



ASBA STRATEGIC PLAN

SEPTEMBER 2010 – AUGUST 2013

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INTRODUCTION

The Board of Directors of the Alberta School Boards Association (ASBA) met from January 14 to 16, 2010 to develop the ASBA Strategic Plan 2010–2013. The ASBA has a three year rolling strategic plan; therefore the Board reviewed the ASBA Strategic Plan 2009–2012 prior to commencing work on the 2010–2013 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 2010–2013 Strategic Plan, Board members reviewed and discussed the following documents:

- ◆ Results of the 2009 ASBA Membership Survey
- ◆ Input received from school boards regarding the strategic plan
- ◆ Trends, Innovations and Educational Scenarios (TIES) update
- ◆ The ASBA 2008–2011 Strategic Plan Year-End Report
- ◆ The ASBA 2009–2012 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 2010-2013

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 providing successful learning opportunities for all students.

Strategic Priority B: ASBA provides leadership support to school boards in their efforts to effectively engage their public(s).

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 C: Action is taken to advance the key priorities of the Board.

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 D: ASBA provides relevant, well-researched information on current and emerging 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 E: ASBA initiates, builds and maintains key partnerships to improve public education and/or advance 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 F: ASBA builds leadership and governance capacity of individual boards.

Strategic Priority G: ASBA addresses the matter of teacher bargaining beyond 2012.

KEY RESULTS AND STRATEGIES

Key results and strategies for 2010-2013 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 providing successful learning opportunities for all students.

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 action based on research 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 Prepare and distribute a report of the research project to school boards and key stakeholders.

Strategy A2.3 Develop strategic partnerships with appropriate First Nations, Métis and Inuit groups to pursue this priority.

Strategy A2.4 Encourage all First Nations, Métis and Inuit school jurisdictions to join ASBA as associate members.

Strategy A2.5 Prepare a report on possible actions that could be taken by school boards quickly and without additional funds to advance this priority.

Strategy A2.6 Investigate a new system of funding First Nations, Métis and Inuit students in Alberta.

Strategy A2.7 Examine opportunities to enhance First Nations, Métis and Inuit representation at the ASBA Board of Directors table.

Strategy A2.8 Prepare a report on possible opportunities for enhanced First Nations, Métis and Inuit representation at the local level.

Key Result A3 Leadership in action based on research is provided relative to the education of English Language Learning 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 Language Learning practices with consideration for partnership with Alberta Education and/or other international partners.

Strategy A3.3 Prepare and distribute a report of the research project to school boards and key stakeholders.

Strategy A3.4 Develop policy advisories for school boards with regard to English Language Learning.

Key Result A4 Leadership support based on research is provided relative to the education of twenty-first century learners.

Strategy A4.1 Compile research on best practices in the delivery of education to twenty-first century learners.

Strategy A4.2 Prepare and distribute a report of the research project to school boards and key stakeholders.

Strategy A4.3 Utilize twenty-first century learning as a theme for a future general meeting.

Strategy A4.4 Advocate for resources to allow school boards to provide appropriate twenty-first century learning opportunities.

Strategic Priority B: ASBA provides leadership support to school boards in their efforts to effectively engage their public(s).

Key Result B1 Leadership support based on research is provided to school boards communicating the value of public engagement.

Strategy B1.1 Compile research outlining the value to school boards of public engagement.

Strategy B1.2 Canvas school boards to offer break-out sessions on the value of public engagement at future general meetings.

Key Result B2 Leadership support and resources are made available to school boards in relation to efforts to increase public engagement in education.

Strategy B2.1 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 B2.2 Hold issues forums to support public engagement in education.

Strategy B2.3 Develop a communications plan to weave in messages about the role of the trustee into efforts to raise the profile of school board elections.

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 C: Action is taken to advance the key priorities of the Board.

Key Result C1 Implementation and maintenance of: Early Intervention; English Language Learning; First Nations, Métis and Inuit; and High School Completion advocacy plans.

Strategy C1.1 Develop or confirm advocacy plans for each of Early Intervention, English Language Learning, First Nations, Métis and Inuit, and High School Completion.

Strategy C1.2 Execute the advocacy plans as developed or confirmed.

Key Result C2 Implementation and maintenance of the Infrastructure and Transportation advocacy plans.

Strategy C2.1 Execute the advocacy plans as reviewed and renewed.

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 D: ASBA provides relevant, well-researched information on current and emerging public education issues to school boards and key stakeholders.

Key Result D1 The research priority Early Intervention/ School Preparedness/ Early Learning is researched and the information disseminated to school boards and key stakeholders by June 2011.

Strategy D1.1 Complete a research project about Early Intervention/ School Preparedness/ Early Learning.

Strategy D1.2 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 E: ASBA initiates, builds and maintains key partnerships to improve public education and/or advance advocacy efforts of the Association.

Key Result E1 Strengthened partnerships are in place between ASBA and other organizations in addressing advocacy issues and promoting common goals.

Strategy E1.1 Explore possible topics of mutual interest with partner organizations.

Strategy E1.2 Identify initiatives for which partnerships with organizations will be pursued and strengthened.

Strategy E1.3 Invite partners to work with the ASBA on advocacy issues and ensure relationships with these organizations are nurtured.

Key Result E2 Strengthened partnerships are in place between ASBA and provincial and federal governments in addressing advocacy issues and promoting common goals.

Strategy E2.1 Review strategic priorities of relevant ministries of provincial and federal governments.

Strategy E2.2 Identify initiatives for which partnerships with ministries of provincial and federal governments will be pursued and strengthened.

Strategy E2.3 Build partnerships with ministries of provincial and federal governments to strengthen services to students.

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 builds leadership and governance capacity of individual boards.

Key Result F1 In the 2010-2011 school year, support is made available to school boards and trustees in relation to their governance accountabilities.

Strategy F1.1 Develop and implement a school board/ trustee development program based on research of good governance practices.

Key Result F2 Early in the 2010-2011 school year, support is made available to school boards and trustees to encourage participation in trustee elections.

Strategy F2.1 Resources which can be utilized to encourage participation in trustee elections are developed.

Strategy F2.2 Events designed to encourage participation in trustee elections are supported.

Strategic Priority G: ASBA addresses the matter of teacher bargaining beyond 2012.

Key Result G1 ASBA will assist school boards in being prepared for teacher bargaining by August 31, 2012.

Strategy G1.1 Canvas school boards in Fall 2010 in relation to the direction that school boards may wish to take with regard to teacher bargaining.

Strategy G1.2 Act upon the direction and immediately address the matter of teacher bargaining beyond 2012.

EXECUTING THE STRATEGY

Effective September 2010, 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.