

SIVUMUATTIIT

**GOING FORWARD
TOGETHER**

**Kativik Ilisarniliriniq's
2025–2030
Strategic Plan**



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Kativik Ilisarniliriniq

Introduction

We decided to call Kativik Iisarniliriniq’s strategic plan Sivumuattiit because it means people moving forward together. Sivumuattiit serves as a reminder and guide as we work with the community to strengthen student success in Nunavik. With its holistic approach, Sivumuattiit is a shared vision that moves students, schools, adult education centres, the community, and the region towards a brighter future.

We were guided by the following question:
How might Kativik Iisarniliriniq courageously strengthen student success?

The process lasted one year and involved nearly 1000 people from the ground up. We listened to and worked with schools and centres, communities and students, staff, administrators, and commissioners.

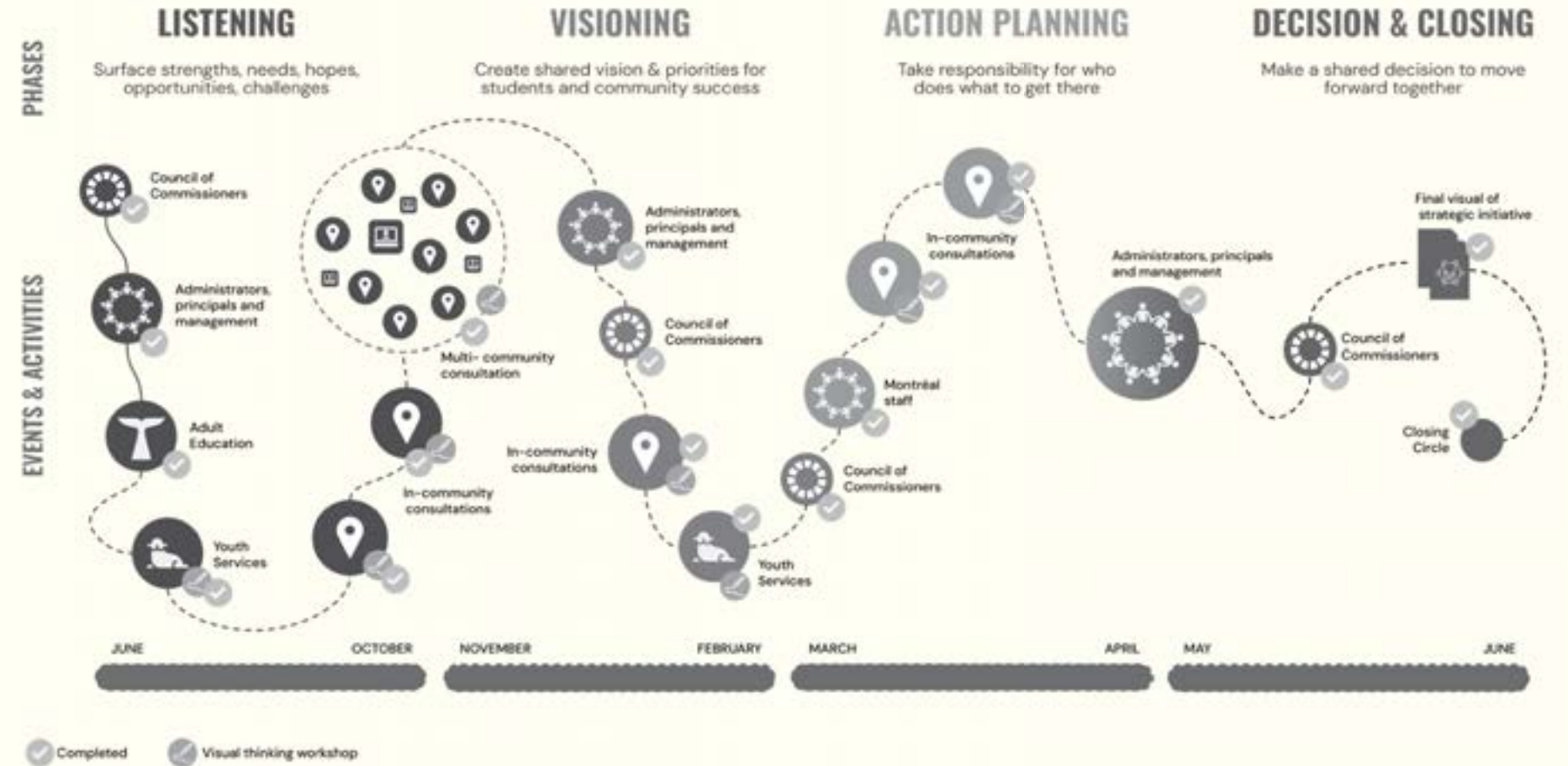
*Most commissioners, administrators, and Youth Services team members participated in multiple events.

