish 3 Board Committees: Personnel, Finance and Policy.
5. Continued Community Engagement and Decision on Education Jurisdiction.
6. Implement an Elders Advisory Committee that would focus on providing advice and guidance on language and culture to the Board and ED.

Mid Term Strategic Objectives: Year 2 & 3

1. Create more Professional Development opportunities for staff and the Board
2. Develop and Implement a Succession Plan for the Board and senior staff.
3. Develop a Lateral Kindness Strategy to promote kindness and respect throughout the entire organization.
4. Continue with Education Jurisdiction.
5. Establish an education focused evaluation system throughout the organization: Board, senior management and staff.

GOVERNANCE & LEADERSHIP *(Continued)*

Long Term Strategic Objectives: Year 4 & 5

1. Evaluate the success of the Board Orientation and make improvements, as identified.
2. Implement the decision on Education Jurisdiction.
3. Evaluate the progress of the Strategic Plan and start the process of renewing the five year plan: budget, timeline, etc.
4. Building Capacity amongst the 5 clans for Board appointments.



WITSUWIT'EN & HINIC TL'I 'ITEN

GOAL 2: To weave and implement Witsuwit'en and hinic tl'i 'iten throughout our organization.

Short Term Strategic Objectives: Year 1

1. Continue developing an annual cultural calendar for land-based education.
2. Continue gathering, harvesting, distributing, and using traditional foods throughout the year.
3. Incorporate more singing, drumming and dancing from the 5 Clans.
4. Coordinate and host a Wit'suwit'in language conference.
5. Seek funding to expand the language and culture programming throughout the organization.
6. Increase opportunities and proficiency for students and all staff to use Witsuwit'en niwh kinic throughout the day care, school, Skyze hibi yikh and adult programs.

Mid Term Strategic Objectives: Year 2 & 3

1. Implement a rotating Elders in Residence for the day care, elementary school, high school and adult programs, both in school and home visits.
2. Continue developing the Witsuwit'en hinic tl'i 'iten curriculum.
3. Develop and plan an immersion program to be implemented in the day care and elementary school.
4. Continue to expand land based cultural programming for all programs.



WITSUWIT'EN & HINIC TL'I'ITEN (Continued)



Long Term Strategic Objectives: Year 4 & 5

1. Implement the immersion program in the day care and elementary school.
2. Continue developing the Witsuwit'en hinic tl'i 'iten curriculum.
3. Evaluate the effectiveness of the Elders in Residence Program and make improvements as identified.
4. Elders Advisory Committee to review Goal 2 with objectives and make recommendations for the next 5 years.



LIFE-LONG LEARNING & STUDENT ACHIEVEMENT

GOAL 3: To create life-long learning opportunities for everyone (our infants, children, youth, adults and Elders) that enhances student achievement and overall well-being.

Short Term Strategic Objectives: Year 1

1. Review CAT 4 & Benchmarking results for the past 5 years and make recommendations for improvement in the core subjects.
2. Create and implement a smooth transition from one program to the next.
3. To expand art and play therapy with the day care/ head start and primary students.
4. Continue expanding the garden program, developing food security and holding the annual harvest feast.
5. Recruit a full-time certified School Counsellor who will work with students from day care to adult education.
6. Identify and implement wellness and behavioural management programs throughout the organization.
7. Recruit a full-time Special Education Teacher.

Mid Term Strategic Objectives: Year 2 & 3

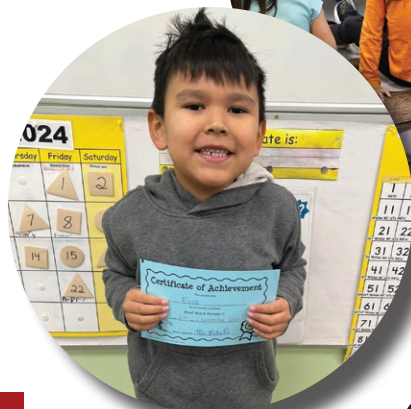
1. Examine options for bringing in more trades (Grade 5 to Grade 12 and adults).
2. Research funding opportunities for trades and other training options.
3. Identify & implement ways to celebrate education success in the community.
4. Continue with art and play therapy for day care and elementary students.
5. Provide practices that promote health and well-being, including those related to physical activity, sleep, healthy eating, sexual education and illness prevention.



LIFE-LONG LEARNING & STUDENT ACHIEVEMENT *(Continued)*

Long Term Strategic Objectives: Year 4 & 5

1. Evaluate the effectiveness of the art and play therapy program and make improvements, as identified.
2. Implement additional trades programs and other training as identified previously.
3. Evaluate the effectiveness of the wellness and behavioural management programs and make improvements as required.
4. Review and examine the post-secondary policy guidelines and make improvements as required.



PARENTS & COMMUNITY

GOAL 4: To develop meaningful partnerships with parents and community that promote student's learning, growth, development, mental health and well-being.

Short Term Strategic Objectives: Year 1

1. Continue expanding opportunities for parents and extended family to participate in all programs.
2. Establish a KWES Parent and Family Advisory Committee (Circle) with incentives and training.
3. Invite parents and extended family to assist with extra-curricular activities (planning, hosting and supervising).
4. Honour the parents who have volunteered at the Awards Day.
5. Create a safe and welcoming area for the PAC and other parents to network and support one another.

