



ASBA STRATEGIC PLAN

SEPTEMBER 2009 – AUGUST 2012

**Strategic Plan Implementation
Second Report**

May 2010

A: LEADERSHIP

Mandate: The Alberta School Boards Association provides leadership focusing on continuous improvement of the public education system.

Strategic Priority A: ASBA provides leadership support to school boards in closing student achievement gaps where they exist.

Key Result A1: Leadership support is provided in the development and implementation of a renewed system for special needs students.

STRATEGIES	09-10	10-11	11-12	PROGRESS
A1.1 Assess the recommendations and implications of the Setting the Direction review.	✓			Consultant Steve Cymbol serves as ASBA’s representative on the stakeholder working committee for the provincial government’s Setting the Direction for Special Education in Alberta initiative. Preliminary assessment of the recommendations and implications of the Setting the Direction review has been conducted by the ASBA representative, but final review is pending the official release of the framework by the government, which will provide clarity regarding the implementation of strategies A1.2, A1.3 and A1.4. The Department has put on hold the implementation of Setting the Direction until Inspiring Education has been approved.
A1.2 Hold an issues forum on how best to implement Setting the Direction review.	✓			
A1.3 Advocate for resources to allow school boards to implement the recommendations.	✓			

A1.4 Provide policy advice to school boards to implement the results of the Setting the Direction review.	✓			
---	---	--	--	--

Key Result A2: Leadership in research and action is provided relative to the education of First Nations, Métis and Inuit students.

STRATEGIES	09-10	10-11	11-12	PROGRESS
A2.1 Compile local and international research on First Nations, Métis and Inuit education with consideration for partnership with Alberta Education and/or other international partners.	✓			Consultant Sig Schmold is presently developing a research paper on First Nations, Métis and Inuit education.
A2.2 Develop strategic partnerships with appropriate First Nations, Métis and Inuit groups to pursue this priority.	✓			The ASBA Board of Directors has established a First Nations, Métis and Inuit Student Success task force, chaired by Director Dianne Lavoie, with further representation including Beatrice Wright, Darrell Ghostkeeper, Rob Reimer, Ron Kenworthy, Kathy Cooper, Cindy Olsen, and Brian Callaghan. The task force's first meeting will be held May 31, 2010, at which time terms of reference will be drafted.

A2.3	Encourage all First Nations, Métis and Inuit school jurisdictions to join ASBA as associate members.	✓		One First Nations school jurisdiction is presently exploring becoming an associate member of ASBA. Services have been provided on a complete cost recovery basis.
A2.4	Prepare a report on possible actions that could be taken by school boards quickly and without additional funds to advance this priority.	✓		
A2.5	Investigate a new system of funding First Nations, Métis and Inuit students in Alberta.	✓		<p>Consultant Steve Cymbol represents ASBA on the Tuition Agreement Working Group, an ASBA initiative with representation from Alberta First Nations, Indian and Northern Affairs Canada, Alberta Education, CASS and ASBOA.</p> <p>The working group is in the process of developing a tuition agreement toolkit that can be utilized by the Department, First Nations and Alberta provincial school boards on an ongoing basis to improve service delivery and relationships among all parties involved in education of First Nations students.</p>
A2.6	Examine opportunities to enhance First Nations, Métis and Inuit representation at the ASBA Board of Directors table.	✓		

A2.7 Prepare a report on possible opportunities for enhanced First Nations, Métis and Inuit representation at the local level.	✓			
--	---	--	--	--

Key Result A3: Leadership in research and action is provided relative to the education of English as a Second Language students.

STRATEGIES	09-10	10-11	11-12	PROGRESS
A3.1 Work with school boards to develop a working alliance with provincial organizations representing and servicing refugee families.		✓		

A3.2 Research effective English as a Second Language practices with consideration for partnership with Alberta Education and/or other international partners.		✓		
A3.3 Develop policy advisories for school boards with regard to English as a Second Language.		✓		

B: ADVOCACY

Mandate: Providing leadership focusing on continuous improvement of the public education system, the Alberta School Boards Association advocates provincially and nationally on public education issues, with a strong voice, on behalf of locally elected school boards.

Strategic Priority B: Action is taken to advance the key advocacy priorities of the Board: High School Completion, Infrastructure, Transportation and Early Intervention.