Total number of participants:

Administrators	120
Commissioners	15
Adult ed.	75
Youth services	60
Students	233
School staff	375
Community	25
Montreal staff	85
Total	988



KI STUDENT SUCCESS INITIATIVE 2024-25: SIVUMUATTIIT



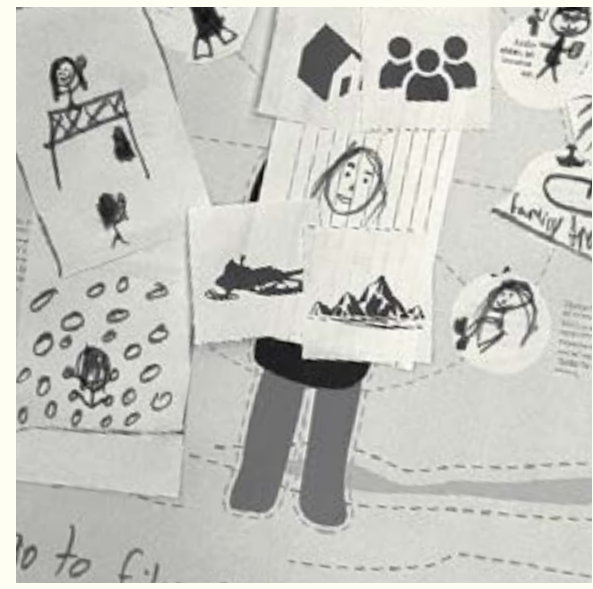
You can read more about the consultation process here:
<https://www.kativik.qc.ca/en/sivumuattiit-consultation-process/>



The result is a five-year strategic plan for Kativik Iisarniliriniq that consists of three parts: Nikisuittuq, Sivumut and Pinasugutitaarqamiit.

Nikisuittuq, Sivumut, and Pinasugutitaarqamiit provide a high-level overview of Kativik Iisarniliriniq's focus for the next five years. They serve to align everyone's work towards a common purpose and shared priorities.

We are grateful to all those who have participated in Sivumuattiit thus far and helped us move forward together. The work has just begun, and we look forward to doing it with all of you.



NIKISUITTUQ

7

Our vision of student success and how everyone in Nunavik can support it.



SIVUMUT

11

Kativik Iisarniliriniq in 2030: where we want to go and the strategic priorities, actions and signals of progress that get us there.



PINASUGUTITAARQAMIIT 21

How we want to work together for Sivumut and student success at Kativik Iisarniliriniq.