Mid Term Strategic Objectives: Year 2 & 3

1. Continue supporting the KWES PAC i.e. the annual parents conference.
2. Create an Adopt an Elder Program for children who don't have elders involved in their lives.
3. Survey parents on ideas for training i.e. traditional parenting.
4. Identify and host workshops for parents to keep them engaged.
5. Continue to honour and recognize parent volunteers annually.



PARENTS & COMMUNITY *(Continued)*

Long Term Strategic Objectives: Year 4 & 5

1. Continue to host workshops for parents to keep them engaged.
2. Survey parents to see how the organization can continue to support them and implement their recommendations.
3. Have the PAC and other parents identify the Strategic Goal and objectives for the next 5 years.



COMMUNICATION

GOAL 5: Increase communication, openness and transparency that will inform, build trust and meaningful relationships with all stakeholders.

Short Term Strategic Objectives: Year 1

1. Develop a Job description and Job Posting for a Communications Coordinator and identify funding to recruit the Communications Coordinator.
2. Survey the staff to see how to improve communications internally and implement recommendations.
3. All departments to host monthly meetings and the ED to host monthly managers meetings.
4. Develop a communications strategy that includes both internal and external communications.
5. Continue hosting the KWES AGM annually to provide updates and get feedback from the community.
6. Establish KWES monthly newsletter and post them on KWES website and social media sites.

Mid Term Strategic Objectives: Year 2 & 3

1. Continue internal monthly department and manager meetings.
2. Continue with the monthly newsletters.
3. Continue hosting the annual KWES AGM to provide updates and feedback from the community.
4. Evaluate Communications Coordinator roles and responsibilities.
5. Review the Communications Strategy and make revisions as necessary.

Long Term Strategic Objectives: Year 4 & 5

1. Evaluate the effectiveness of the Communications Strategy and make improvements, as required.
2. Communications Coordinator to identify the Strategic Goal and objectives for the next 5 years.



HUMAN RESOURCES & WELLNESS

GOAL 6: To create a Human Resources department that effectively addresses recruitment, retention, succession planning and overall health and well-being.

Short Term Strategic Objectives: Year 1

1. Recruit a HR and Wellness Manager.
2. Develop and conduct a staff survey on wellness to address staff overall and well-being to avoid burnout.
3. Review and update the Personnel Policies and Procedures Manual.
4. Update the Organizational Chart, as required.
5. Develop an Orientation Program for all employees.
6. Establish a Professional Development Committee that has representatives from each department.

Mid Term Strategic Objectives: Year 2 & 3

1. Develop a 5-year Human Resources Strategic Plan.
2. Develop a training plan for all employees.
3. Update all job descriptions.
4. Establish a mentorship program for employees.

Long Term Strategic Objectives: Year 4 & 5

1. Evaluate the Employee Orientation Program and adjust as identified.
2. Review and evaluate the HR Strategic Plan and make improvements, as identified.
3. HR Manager to identify the Strategic Goal and objectives for the next 5 years



FINANCE, FACILITIES & TECHNOLOGY

GOAL 7: To establish long-term sustainable funding, up to date facilities and current technology that meets the needs of our growing organization.

Short Term Strategic Objectives: Year 1

1. Based on the results of the feasibility studies of the Band and KWES, a decision will be made on whether to pursue a new structure or not.
2. Complete the playground that includes both the basketball courts at Skyze hibi yikh and elementary.
3. Continue working with the Band to develop a Memorandum of Understanding between Wit'sit First Nation and KWES (i.e. ACRS study and reporting out, maintenance departments, financial transfers).
4. Establish a proposal writing team to seek out funding opportunities for capital projects, programs and services.
5. Train all managers on budgets, forecasting, financial statements and audits.
6. Establish a Recruitment Budget annually.

Mid Term Strategic Objectives: Year 2 & 3

1. Identify funding required and funding sources to meet the capital needs of the organization.
2. KWES O&M to continue to work closely and cooperatively with the Band O&M on the ACRS report (identifying projects, review progress and funding needs).
3. Continue to update the FNEESC transportation survey and make applications for new buses, as required.
4. The Proposal Writing Team to continue to search for funding and submit proposals, as identified.
5. Continue to have a Recruitment Budget annually.



FINANCE, FACILITIES & TECHNOLOGY *(Continued)*



Long Term Strategic Objectives: Year 4 & 5

1. The Proposal Writing Team to continue to search for funding and submit proposals, as identified.
2. Review the transportation needs for the next 5 years and make funding applications, as required.
3. Review the annual Recruitment budget and create a budget for the next 5 years.
4. The CFO and Maintenance Coordinator to identify the Strategic Goals and objectives for the next 5 years.





Kyah Wiget Education Society (KWES)

Suite #2-205 Beaver Road
Smithers, BC VOJ 2N1
www.kyahwes.ca

Strategic Plan Prepared by:
Edith Loring-Kuhanga, B. Ed., M. Ed.
Governance & Leadership Consultant,
loringkuhanga@gmail.com