Key Result B1: Continued implementation and maintenance of the High School Completion advocacy plan.

STRATEGIES	09-10	10-11	11-12	PROGRESS
B1.1 Prepare a paper on barriers to high school completion.	✓			<p>Chaired by Jackie Swainson, other ASBA Directors on this task force include Marilyn Bergstra, Clayton Jespersen, and Kerry Milder. In addition, membership includes one representative from each zone: Bryan Imray, Bernie Huedepohl, Ken Checkel, Rosemarie Goerlitz, and Karen Bartsch, and representatives from Alberta Education.</p> <p>In September 2008, the ASBA Board of Directors accepted recommendations from the High School Completion Task Force which were offered as potential actions for continued engagement of school boards. In accordance with the recommendations, the Task Force circulated a survey to Alberta school boards in March 2009, asking trustees to consider how students at risk are being identified in their jurisdiction and to describe any current efforts focused on improving high school completion rates.</p> <p>Consultant Sig Schmolz has been engaged to review and compile feedback gathered through the survey and develop a paper on barriers to high school completion. A draft of this report will be provided for consideration by the Board of Directors at either the May or June 2010 meeting. The task force will report back to school boards in Fall 2010.</p>

B1.2	Execute the advocacy plan.	✓			The high school completion advocacy plan was approved by the Board of Directors in May 2009. Actions taken to date relative to this key result are contained in the advocacy plan.
B1.3	Hold an issues forum for school boards and senior administrators, and identify “quick wins” in support of improving high school completion.	✓			Planning of this issues forum will occur following the conclusion and release of the Government’s Inspiring Education initiative.
B1.4	Review and renew the advocacy plan by June 2010.	✓			

Key Result B2: Implementation and maintenance of the Infrastructure advocacy plan.

STRATEGIES		09-10	10-11	11-12	PROGRESS
B2.1	Host a symposium on school infrastructure approvals and funding.	✓			

B2.2 Work with partner groups, including municipal associations, to investigate possible approaches to meeting school infrastructure needs.	✓		<p>In response to ASBA's request during the provision of the report <i>Resolving Alberta's School Infrastructure Deficit: School Boards Input Toward Solutions</i>, a representative from Alberta Education has been assigned to meet with the task force to investigate possible approaches to meeting school infrastructure needs.</p> <p>The President and Executive Director of ASBA have met with the executives of Alberta Urban Municipalities Association (AUMA) and Alberta Association of Municipal Districts and Counties (AAMD&C) to explore possible joint initiatives for meeting school infrastructure needs.</p>
B2.3 Develop a proposed new process for school infrastructure approvals and funding.	✓		<p>In ongoing discussions with the Department the task force will explore new models for infrastructure approval and funding including the process and format for both new infrastructure requests and renovation proposals.</p>
B2.4 Explore best practices amongst school boards and others regarding sharing of facilities.	✓		<p>In response a request from the Minister of Education, the infrastructure task force, chaired by Serafino Scarpino, and whose members include Bev Esslinger circulated a survey to school boards in February 2009, to identify barriers to creative solutions regarding the infrastructure issues facing Alberta school jurisdictions seeking board input and identification of potential solutions.</p> <p>The ASBA commissioned a review of the infrastructure issues facing Alberta school jurisdictions. The ASBA infrastructure <i>Building Together – It's Time to Act</i> report was distributed to school boards at ASBA's 2009 Spring General Meeting.</p> <p>Published in March 2010, the <i>Resolving Alberta's School Infrastructure Deficit: School Boards' Input Toward Solutions</i> report identifies cost-free changes that would help address the challenges school boards are facing relative to infrastructure. The report collates the results of the survey conducted by the ASBA Infrastructure Task Force in December 2009. Twenty-nine school boards responded with their ideas. The report has been shared with the minister of education and boards. It will also be sent to all MLAs shortly.</p>

B2.5	Execute the advocacy plan.	✓			The infrastructure advocacy plan was approved by the Board of Directors in May 2009. Actions taken to date relative to this key result are contained in the advocacy plan.
B2.6	Review and renew the advocacy plan by June 2010.	✓			

Key Result B3: Implement and maintain the Transportation advocacy plan.

