



# **ASBA STRATEGIC PLAN**

## **SEPTEMBER 2007 – AUGUST 2010**

---

**Final Report**

**September 2008**

## **EXECUTIVE SUMMARY**

---

The ASBA Strategic Plan is a “rolling” three-year plan. The plan for 2007-2010 was developed by the Board of Directors at its January 2007 planning session and approved at the Board of Directors meeting in March 2007.

Strategic planning is a key mechanism that can be used by a Board to provide overall direction for an organization. Strategic planning must be based on the organization’s fundamental purposes.

During the past year, there has been action on eleven (11) of the twelve (12) strategies identified in the 2007-2010 ASBA Strategic Plan. Action on the remaining strategy: C1.2 – Facilitate board discussion of the research results on the topic of how choice is/might be delivered in Alberta to increase board understanding of the topic will occur in the Fall 2008.

Significant progress has been made on the required deliverables contained in the current Strategic Plan.

Looking forward to the next three-year plan (September 2008 – August 2011), strategies have been developed to achieve the following key results:

- A1 The three key advocacy priorities of the Board: High School Completion, Transportation, and Infrastructure are addressed by June 30, 2009.
- B1 The research priority “Choice- Alternatives to Traditional Education” is researched and the information disseminated to school boards by June 2011.
- B2 The research priority “Early Intervention/ School Preparedness/ Special Education”, is researched and the information disseminated to school boards by June 2011.
- B3 The research priority “Education of First Nations, Métis and Inuit Students” is researched and the information disseminated to school boards by June 2011.
- B4 The level of support by the membership for the key research priority on Health and Wellness is determined by December 2008.
- 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.
- C1 By August 2009, partnerships are in place between the ASBA and at least two organizations in addressing advocacy issues and promoting common goals.
- D1 In the 2008-2009 school year, support is made available to school boards and trustees in relation to their financial accountabilities.
- D2 By August 2010, support is made available to school boards in relation to efforts to increase public engagement in education.
- E1 School boards will be prepared for teacher bargaining by August 31, 2012.

**MANDATE: GOVERNANCE**

The overall leadership mandate of ASBA

Key Result A1: ASBA membership accepts the proposed Governance Model emerging from the Governance Review.

STRATEGIES	RESPONSIBLE	07- 08	08- 09	09- 10	PROGRESS
A1.1 Complete the Governance Review.	Executive Director	✓			<p>The ASBA Governance Review Final Report was published July 11, 2007.</p> <p>A Special General Meeting of the Association was held September 14, 2007 where the membership approved changes to the Association's Bylaws to incorporate governance outcomes of the Review.</p>

<p>A1.2 Address each “Parking Lot” issue brought forward during the review:</p> <ol style="list-style-type: none"> <li>1. Simplify and streamline the policy development process</li> <li>2. Take advantage of technology</li> <li>3. Review communications strategies</li> <li>4. Tighten up the way general meetings are conducted</li> <li>5. Review and clarify roles</li> <li>6. Clearly convey to the membership that the executive director and the board of directors serve school boards</li> </ol>	Executive Director	✓	✓	✓	<p>Re 1. Simplifying and streamlining the policy development process</p> <ul style="list-style-type: none"> <li>◆ The Policy Development Advisory Committee (PDAC) held sessions at the Fall General Meeting to gather input and feedback regarding the current policy process and possible options for the future.</li> <li>◆ Review of the entire ASBA governance handbook, including simplifying and streamlining the policy development process has been referred to the Policy Development Advisory Committee (PDAC) by the Board of Directors at their February 2008 meeting.</li> <li>◆ The Expanded PDAC, which includes representation from all Zones, met June 1, 2008 to establish direction for changes to the policy process and the review of the ASBA Governance Handbook.</li> </ul> <p>Re 2. Taking advantage of technology</p> <ul style="list-style-type: none"> <li>◆ Many documents related to the work of the Association are posted on ASBA’s website, including an interactive version of the Annual Report, updates to the ASBA Governance Handbook, HotNews, media releases, and position and research papers.</li> <li>◆ The 2008 ASBA awards package is available online.</li> <li>◆ Registration for ASBA’s Spring and Fall General Meetings, as well as ASBA’s <i>Closing the Gaps</i> symposium is online.</li> <li>◆ E-mails are often sent to Board Chairs regarding happenings both within and external to the Association.</li> </ul>
--	--------------------	---	---	---	--

