



ASBA STRATEGIC PLAN

SEPTEMBER 2008 – AUGUST 2011

Approved March 2008

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STRATEGY AT A GLANCE

KEY RESULTS		STRATEGIES	
<p>Mandate: ASBA advocates provincially and nationally on public education issues, with a strong voice, on behalf of locally elected school boards</p> <p>Strategic Priority: ASBA advocates provincially and nationally on public education issues, with a strong voice, on behalf of locally elected school boards</p>			
A1	The three key advocacy priorities of the Board: High School Completion, Transportation, and Infrastructure are addressed by June 30, 2009.	A1.1	The ASBA provides resources and appoints ASBA Directors to each Task Force established to address each of the advocacy issues.
		A1.2	A plan is developed and implemented for each advocacy priority identified.
<p>Mandate: ASBA provides timely, well-researched information on public education issues to school boards</p> <p>Strategic Priority: ASBA provides timely, well-researched information on public education issues to school boards</p>			
B1	The research priority “Choice-Alternatives to Traditional Education” is researched and the information disseminated to school boards by June 2011.	B1.1	Research and document trends, promising practices and challenges in “Choice – Alternatives to Traditional Education”.
B2	The research priority “Early Intervention/ School Preparedness/ Special Education”, is researched and the information disseminated to school boards by June 2011.	B2.1	Research and document trends and promising practices in “Early Intervention/ School Preparedness/ Special Education.”
B3	The research priority “Education of First Nations, Métis and Inuit Students” is researched and the information disseminated to school boards by June 2011.	B3.1	Research and document trends and promising practices in “Education of First Nations, Métis and Inuit Students”.
B4	The level of support by the membership for the key research priority on Health and Wellness is determined by December 2008.	B4.1	Survey the membership to determine level of support for research on the topic “Health and Wellness” as it relates to children and youth.
B5	The membership supports action by the ASBA on each of the topics researched in the Strategic Plan 2008-2011 and presented at the Fall General Annual Assembly in 2011.	B5.1	Develop an action plan relative to each of the areas researched for consideration/ratification by the membership.

<p>Mandate: Works with other provincial organizations, national education organizations and governments to improve public education</p> <p>Strategic Priority: ASBA elevates the importance of partnerships in all of its advocacy efforts</p>	
<p>C1 By August 2009, partnerships are in place between the ASBA and at least two organizations in addressing advocacy issues and promoting common goals.</p>	<p>C1.1 Identify initiatives for which partnerships with organizations will be pursued.</p> <p>C1.2 Invite partners to work with the ASBA on advocacy issues and ensure relationships with these organizations are nurtured.</p> <p>C1.3 Develop and implement a plan to strengthen positive working relationships with partners on advocacy issues.</p>
<p>C2 By August 2009, at least two joint presentations to policymakers and/or other audiences in government and provincial agencies are made on ASBA initiatives by the ASBA and its partners.</p>	<p>C2.1 Where appropriate, joint presentations on key advocacy issues take place.</p>
<p>Mandate: Provides Services to School Boards</p> <p>Strategic Priority: ASBA builds leadership capacity of individual school boards</p>	
<p>D1 In the 2008-2009 school year, support is made available to school boards and trustees in relation to their financial accountabilities.</p>	<p>D1.1 Ensure that training sessions on financial accountability are available to school boards and trustees in 2008-2009.</p>
<p>D2 By August 2010, support is made available to school boards in relation to efforts to increase public engagement in education.</p>	<p>D2.1 Support is made available to the organization and school boards in relation to their efforts to increase public engagement in education.</p>
<p>Mandate: Provides Services to School Boards</p> <p>Strategic Priority: ASBA addresses the matter of teacher bargaining beyond August 31, 2012</p>	
<p>E1 School boards will be prepared for teacher bargaining by August 31, 2012.</p>	<p>E1.1 Open dialogue with school boards by the end of the 2010 school year in relation to the direction that school boards may wish to take with regard to teacher bargaining.</p>

INTRODUCTION

The Board of Directors of the Alberta School Boards Association (ASBA) met from January 11 to 13, 2008 to develop the ASBA Strategic Plan 2008–2011. The ASBA has a three year rolling strategic plan, therefore the Board reviewed the ASBA Strategic Plan 2007–2010 prior to commencing work on the 2008–2011 Strategic Plan. Members of the management staff of the Association were in attendance at this session and acted as resource persons, providing valuable information that assisted Board members in making informed decisions.