STRATEGIES		09-10	10-11	11-12	PROGRESS
B3.1	In conjunction with education stakeholders, identify best practices and propose potential solutions.	✓			ASBA Directors serving on the Transportation Task Force include Bev Esslinger, Chair, Lynda Akers, Serafino Scarpino and Jackie Swainson. Using the <i>At the Breaking Point</i> report, published May 2008, as a starting point, Zone representatives to the transportation task force: Sharilyn Anderson, Judy Muir, Colleen Butler, Karen Harries, and Norma Peters, presented a discussion guide to Zones in Spring 2009, asking school boards to have local discussions about the report's findings including identification of best practices or potential solutions. The feedback gathered was considered in the creation of the transportation advocacy plan which will guide ASBA advocacy efforts. The feedback gathered will also be considered as the advocacy plan is implemented.
B3.2	Execute the advocacy plan.	✓			The transportation advocacy plan was approved by the Board of Directors in May 2009. Actions taken to date relative to this key result are contained in the advocacy plan. Further action included a letter being sent to the Department in response to the budget requesting further discussion and collaboration in addressing the challenges identified in the research paper.

B3.3 Review and renew the advocacy plan by June 2010.	✓			
---	---	--	--	--

Key Result B4: The advocacy priority Early Intervention is researched, and information disseminated to school boards and key stakeholders by June 2011.

STRATEGIES	09-	10-	11-	PROGRESS
	10	11	12	
B4.1 Complete a research report regarding early intervention.		✓		
B4.2 Obtain feedback from school boards.		✓		
B4.3 Produce report which identifies solutions and contains an advocacy plan, including fostering public awareness campaign about early intervention issues.		✓		
B4.4 Execute the advocacy plan.		✓		ASBA, in collaboration with CASS, ATA and ASCA have engaged consultant Ken Chapman to develop a draft advocacy plan for early intervention. The development of this plan is presently on hold given the current fiscal situation.

C: RESEARCH

Mandate: Providing leadership focusing on continuous improvement of the public education system, the Alberta School Boards Association provides timely, well researched information on public education issues to school boards.

Strategic Priority C: ABSA provides timely, well-researched information on public education issues to school boards and key stakeholders.

Key Result C1: The Board governance aspect of “Choice – Alternatives to Traditional Education” is researched considering recent legal decisions and information is disseminated to school boards and key stakeholders by June 2012.

STRATEGIES	09-10	10-11	11-12	PROGRESS
C1.1 Prepare and distribute a report on the implications of recent legal decisions for school boards implementing programs of choice.	✓			Consultant Steve Cymbol was engaged to draft a report on the history and implications of educational choice in Alberta. The report Educational Choice For Albertans was presented to the Board of Directors in October 2008 and two sessions presenting the report were held at the 2008 Fall General Meeting. The report was formally published in February 2009. In response to a request from a member board, ASBA is developing a protocol for school boards operating schools in buildings outside of their boundaries.
C1.2 Prepare a comprehensive report about the governance implications of choice.	✓			

Key Result C2: The research priority “Early Intervention/ School Preparedness/ Special Education”, is researched and the information disseminated to school boards and key stakeholders by June 2011.

STRATEGIES	09-10	10-11	11-12	PROGRESS
C2.1 Complete a research project about Early Intervention/School Preparedness/Special Education”, incorporating the findings from the Setting the Direction review.		✓		
C2.2 Prepare and distribute a report of the research project to school boards and key stakeholders.		✓		

Key Result C3: The research priority “Education of First Nations, Métis and Inuit Students” is researched and the information disseminated to school boards and key stakeholders by June 2011.

STRATEGIES	09-10	10-11	11-12	PROGRESS
C3.1 Complete a research project about the education of First Nations, Métis and Inuit students.	✓			Consultant Sig Schmolz is presently developing a research paper on First Nations, Métis and Inuit education.
C3.2 Prepare and distribute a report of the research project to school boards and key stakeholders.	✓			

D: PARTNERSHIPS

Mandate: Providing leadership focusing on continuous improvement of the public education system, the Alberta School Boards Association works with other provincial organizations, national education organizations and governments to improve public education.

Strategic Priority D: ASBA initiates, builds and maintains key partnerships to improve public education and/or advance the advocacy efforts of the association.