Our Vision of Student Success

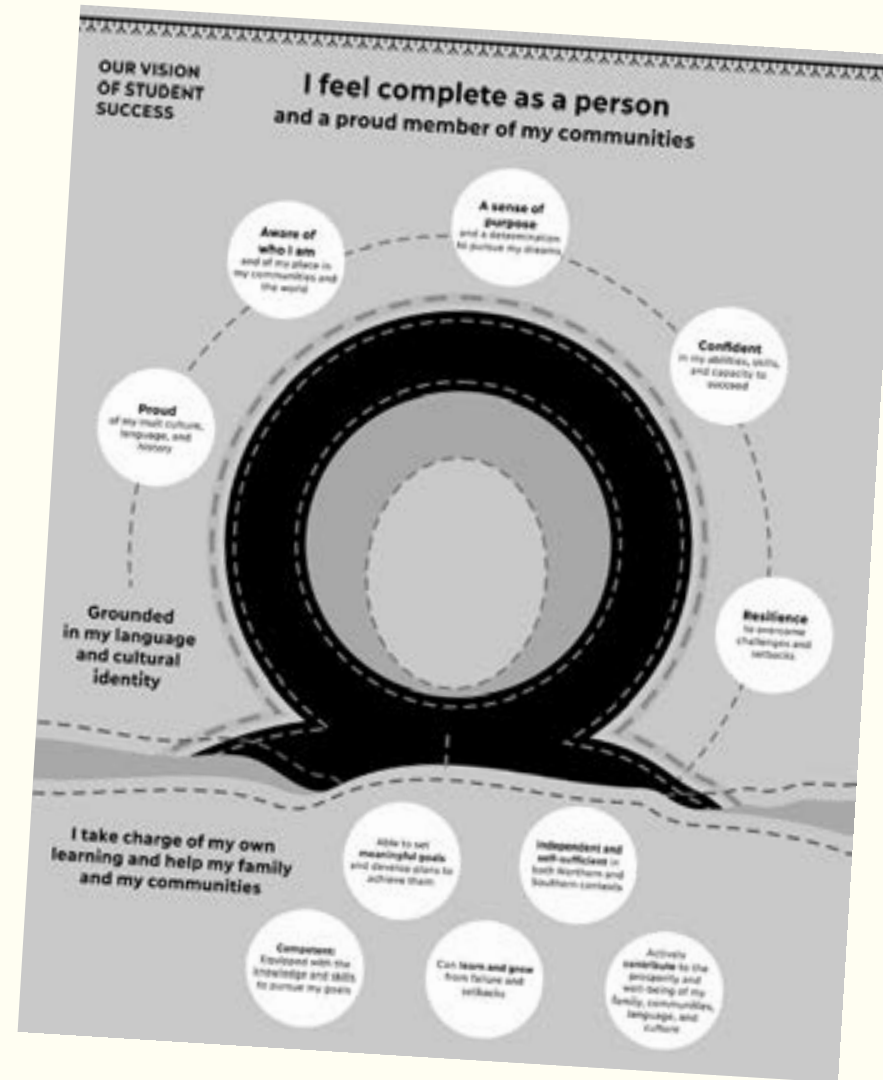
I FEEL COMPLETE AS A PERSON AND A PROUD MEMBER OF MY COMMUNITIES.

GROUNDING IN MY LANGUAGE AND CULTURAL IDENTITY.

- Proud of my Inuit culture, language, and history.
- Aware of who I am and of my place in my communities and the world.
- A sense of purpose and a determination to pursue my dreams.
- Confident in my abilities, skills, and capacity to succeed.
- Resilience to overcome challenges and setbacks.

I TAKE CHARGE OF MY OWN LEARNING AND HELP MY FAMILY AND MY COMMUNITIES.

- Able to set meaningful goals and develop plans to achieve them.
- Independent and self-sufficient in both Northern and Southern contexts.
- Competent: Equipped with the knowledge and skills to pursue my goals.
- Can learn and grow from failure and setbacks.
- Actively contribute to the prosperity and well-being of my family, communities, language, and culture.



Supporting Student Success

ACHIEVEMENTS ARE CELEBRATED

Acknowledge that passing and graduating are not the only markers of success, and celebrate non-academic, traditional, and community-centred accomplishments.

EVERYONE WORKS TOGETHER TO HELP STUDENTS SUCCEED

Parents, friends, role models, community members, elders, teachers, principals, support staff, and service and program providers collaborate to support students' success.

PARENTS, ELDERS, AND THE COMMUNITY ARE ACTIVELY INVOLVED

They teach and preserve traditional ways outside of school, while encouraging students to pursue their formal education.

INUIT CULTURE, LANGUAGE, AND TRADITIONAL WAYS ARE AT THE CENTRE OF LEARNING

Inuit ways of teaching and learning are upheld, with language, culture, and history curriculum developed and taught by Inuit.

RELEVANT, HANDS-ON LEARNING AND SOCIAL OPPORTUNITIES ARE PROVIDED

Students see school as a place to access unique resources, experiences, and social networks that they really care about.

