



# **ASBA STRATEGIC PLAN**

## **SEPTEMBER 2008 – AUGUST 2011**

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**Strategic Plan Implementation  
Final Report**

**September 2009**

## **EXECUTIVE SUMMARY**

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The ASBA Strategic Plan is a “rolling” three-year plan. The plan for 2008-2011 was developed by the Board of Directors at its January 2008 planning session and approved at the Board of Directors meeting in March 2008.

Strategic planning is a key mechanism for the Board of Directors to use to provide overall direction for the organization. Strategic planning must be based on the organization’s fundamental purposes.

There has been action on all strategies identified in the Strategic Plan scheduled for achievement in 2008-2009. Those strategies identified by the Board of Directors as requiring ongoing effort have been rolled into the 2009-2012 Strategic Plan.

The substantial achievement of the Plan’s strategies and key results is noteworthy, especially against the backdrop of considerable developments in the Association’s external environment including the Minister’s Inspiring Education dialogue, Setting the Direction, the passage of Alberta’s new human rights legislation, changes to the calculation of the Alberta Average Weekly Earnings Index, and the provincial economy and fiscal situation.

In summary, significant progress has been made on the required deliverables contained in the current Strategic Plan.

Looking forward to the next three-year plan (September 2009 – August 2012), strategies have been developed to achieve the following key results:

- A1 Leadership support is provided in the development and implementation of a renewed system for special needs students.
- A2 Leadership in research and action is provided relative to the education of First Nations, Métis and Inuit students.
- A3 Leadership in research and action is provided relative to the education of English as a Second Language students.
- B1 Continued implementation and maintenance of the High School Completion advocacy plan.
- B2 Implementation and maintenance of the Infrastructure advocacy plan.
- B3 Implement and maintain the Transportation advocacy plan.
- B4 The advocacy priority Early Intervention is researched, and information disseminated to school boards and key stakeholders by June 2011.
- 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.

- 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.
- 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.
- D1 Strengthened partnerships are in place between ASBA and other organizations in addressing advocacy issues and promoting common goals.
- E1 In the 2009-2010 school year, support is made available to school boards and trustees in relation to their governance accountabilities.
- E2 By August 2010, support is made available to school boards in relation to efforts to increase public engagement in education.
- F1 ASBA will assist school boards in being prepared for teacher bargaining by August 31, 2012.

## A: ADVOCACY

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

Key Result A1: The three key advocacy priorities of the Board: High School Completion, Transportation, and Infrastructure are addressed by June 30, 2009.

STRATEGIES	08-09	09-10	10-11	PROGRESS
A1.1 The ASBA provides resources and appoints ASBA Directors to each Task Force established to address each of the advocacy issues.	✓			<p><u>High School Completion Task Force</u></p> <p>Chaired by Jackie Swainson, other ASBA Directors on this task force include Carol Bazinet, 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 these recommendations, Keith Bowen, Senior Manager, Accountability and Reporting Division, Alberta Education, presented two sessions reviewing the department's process for calculating 'high school completion' and 'drop out' rates at the 2008 ASBA Fall General Meeting.</p>
A1.2 A plan is developed and implemented for each advocacy priority identified.	✓			<p>Also 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>The task force reviewed feedback gathered through the survey and will report back to school boards in the fall of 2009.</p> <p>The high school completion advocacy plan was approved by the Board of Directors in May 2009.</p>

			<p><u>Infrastructure Task Force</u></p> <p>The infrastructure task force, chaired by Serafino Scarpino, and whose members include Bev Esslinger and Doug Gardner circulated a survey to school boards in February 2009, to verify the infrastructure issues facing Alberta school jurisdictions seeking board input and identification of potential solutions.</p> <p>The ASBA also 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>The infrastructure advocacy plan was approved by the Board of Directors in May 2009.</p> <p>The task force will seek feedback from school boards about advancing the advocacy plan.</p> <p><u>Transportation Task Force</u></p> <p>ASBA Directors serving on the Transportation Task Force include Bev Esslinger, Chair, Lynda Akers, Serafino Scarpino and Jackie Swainson.</p> <p>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. This advocacy plan was approved by the Board of Directors in May 2009. The feedback gathered will also be considered as the advocacy plan is implemented. The task force will report back to school boards in the fall of 2009.</p>
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## **B: RESEARCH**

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

Key Result B1: The research priority “Choice – Alternatives to Traditional Education” is researched and the information disseminated to school boards by June 2011.

<b>STRATEGIES</b>	<b>08- 09</b>	<b>09- 10</b>	<b>10- 11</b>	<b>PROGRESS</b>
B1.1 Research and document trends, promising practices and challenges in “Choice – Alternatives to Traditional Education”.	✓	✓	✓	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.

Key Result B2: The research priority “Early Intervention/ School Preparedness/ Special Education” is researched and the information disseminated to school boards by June 2011.

STRATEGIES	08-09	09-10	10-11	PROGRESS
B2.1 Research and document trends and promising practices in “Early Intervention/ School Preparedness/ Special Education.”	✓	✓	✓	<p><u>Special Education</u></p> <p>President Welwood and consultant Steve Cymbol serve on the stakeholder working committee for the provincial government’s Setting the Direction for Special Education in Alberta initiative.</p> <p>February 5, 2009 ASBA hosted a workshop on Setting the Direction on Special Education to discuss the process for Phase II of the government’s consultation on Special Education in Alberta.</p> <p>In Spring 2009, a number of consultations regarding Setting the Direction were held by the government around the province. Many trustees attended the sessions held in their area.</p> <p>June 8 and 9, 2009, Phase III of Setting the Direction saw over 1000 participants gather for the Setting the Direction for Special Education Minister’s Forum.</p> <p>The stakeholder working committee is now working towards implementation of the proposed Setting the Direction framework.</p>

Key Result B3: The research priority “Education of First Nations, Métis and Inuit Students” is researched and the information disseminated to school boards by June 2011.