<p><i>A1.2 Continued</i></p>				<ul style="list-style-type: none"> <li>◆ The Association now has permission to connect to the SuperNet and will be instituting video conferencing facilities this fall.</li> </ul> <p>Re 3. Reviewing communications strategies</p> <ul style="list-style-type: none"> <li>◆ Comprehensive review of ASBA's communication strategies is scheduled for November 2009.</li> </ul> <p>Re 4. Tightening up the way general meetings are conducted</p> <ul style="list-style-type: none"> <li>◆ This matter has been referred to the Policy Development Advisory Committee (PDAC) as part of the review of the ASBA Governance Handbook and policy process review.</li> <li>◆ Rules of Procedure utilized for conduct of the business session of the Spring General Meeting, which were approved by the membership at the opening of the meeting, were revised to reflect this direction.</li> </ul> <p>Re 5. Reviewing and clarifying roles</p> <ul style="list-style-type: none"> <li>◆ Roles of the Board of Directors, Zones, Zone Chairs and the Executive Director will be reviewed during the ASBA Governance Handbook review.</li> </ul> <p>Re 6. Clearly conveying to the membership that the Executive Director and the Board of Directors serve school boards</p> <ul style="list-style-type: none"> <li>◆ The Board of Directors have invited school boards to provide input into the Association's strategic plan which the Board will consider at their January 2008 Strategic Planning Session.</li> </ul>
------------------------------	--	--	--	--

A1.3 Consolidate the governing documents of the ASBA Board of Directors.	Executive Director	✓	✓	✓	<p>The ASBA Governance Handbook will be updated for the January 2008 Strategic Planning Session.</p> <p>The ASBA Governance Handbook, incorporating changes made by the Board of Directors at their February 2008 meeting will be published in March 2008.</p> <p>Also at the February 2008 meeting, the Board of Directors referred review of the entire ASBA Governance Handbook to the Policy Development Advisory Committee (PDAC). Work on the review is ongoing.</p>
A1.4 Communicate the roles, work and documents of the ASBA Board of Directors.	Director, Communications	✓	✓	✓	<p>Posted on ASBA's website are a number of documents relative to the work of the Board of Directors. These include: the ASBA Governance Handbook (which contains Board of Directors' policies which articulate the role of the Board), Agendas, draft and approved Minutes, and Meeting Highlights.</p> <p>E-mails from the President are intermittently sent to Board Chairs regarding work of the Association, upcoming realities the Association will be facing and emerging news with implications for the Association and school boards.</p>

## **MANDATE: ADVOCACY**

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

Key Result B1: Three key advocacy priorities of the Board for 2007-2010 – High School Completion, Transportation, and Infrastructure are addressed.

STRATEGIES	RESPONSIBLE	07- 08	08- 09	09- 10	PROGRESS
B1.1 Develop an advocacy plan for each of the three priorities.	Executive Director	✓	✓	✓	<p>Re High School Completion</p> <ul style="list-style-type: none"> <li>◆ The Board of Directors approved this task force’s terms of reference in February 2008. Directors Jackie Swainson (Chair), Marilyn Bergstra, Carol Bazinet, Clayton Jespersen, and Kerry Milder are leading this initiative, along with one representatives from each zone to be named to the task force.</li> <li>◆ Two meetings of the expanded committee have been held, with the view to meeting their June timeline to develop a plan to identify best practices and develop resources.</li> <li>◆ Work on this advocacy priority is ongoing.</li> </ul> <p>Re Transportation</p> <ul style="list-style-type: none"> <li>◆ ASBA’s 2007 Transportation Survey is first initiative in support of this advocacy priority. Directors Bev Esslinger (Chair), Lynda Akers, Serafino Scarpino and Jackie Swainson are leading this initiative.</li> </ul>