DIFFERENT EDUCATIONAL PATHWAYS ARE ACCEPTED

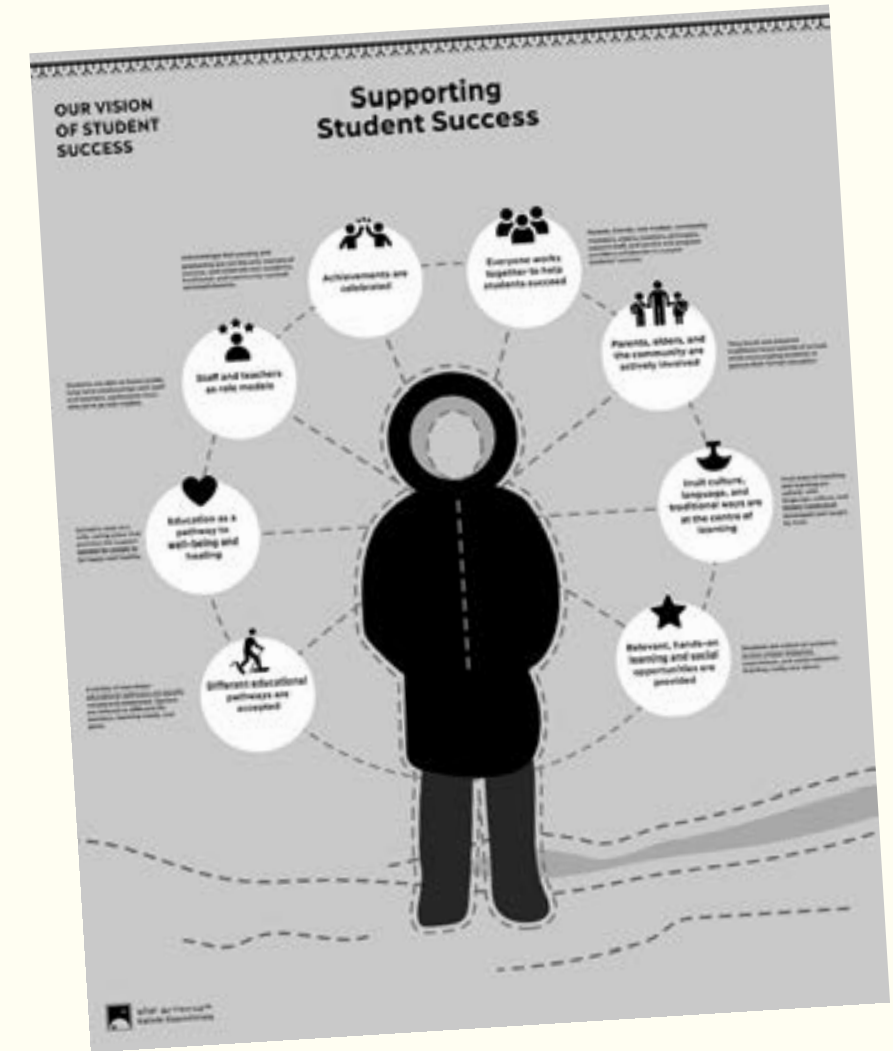
A variety of non-linear educational pathways are equally valued and celebrated. Options are tailored to different life journeys, learning needs, and goals.

EDUCATION AS A PATHWAY TO WELL-BEING AND HEALING

School is seen as a safe, caring place that provides the support needed for people to be happy and healthy.

STAFF AND TEACHERS AS ROLE MODELS

Students are able to foster stable, long-term relationships with staff and teachers, particularly Inuit, who serve as role models





SIVUMUT

Kativik Iisarniliriniq in 2030:
where we want to go and the
strategic priorities, actions, and
signals of progress that get us there.



Kativik Ilisarniliriniq's Mission



Guided by our vision of student success, we provide modern curriculum and education services in Inuktitut, French, and English that uphold Inuit ways with youth, adults, families, and communities in Nunavik.