Key Result D1: Strengthened partnerships are in place between ASBA and other organizations in addressing advocacy issues and promoting common goals.

STRATEGIES	09-10	10-11	11-12	PROGRESS
D1.1 Explore possible topics of mutual interest with partner organizations.	✓			ASBA and the Alberta School Councils' Association were invited by the Alberta Teachers' Association to participate in <i>Stop the Cuts</i> , a public relations campaign intended to emphasize that education is an investment – not a financial drain on our resources. The ATA provided the extensive funding for this campaign and has only asked for our support. ASBA, ASCA, ASBOA and CASS meet regularly to explore possible topics of mutual interest and to identify initiatives for which partnerships with organizations will be pursued and strengthened. The Presidents of ASBA, ASCA, ASBOA and CASS will meet with the Minister in June to discuss student assessment. ASBA has assisted with the administration of the Minister's Education Leadership Recognition Awards (MELRA), presented to jurisdictions whose annual results demonstrate significant improvement and/or very high achievement across a number of categories. ASBA is represented on the Leadership Panel of CASS' Moving and Improving Initiative – Building School District Leadership Capacity.
D1.2 Identify initiatives for which partnerships with organizations will be pursued and strengthened.	✓			
D1.3 Invite partners to work with the ASBA on advocacy issues and ensure relationships with these organizations are nurtured.	✓			

				<p>ASBA, CASS and ASCA will jointly be drafting a paper for submission to the Northlands review team.</p> <p>An agreement on cooperation with respect to Education Trends (TIES) has been signed by ASBA and Alberta Education. Meetings are ongoing and a portion of ASBA's website is devoted to education trends.</p> <p>In November 2006 a joint media release was issued by ASBA, ATA, ASCA and CASS regarding Albertans' support for government funding of pre-kindergarten programs for students at risk. This partnership has continued in efforts to advance the early childhood education advocacy priority.</p>
--	--	--	--	--

E: SERVICES TO BOARDS

Mandate: Providing leadership focusing on continuous improvement of the public education system, the Alberta School Boards Association provides services to school boards.

Strategic Priority E: ASBA builds leadership capacity of individual school boards.

Key Result E1: In the 2009-2010 school year, support is made available to school boards and trustees in relation to their governance accountabilities.

STRATEGIES	09-10	10-11	11-12	PROGRESS
E1.1 Develop and implement a school board/trustee development program which enables school boards to fulfill their governance responsibilities.	✓	✓		<p>The ASBA Board of Directors has established a Governance task force, chaired by Director Serafino Scarpino and whose membership includes Directors Anne-Marie Boucher and Karen Kryczka. Additional representatives include Ralph Wohlgenuth, Jeff Thompson, Cheryl Smith, and Don Zech.</p> <p>The task force will:</p> <ul style="list-style-type: none"> ◆ Identify the fundamental elements of effective school board governance ◆ Research and review different governance models from different jurisdictions ◆ Identify common components essential to any effective governance model ◆ Consider unique components which would promote effectiveness and efficiencies in school board governance; and ◆ Write a report outlining its findings. <p>The task force will also make a presentation at the 2010 Spring General Meeting.</p> <p>The Minister's Building Financial Capacity task force, chaired by Janice Sarich and whose membership includes Directors Lynda Akers, Kerry Milder and Serafino Scarpino will develop a report on financial accountabilities of school boards and other governance matters. Development of a school board/trustee development program which enables school boards to fulfill their</p>

				governance responsibilities is currently on hold pending the release of the task force's report. The program will be ready for implementation following trustee elections in Fall 2010.
--	--	--	--	---

Key Result E2: By August 2010, support is made available to school boards in relation to efforts to increase public engagement in education.