<i>B1.1 Continued</i>					<ul style="list-style-type: none"> <li>◆ A representative from each Zone will be requested to attend a meeting with ASTAC (Alberta Student Transportation Advisory Committee) to facilitate the development of recommendations stemming from the report entitled “At the breaking point: Alberta’s student transportation system”, which was officially released at the SGM 2008.</li> <li>◆ Work on this advocacy priority is ongoing.</li> </ul> <p>Re Infrastructure</p> <ul style="list-style-type: none"> <li>◆ Directors John Lehnert (Chair), Bev Esslinger, Doug Gardner and Serafino Scarpino are leading this initiative.</li> <li>◆ A review of ASBA policies provided three themes the task force will focus on; a sustainable funding model, ideal school/district, and operations and maintenance. The task force suggests that the President meet jointly with the Ministers of Education and Infrastructure to discuss this priority issue.</li> <li>◆ Work on this advocacy priority is ongoing.</li> </ul>
B1.2 Execute the advocacy plan for each of the three priorities.	Executive Director	✓	✓	✓	Staff support is provided to each task force, with timely action taken and follow up conducted as directed by each task force.

Key Result B2: ASBA provides and makes available resources to raise public awareness of and support for the role of the trustee and school boards in public education for provincial and school board use.

STRATEGIES	RESPONSIBLE	07-08	08-09	09-10	PROGRESS
B2.1 Develop and execute a province wide public awareness communications campaign.	Director, Communications	✓			<p>To raise the profile of school board elections, ASBA developed a kit for school boards to highlight the October 15, 2007 elections.</p> <p>Following this Fall's elections, ASBA has prepared an orientation book for new and returning trustees which covers the role of school boards, basic education funding, recent legislative changes, acronyms and jargon and <i>Frequently Asked Legal Questions</i>.</p> <p>Workshops for new trustees covering the role of the school board, the legal framework within which the school board operates and an introduction to media relations were held in each zone in the Fall 2007.</p> <p>ASBA consultants have presented individualized board orientation workshops for approximately one-third of Alberta's school boards.</p> <p>ASBA hosted a new trustee/chair workshop January 20-22, 2008.</p> <p>Leading up to the recent provincial election, board chairs e-mails have been sent highlighting key messages on negotiations to conclude memorandums of agreement by the January 31, 2008 deadline, increased funding to private schools, and raising the profile of education during the election campaign.</p>

**MANDATE: RESEARCH**

ASBA provides timely, well-researched information on public education issues to school boards

Key Result C1: Boards in Alberta come to a shared understanding of how choice is/might be delivered in Alberta, keeping education of children as the first priority.

STRATEGIES		RESPONSIBLE	07-08	08-09	09-10	PROGRESS
C1.1	Complete a research project on the topic of how choice is/might be delivered in Alberta.	Executive Director	✓	✓		An external consultant (S. Cymbol) has been retained to complete this project, with a report expected in early Fall 2008.
C1.2	Facilitate board discussion of the research results to increase board understanding of the topic.	Executive Director		✓		

## **MANDATE: SERVICES TO BOARDS**

ASBA provides services to school boards

Key Result D1: School boards fully understand and appreciate their responsibilities around all financial areas.

STRATEGIES	RESPONSIBLE	07- 08	08- 09	09- 10	PROGRESS
D1.1 Develop and provide orientation material on how boards work with audited financial statements.	Director, Finance & Administration	✓	✓		<p>Alberta Education has provided a conditional grant to ASBA to develop a board development curriculum and related materials on fiscal accountability. The training materials are being developed for roll-out in the first part of 2008.</p>
D1.2 Prepare and disseminate material for boards on what questions to consider during financial presentations.	Director, Finance & Administration	✓	✓		<p>Scheduled to begin in April, nine sessions to deliver training on fiscal accountability to trustees have been booked around the province. Communication to members re date, location and registration information is shortly forthcoming.</p>
D1.3 Prepare material for boards to help them understand and explain provincial funding.	Director, Finance & Administration	✓	✓		<p>Sessions specific to how boards work with audited financial statements and understanding provincial funding, along with an abbreviated fiscal accountability session were held at SGM 2008.</p>