Kativik Ilisarniliriniq 2030



STRONG FOCUS ON INUKTITUT AND INUIT WAYS THROUGHOUT KATIVIK ILISARNILIRINIQ

- **Strong Inuktitut language programs**
We have strong Inuktitut language programs and curriculum at every level, supporting youth, adult learners, staff, and the community.
- **Our curriculum and learning resources uphold Inuit culture and self-determination**
Our plurilingual curriculum accurately reflects Inuit history, values, perspectives, worldview, ways of life, and regional aspirations for the future.
- **All staff understand the North and respect Inuit ways**
Everyone is engaged in improving their cultural knowledge and Inuktitut skills, while also integrating this learning into their ways of working.

EVERYONE IS WORKING TOGETHER WITH STUDENTS IN MIND

- **We all help each other out to support student success**
We focus on our strengths and promote sharing, encouragement, mutual understanding, and cooperation as the basis for working together to support student success.
- **We collaborate across roles, schools, departments, and Nunavik**
We work effectively across roles, schools, departments, and outside organizations to make decisions, share resources, and accomplish meaningful goals.
- **We manage tension and conflict in healthy ways**
We have the skills, spaces, and courage to face difficult conversations in ways that build relationships and allow us to move forward together.

KATIVIK ILISARNILIRINIQ IS SEEN AS A GREAT PLACE TO WORK AND BUILD A CAREER

- **Excellent professional training and accreditation programs**
Our professional skills development and accreditation programs provide people with opportunities to excel in their jobs and grow into new careers over time.
- **More Inuit are stepping into key roles thanks to strong support**
More Inuit are supported in developing the skills and confidence to take on greater roles in schools and the board.
- **Professional, safe, and respectful work environment**
Staff demonstrate professionalism and respect for Inuit culture and each other at all times.

STUDENTS AND COMMUNITIES SEE SCHOOLS AS WELCOMING PLACES THAT ARE ESSENTIAL TO THEIR SUCCESS

- **Students come to school every day**
Schools are safe spaces offering project-based learning and access to experiences, resources and support that meet their interests, needs, and life paths.
- **Parents and families are engaged**
Parents are consistently involved in school activities and see schools as warm and welcoming places that help them heal the past and support their children.
- **Community members and organizations are active partners**
Elders, knowledge keepers, and local and regional organizations are involved in curriculum development, while providing support to students outside of school settings.



Strategic Priorities And Actions



CONTINUOUSLY IMPROVE HOW KATIVIK ILISARNILIRINIQ WORKS

Work collaboratively, ensure accountability, and empower everyone's leadership

1. Develop everyone's ability to collaborate and improve processes and relationships across schools, departments, services, administration, and the Council of Commissioners.
2. Securely and creatively use technology to connect and work together across distances, and use data to guide our focus and measure progress.
3. Set up clear practices to clarify roles and responsibilities, foster open and honest dialogue, include suggestions, and ensure transparent, inclusive decision-making.



EVERYONE USES THEIR VOICE AND GROWS TOGETHER

Grow relationships between schools, students, parents, and knowledge keepers

1. Empower students to take charge of their learning via more hands-on, project-based and community-based learning strategies.
2. Build and improve relationships between school and parents.
3. Strengthen and broaden relationships with community organizations and knowledge keepers so they can contribute in and out of the school.



HIRE, TRAIN, AND RETAIN NUNAVIMMIUT STAFF

Improve long-term stability and strengthen Inuit language, culture, and leadership

1. Improve Kativik Ilisarniliriniq's local recruitment strategies, processes and support for hiring in communities, and introduce students of today as team members of tomorrow.
2. Adult Education, Human Resources and Post-Secondary departments work with partners to create quality training and qualification programs for all Kativik Ilisarniliriniq jobs.
3. Create mentorship and peer coaching programs within and across schools, departments, and Nunavik to share experiences and build capacity.



Signals Of Progress

Signals of progress help us know we are making progress with our strategic priorities and actions over the next five years.

The specific metrics for the signals will be determined in school success plans and departmental action plans.



CONTINUOUSLY IMPROVE HOW KATIVIK ILISARNILIRINIQ WORKS

1. More and more staff have received support and are able to use healthy collaboration methods to work on key issues across departments and schools.
2. Data is a key factor in decision-making, and there is strong interest in using it effectively.
3. There are regular conversations around roles and responsibilities using shared methods and language.