STRATEGIES	09-10	10-11	11-12	PROGRESS
E2.1 Develop a cadre of consultants/resources that can be made available to school boards on a fee-for-service basis to assist with their efforts to increase public engagement in education.	✓			<p>A number of resources to encourage public engagement have been developed/collated by ASBA including:</p> <ul style="list-style-type: none"> ◆ A Guide to Face-to-Face Public Engagement for School Boards ◆ Videoconference: Tips and Techniques for Public Engagement (held twice) ◆ Templates for a town hall meeting ◆ PowerPoint presentations ◆ Handbooks ◆ Research <p>These are all posted on ASBA's website.</p> <p>In addition, consultants are available on a fee-for-service basis to assist school boards with their efforts to increase public engagement in education.</p>

<p>E2.2 Hold issues forums to support public engagement in education.</p>	<p>✓</p>		<p>ASBA's Summit on Putting the Public Back in Public Education – Public Involvement in Our Schools took place on March 13 and 14, 2009. Its purpose was to reach consensus on more effective ways of engaging, listening to and involving the 70% of parents and taxpayers who do not have children in school. Participants included members of the public, representatives from each school board, ASBA Board of Directors and ASBA Zone Chairs and observers including members of the media; the Minister of Education and his office; and representatives from ASCA, CASS, ATA, ASBOA and Alberta Education. An action plan was received as information by the Board of Directors in June 2009.</p> <p>ASBA has developed a public engagement guide which includes templates to assist school boards who wish to host a town hall meeting to engage their community about the local budget.</p>
<p>E2.3 Develop a communications plan to weave in messages about the role of the trustee into efforts to raise the profile of school board elections.</p>	<p>✓</p>		<p>Six candidate information sessions are scheduled to be offered in May and June 2010. These information sessions are designed for people thinking about running for the office of school trustee and will cover the role of the trustee and information about eligibility requirements.</p> <p>A campaign school for candidates will be offered June 9, 2010. Topics covered will include planning a local campaign, writing and delivering great speeches, and perspectives from experienced candidates.</p> <p>Materials have been developed for candidates outlining the role of the school trustee and for school boards relative to raising the profile of school board elections. These materials are posted on the ASBA website and have been circulated to school boards.</p>

F: SERVICES TO BOARDS

Mandate: Providing leadership focusing on continuous improvement of the public education system, the Alberta School Boards Association provides services to school boards.

Strategic Priority F: ASBA addresses the matter of labour relations.

Key Result F1: ASBA will assist school boards in being prepared for teacher bargaining by August 31, 2012.

STRATEGIES		09-10	10-11	11-12	PROGRESS
F1.1	Immediately address the matter of teacher bargaining beyond 2012.	✓			<p>Significant change in teacher bargaining occurred in 2007. In a major shift from past practice, the provincial government signed a Memorandum of Agreement with the provincial Alberta Teachers' Association that covered a \$2.1 billion pension liability and teacher salaries. All other contractual matters were dealt with by school boards negotiating at the local level with teachers.</p> <p>With the current contract set to expire in 2012, the ASBA contracted Patricia Mackenzie to review the last round of bargaining and to write a report about school boards' perspectives on how things went. This included dialogue with many boards on their views of the current bargaining situation and suggestions for future bargaining strategies. The report was presented to school boards at the 2008 Fall General Meeting.</p> <p>At the request of the ASBA President, the Minister of Education has committed to tripartite meeting(s) with the ASBA and the Alberta Teachers' Association to discuss teacher bargaining beyond 2012. The first meeting was held February 25, 2010. The second meeting is scheduled for June 15, 2010. To date, the Minister and the ATA have not been amenable to addressing the matter of teacher bargaining beyond 2012.</p>

F1.2 Canvas school boards in relation to the direction that school boards may wish to take with regard to teacher bargaining.	✓			At its December 2008 meeting the Board of Directors formally received the Fair Bargaining for a Better Future Report. The board directed the executive director to develop an action plan to address the report's recommendations for its consideration. School boards were encouraged to provide commentary on the recommendations to ASBA.
F1.3 Act upon the direction provided to prepare school boards for teacher bargaining in 2012.	✓	✓	✓	After receiving a summary of the commentary provided by school boards on this issue at its May 2009 meeting, the Board of Directors directed the Executive Director to seek a commitment from the Alberta Teachers' Association to agree to support the current collective bargaining process with the exception that, for those boards who wish to voluntarily join an employers' organization(s), there be an agreement to negotiate at a single table, for the purpose of concluding a single collective agreement and report back at the 2009 Fall General Meeting. An informal request to the ATA on this matter did not satisfactorily resolve the issue, so a formal request will be made by the Executive Director, in accordance with direction provided by the Board of Directors.