BACKGROUND

In preparation for the development of the 2008–2011 Strategic Plan, Board members reviewed and discussed the following documents:

- ◆ Results of the ASBA Membership Survey conducted in the fall 2007;
- ◆ The ASBA 2006–2009 Strategic Plan Year-End Report;
- ◆ The ASBA 2007–2010 Strategic Plan First Quarter Report;
- ◆ Alberta Education’s Strategic Dialogue: Identifying Trends, Issues and Impacts: June 2007; and
- ◆ Educational Trends Shaping School Planning and Design: 2007 (produced by the National Clearinghouse for Educational Facilities).

VISION

- ◆ ASBA is a respected and influential provincial association of locally elected school boards.
- ◆ ASBA supports publicly elected school boards in their efforts to ensure students in Alberta have the opportunity to reach their highest potential.
- ◆ ASBA is the leading voice advocating for public education in Alberta.
- ◆ ASBA is energized by the enthusiastic participation of its members.

(Confirmed: Spring General Meeting 2000)

MISSION

- ◆ Promoting Excellence In Public Education

(Confirmed: Spring General Meeting 2000)

MANDATE

The Alberta School Boards Association is a province-wide organization of locally elected school boards. 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.
- ◆ Provides timely, well-researched information on public education issues to school boards.
- ◆ Encourages networking and interaction among school boards and stakeholders on education issues.
- ◆ Works with other provincial organizations, national education organizations and governments to improve public education.
- ◆ Provides services to school boards.

(Confirmed: Spring General Meeting 2000)

GUIDING PRINCIPLES

1. Public education – public, separate and francophone jurisdictions - must be governed by locally elected school boards.
2. School boards must have the autonomy to make decisions in the best interests of the students and communities they serve.
3. School boards must have access to equitable long-term stable funding to fulfill the mandate of educating their students. A portion of this funding must come from property taxes. (Amended and Reaffirmed SGM 2007)
4. Direct access to the local property tax base and the ability to tax are fundamental to school board autonomy, accountability and responsiveness to their communities. (Reaffirmed SGM 2007)

5. The Alberta School Boards Association will sponsor or provide input to any amendments to the School Act and regulations.
6. School boards are responsible for communicating with their communities about the local public education system.
7. School boards are responsible for providing quality public education to their students.

(Adopted: Fall General Meeting 2000)

STRATEGIC PRIORITIES 2008-2011

Strategic priorities describe the most important priorities that ASBA must accomplish in order to succeed at a point in time. Strategic priorities focus the resources of the ASBA on its *Mandate* and *Doing the Right Things, Well, at the Right Time*.

Mandate: Advocates provincially and nationally on public education issues, with a strong voice, on behalf of locally elected school boards.

- ◆ Strategic Priority: The ASBA advocates provincially and nationally on public education issues, with a strong voice, on behalf of locally elected school boards.

Mandate: Provides timely, well-researched information on public education issues to school boards.

- ◆ Strategic Priority: The ASBA provides timely, well researched information on public education issues to school boards.

Mandate: Works with other provincial organizations, national education organizations and governments to improve public education.

- ◆ Strategic Priority: The ASBA elevates the importance of partnerships in all of its advocacy efforts.

Mandate: Provides services to school boards.

- ◆ Strategic Priority: The ASBA builds the leadership capacity of individual school boards.
- ◆ Strategic Priority: The ASBA addresses the matter of teacher bargaining beyond August 31, 2012.