EVERYONE USES THEIR VOICE AND GROWS TOGETHER

1. Staff and students share the many innovative ways they engage with project-based, hands-on, and community-based learning.
2. Internal discussions are regularly held on what we are trying out and what we are learning together to strengthen relationships between schools and parents.
3. Other organizations and knowledge keepers understand our vision of student success and are invited to contribute to it.



HIRE, TRAIN, AND RETAIN NUNAVIMMIUT STAFF

1. Local administrators have clear hiring strategies, processes, and supports, which they helped develop.
2. More and more staff are engaged in professional development activities and programs that meet their needs and support their career advancement.
3. More and more Inuit staff are offering mentorship and peer coaching to their colleagues, and they are being recognized for it.



PINASUGUTITAARQAMIIT

How everyone at Kativik Ilisarniliriniq
can work together to move forward
(Sivumut).

Focus on strengths and what's working to move forward



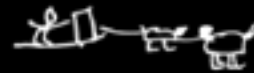
CARE AND COMPASSION

We have a strong connection to the well-being of our students and communities.



AUTONOMY

Explore, act, and develop independently to meet our needs through the rights guaranteed by the JBNQA and the Education Act.



FLEXIBILITY

We are willing and able to adapt to different contexts and situations.



RESOURCEFULNESS

We know how to work with difficult constraints and find innovative solutions.



INUIT AND NON-INUIT KNOW-HOW

Knowledge and educational practices from two worldviews.

Everyone Has A Role To Play

THE COUNCIL OF COMMISSIONERS

supports the implementation of the strategic plan and contributes to it in the community and across Nunavik.

