



ASBA STRATEGIC PLAN

SEPTEMBER 2009 – AUGUST 2012

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TABLE OF CONTENTS

Introduction	1
Background	1
Vision	1
Mission	1
Mandate	2
Guiding Principles	2
Strategic Priorities 2009-2012	3
Key Results and Strategies	4
Leadership	4
Advocacy	6
Research	8
Partnerships	9
Services to Boards	10
Executing the Strategy	11

INTRODUCTION

The Board of Directors of the Alberta School Boards Association (ASBA) met from January 15 to 17, 2009 to develop the ASBA Strategic Plan 2009–2012. The ASBA has a three year rolling strategic plan; therefore the Board reviewed the ASBA Strategic Plan 2008–2011 prior to commencing work on the 2009–2012 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 2009–2012 Strategic Plan, Board members reviewed and discussed the following documents:

- ◆ Results of the 2008 ASBA Membership Survey
- ◆ Input received from school boards regarding the strategic plan
- ◆ Trends, Innovations and Educational Scenarios (TIES) update
- ◆ The ASBA 2007–2010 Strategic Plan Year-End Report
- ◆ The ASBA 2008–2011 Strategic Plan Implementation First Report

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 2009-2012

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: 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 the student achievement gaps where they exist.

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.

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.

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.

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.

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

KEY RESULTS AND STRATEGIES

Key results and strategies for 2009-2012 are organized under the various mandate areas of ASBA in the pages 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.

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 the 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.

Strategy A1.1 Assess the recommendations and implications of the Setting the Direction review.

Strategy A1.2 Hold an issues forum on how best to implement Setting the Direction review.

Strategy A1.3 Advocate for resources to allow school boards to implement the recommendations.

Strategy 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.

Strategy 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.

Strategy A2.2 Develop strategic partnerships with appropriate First Nations, Métis and Inuit groups to pursue this priority.

Strategy A2.3 Encourage all First Nations, Métis and Inuit school jurisdictions to join ASBA as associate members.

Strategy A2.4 Prepare a report on possible actions that could be taken by school boards quickly and without additional funds to advance this priority.

Strategy A2.5 Investigate a new system of funding First Nations, Métis and Inuit students in Alberta.

Strategy A2.6 Examine opportunities to enhance First Nations, Métis and Inuit representation at the ASBA Board of Directors table.

Strategy 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.

Strategy A3.1 Work with school boards to develop a working alliance with provincial organizations representing and servicing refugee families.

Strategy A3.2 Research effective English as a Second Language practices with consideration for partnership with Alberta Education and/or other international partners.

Strategy A3.3 Develop policy advisories for school boards with regard to English as a Second Language.

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.

Strategy B1.1 Prepare a paper on barriers to high school completion.

Strategy B1.2 Execute the advocacy plan.

Strategy B1.3 Hold an issues forum for school boards and senior administrators, and identify “quick wins” in support of improving high school completion.

Strategy B1.4 Review and renew the advocacy plan by June 2010.

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

Strategy B2.1 Host a symposium on school infrastructure approvals and funding.

Strategy B2.2 Work with partner groups, including municipal associations, to investigate possible approaches to meeting school infrastructure needs.

Strategy B2.3 Develop a proposed new process for school infrastructure approvals and funding.

Strategy B2.4 Explore best practices amongst school boards and others regarding sharing of facilities.

Strategy B2.5 Execute the advocacy plan.

Strategy B2.6 Review and renew the advocacy plan by June 2010.

Key Result B3 Implement and maintain the Transportation advocacy plan.

Strategy B3.1 In conjunction with education stakeholders, identify best practices and propose potential solutions.

Strategy B3.2 Execute the advocacy plan.

Strategy 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.

Strategy B4.1 Complete research report regarding early intervention.

Strategy B4.2 Obtain feedback from school boards.

Strategy B4.3 Produce report which identifies solutions and contains an advocacy plan, including fostering public awareness campaign about early intervention issues.

Strategy B4.4 Execute the advocacy plan.

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.

Strategy C1.1 Prepare and distribute a report on the implications of recent legal decisions for school boards implementing programs of choice.

Strategy 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.

Strategy C2.1 Complete a research project about Early Intervention/School Preparedness/Special Education”, incorporating the findings from the Setting the Direction review.

Strategy 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.

Strategy C3.1 Complete a research project about the education of First Nations, Métis and Inuit students.

Strategy C3.2 Prepare and distribute a report of the research project to school boards and key stakeholders.

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.

Strategy D1.1 Explore possible topics of mutual interest with partner organizations.

Strategy D1.2 Identify initiatives for which partnerships with organizations will be pursued and strengthened.

Strategy D1.3 Invite partners to work with the ASBA on advocacy issues and ensure relationships with these organizations are nurtured.

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.

Strategy E1.1 Develop and implement a school board/trustee development program which enables school boards to fulfill their governance responsibilities.

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

Strategy 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.

Strategy E2.2 Hold issues forums to support public engagement in education.

Strategy 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.

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.

Strategy F1.1 Immediately address the matter of teacher bargaining beyond 2012.

Strategy F1.2 Canvas school boards in relation to the direction that school boards may wish to take with regard to teacher bargaining.

Strategy F1.3 Act upon the direction provided to prepare school boards for teacher bargaining in 2012.

EXECUTING THE STRATEGY

Effective September 2009, 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 updates on the progress made on the key results identified in the strategic plan, and will be provided with a year-end report.