KEY RESULTS AND STRATEGIES

Key results and strategies for 2008-2011 are organized under the various mandate areas of ASBA in the tables following.

The Board of Directors' responsibility for the strategic plan is carried out by the Board of Directors itself, by an appointed board committee or by the executive committee. Administrative responsibility is detailed below.

Mandate: Advocates provincially and nationally on public education issues, with a strong voice, on behalf of locally elected school boards.

Strategic Priority: ASBA advocates provincially and nationally on public education issues, with a strong voice, on behalf of locally elected school boards

KEY RESULTS	STRATEGIES	ADMINISTRATIVE RESPONSIBILITY
A1 The three key advocacy priorities of the Board: High School Completion, Transportation, and Infrastructure are addressed by June 30, 2009.	A1.1 The ASBA provides resources and appoints ASBA Directors to each Task Force established to address each of the advocacy issues. A1.2 A plan is developed and implemented for each advocacy priority identified.	

Mandate: Provides timely, well-researched information on public education issues to school boards.

Strategic Priority: The ASBA provides timely, well researched information on public education issues to school boards.

KEY RESULTS	STRATEGIES	ADMINISTRATIVE RESPONSIBILITY
B1 The research priority “Choice- Alternatives to Traditional Education” is researched and the information disseminated to school boards by June 2011.	B1.1 Research and document trends, promising practices and challenges in “Choice – Alternatives to Traditional Education”.	
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B4 The level of support by the membership for the key research priority on Health and Wellness is determined by December 2008.	B4.1 Survey the membership to determine level of support for research on the topic “Health and Wellness” as it relates to children and youth.	
B5 The membership supports action by the ASBA on each of the topics researched in the Strategic Plan 2008-2011 and presented at the Fall General Annual Assembly in 2011.	B5.1 Develop an action plan relative to each of the areas researched for consideration/ ratification by the membership.	

Mandate: Works with other provincial organizations, national education organizations and governments to improve public education.

Strategic Priority: The ASBA elevates the importance of partnerships in all of its advocacy efforts

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C1 By August 2009, partnerships are in place between the ASBA and at least two organizations in addressing advocacy issues and promoting common goals.	C1.1 Identify initiatives for which partnerships with organizations will be pursued. C1.2 Invite partners to work with the ASBA on advocacy issues and ensure relationships with these organizations are nurtured. C1.3 Develop and implement a plan to strengthen positive working relationships with partners on advocacy issues.	

Mandate: Provides services to school boards.

Strategic Priority: The ASBA builds leadership capacity of individual school boards

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D1 In the 2008-2009 school year, support is made available to school boards and trustees in relation to their financial accountabilities.	D1.1 Ensure that training sessions on financial accountability are available to school boards and trustees in 2008-2009.	
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Mandate: Provides services to school boards.

Strategic Priority: The ASBA addresses the matter of teacher bargaining beyond August 31, 2012.

KEY RESULTS	STRATEGIES	ADMINISTRATIVE RESPONSIBILITY
E1 School boards will be prepared for teacher bargaining by August 31, 2012.	E1.1 Open dialogue with school boards by the end of the 2010 school year in relation to the direction that school boards may wish to take with regard to teacher bargaining.	

EXECUTING THE STRATEGY

Effective September 2008, the ASBA management team and staff will begin executing this Strategic Plan, and will invest maximum effort on the strategies and in the development and implementation of action plans. The management team will:

- ◆ Prepare action plans to accomplish each strategy.
- ◆ Prepare budget and resource estimates relative to each strategy.
- ◆ Identify operational issues relative to each strategy.
- ◆ Assign resources to each strategy.
- ◆ Identify implementation timing and performance measures for each strategy.

For some key results and strategies, particularly those under advocacy and working with local, provincial and national governments, members of the ASBA Board of Directors will work closely with staff of the organization in the implementation of the strategies.

The Board will be presented with quarterly reviews of the progress on the key results identified in the strategic plan, and will be provided with a year-end report.