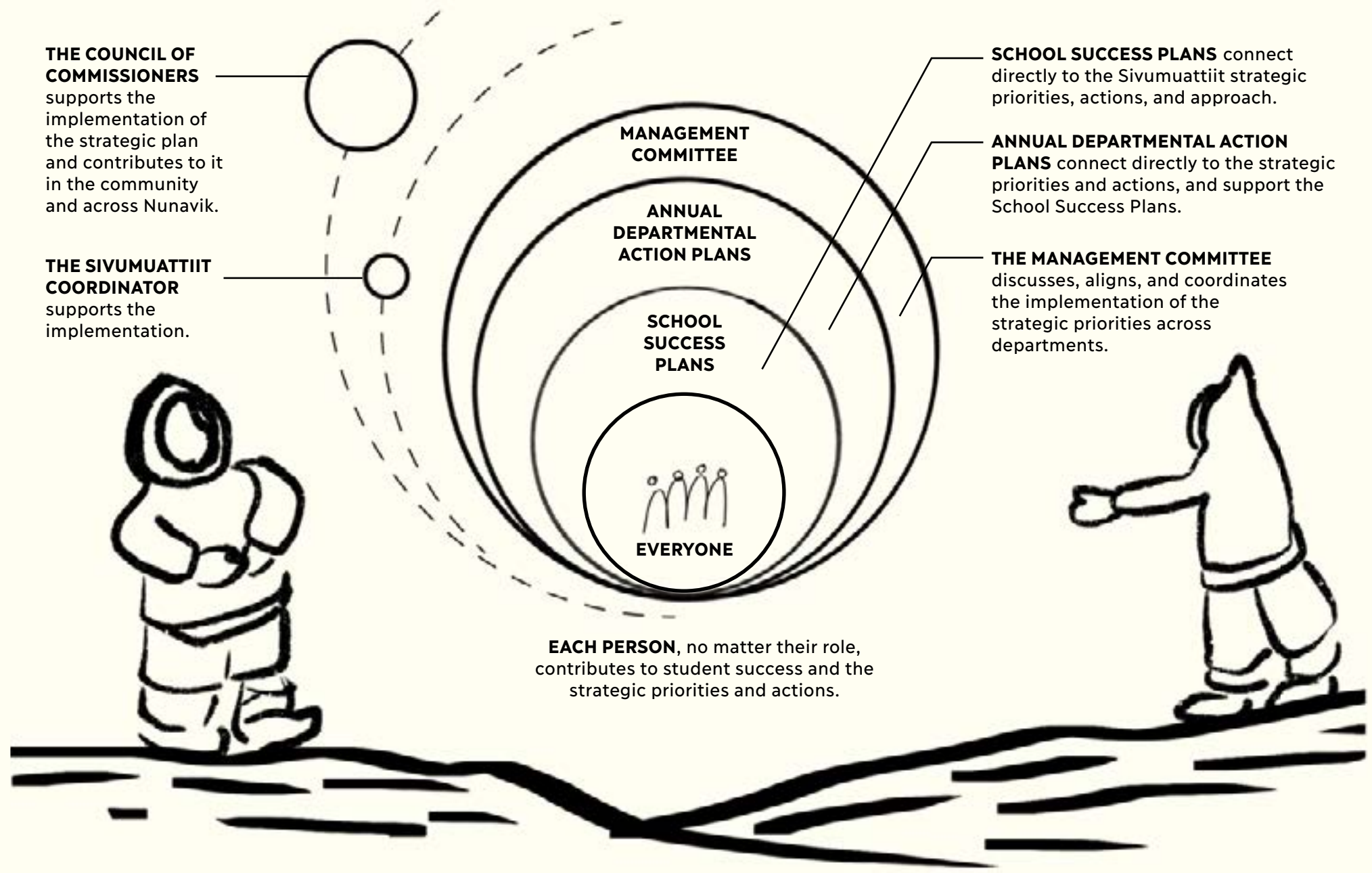
THE SIVUMUATTIIT COORDINATOR

supports the implementation.

SCHOOL SUCCESS PLANS connect directly to the Sivumuattiit strategic priorities, actions, and approach.

ANNUAL DEPARTMENTAL ACTION PLANS connect directly to the strategic priorities and actions, and support the School Success Plans.

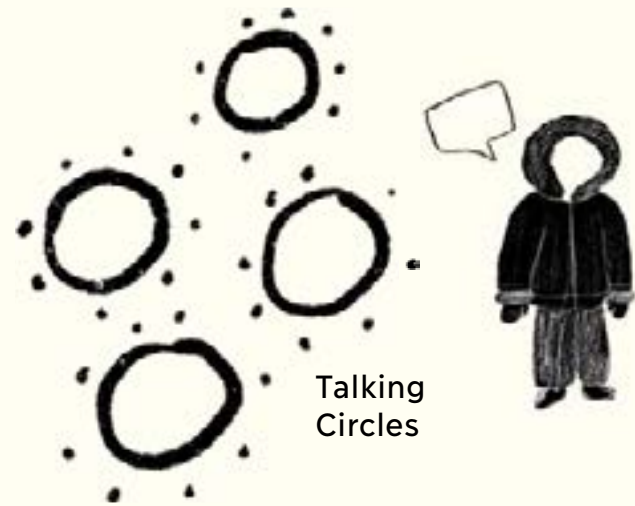
THE MANAGEMENT COMMITTEE discusses, aligns, and coordinates the implementation of the strategic priorities across departments.



How We Work Together Matters

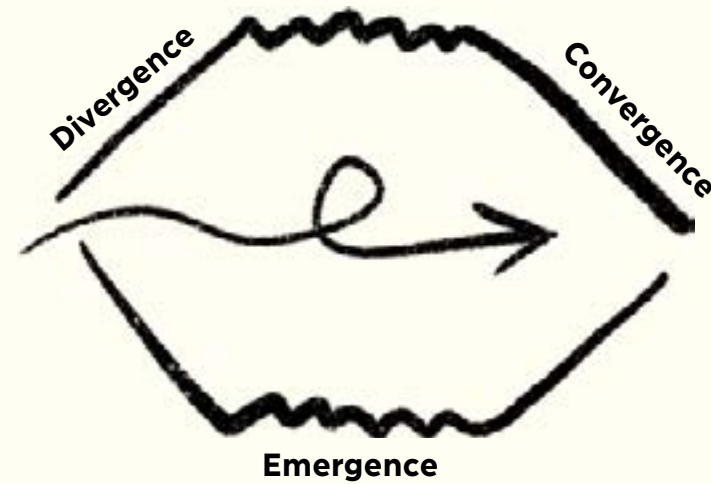
BE COURAGEOUS AND SUPPORTIVE OF ONE ANOTHER

Changing a system requires the courage to have difficult conversations and make hard decisions together, and doing so in ways that build relationships, trust, and understanding.



TRY THINGS OUT AND LEARN FROM IT

When something is complex, it's better to act and learn by doing than to get stuck talking.



Divergence

Start by quickly trying out different approaches and ways of doing things.

Emergence

Don't stop at one try: keep going in small steps and adapt to what you are learning as you go.

Convergence

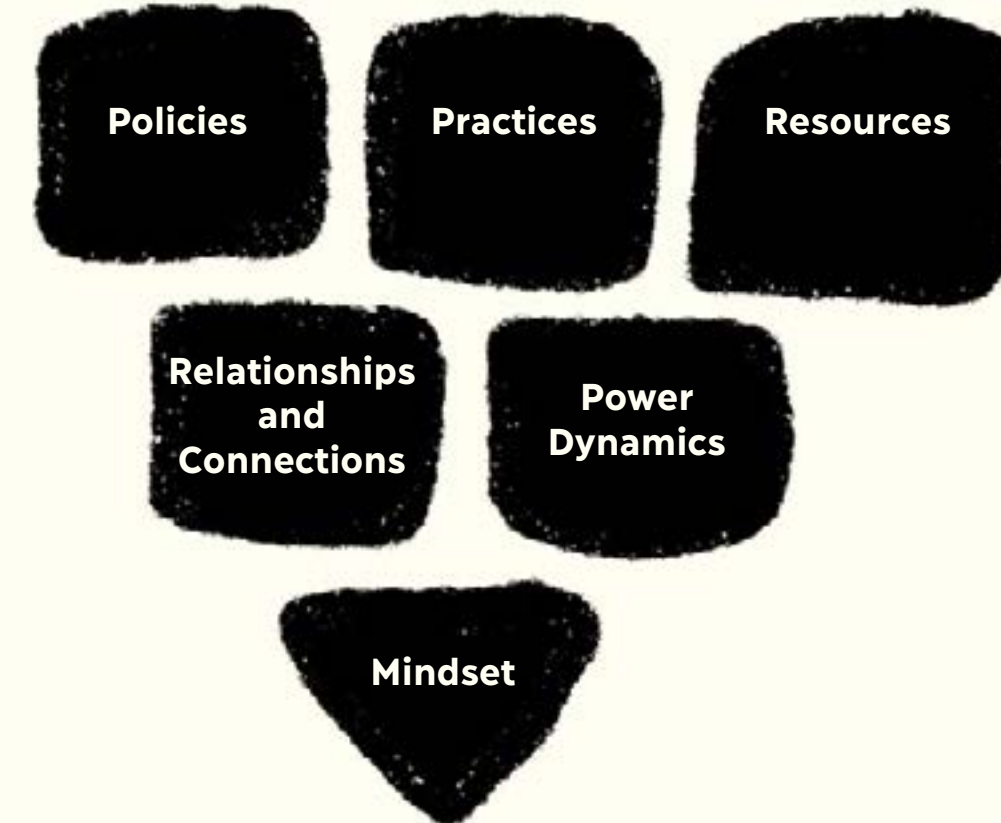
At some point, everything you have learned will point you to the best way forward.

TAKE RESPONSIBILITY, WE ARE ALL PART OF THE SYSTEM

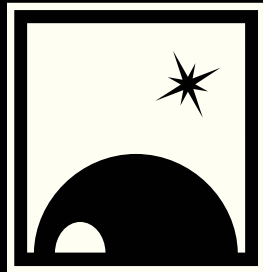
Step up, be honest and contribute to what needs to be done. Otherwise, it will never happen.

Six conditions of systems change

Reference: John Kania, Mark Kramer, Peter Senge (2018)



"There's no systems change without organizational change and no organizational change without individual change."



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