STRATEGIES	08-09	09-10	10-11	PROGRESS
B3.1 Research and document trends and promising practices in “Education of First Nations, Métis and Inuit Students”.		✓	✓	A consultant has been engaged to begin this research in 2009/10.

Key Result B4: The level of support by the membership for the key research priority on Health and Wellness is determined by December 2008.

STRATEGIES		08-09	09-10	10-11	PROGRESS
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.	✓			A letter to all Board Chairs was sent December 4, 2008 requesting further input from school boards relative to whether their board agrees that student health and wellness should be included as a priority in the ASBA 2009-2012 strategic plan. Results of this survey were considered by the Board of Directors at the Strategic Planning Retreat in January 2009. It was determined that although an important issue, the level of membership support did not warrant inclusion as a key advocacy priority in the 2009-2012 ASBA Strategic Plan.

Key Result 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.

STRATEGIES		08-09	09-10	10-11	PROGRESS
B5.1	Develop an action plan relative to each of the areas researched for consideration/ratification by the membership.	✓	✓	✓	

## C: PARTNERSHIPS

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

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

Key Result C1: By August 2009, partnerships are in place between the ASBA and at least two organizations in addressing advocacy issues and promoting common goals.

STRATEGIES	08-09	09-10	10-11	PROGRESS
C1.1 Identify initiatives for which partnerships with organizations will be pursued.	✓			Discussions with the College of Alberta School Superintendents (CASS), Alberta School Councils' Association (ASCA) and the Association of School Business Officials of Alberta (ASBOA) have been initiated by ASBA regarding Inspiring Education: A Dialogue with Albertans, a broad-based discussion that Minister Hancock launched in late 2008 on the fundamental importance of education to Alberta's future. ASBA will host a session of the Inspiring Education consultations for trustees and senior administrators in June 2009.
C1.2 Invite partners to work with the ASBA on advocacy issues and ensure relationships with these organizations are nurtured.	✓			An agreement on cooperation with respect to Trends, Innovations and Educational Scenarios (TIES) has been signed by ASBA and Alberta Education.
C1.3 Develop and implement a plan to strengthen positive working relationships with partners on advocacy issues.	✓			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.  At ASBA's invitation, a coordinated effort with respect to Bill 44 was launched in late Spring 2009 with ASCA, ATA and CASS. This included issuing two media releases on the matter and meetings with elected officials.  ASBA is represented on the Leadership Panel of CASS' Moving and Improving Initiative – Building School District Leadership Capacity.

Key Result 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.

STRATEGIES	08- 09	09- 10	10- 11	PROGRESS
C2.1 Where appropriate, joint presentations on key advocacy issues take place.	✓			<p>At ASBA's invitation, a coordinated effort with respect to Bill 44 was launched in late Spring 2009 with ASCA, ATA and CASS. This included meetings with elected officials.</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> <p>ASBA, with partners ASCA, CASS and ASBOA made a presentation to the Deputy Minister of Education regarding the number of provincial initiatives and the need to streamline the consultation process. This initial presentation was made in August 2008, and followed up in January 2009.</p>

## **D: SERVICES TO BOARDS**

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Mandate: ASBA provides services to school boards.

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

Key Result D1: In the 2008-2009 school year, support is made available to school boards and trustees in relation to their financial accountabilities.

STRATEGIES	08-09	09-10	10-11	PROGRESS
D1.1 Ensure that training sessions on financial accountability are available to school boards and trustees in 2008-2009.	✓			<p>At the October 2008 ASBA Board of Directors' meeting, Mat Hanrahan presented the final report of the School Board Financial Health Project which was undertaken in response to the Auditor General's recommendation to increase school board financial oversight and monitoring capacity for trustees.</p> <p>The report and recommendations were discussed with the Deputy Minister, and though funding to implement the recommendations was requested, this specific request was refused.</p> <p>Janice Sarich, the Parliamentary Assistant to the Minister of Education chairs a committee on this matter, on which three ASBA Directors serve. Further work, including possible action plans for implementation, are awaiting the outcomes of this committee's work.</p>

Key Result D2: By August 2010, support is made available to school boards in relation to efforts to increase public engagement in education.

STRATEGIES	08-09	09-10	10-11	PROGRESS
D2.1 Support is made available to the organization and school boards in relation to their efforts to increase public engagement in education.	✓	✓		<p>The following topics were presented as workshops at ASBA's 2008 Fall General Meeting:</p> <ul style="list-style-type: none"> <li>◆ How to run an effective focus group</li> <li>◆ Tips and tools for planning a successful public engagement event</li> <li>◆ How to effectively engage the public</li> <li>◆ Town hall meetings that work for school boards</li> <li>◆ Public consultation and engagement 101</li> </ul> <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. Notes from the Summit were circulated to all boards and participants. An action plan was received as information by the Board of Directors in June 2009.</p> <p>Significant work on this initiative will continue in 2009-2010.</p>

## **E: SERVICES TO BOARDS**

Mandate: ASBA provides services to school boards.

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

Key Result E1: School boards will be prepared for teacher bargaining by August 31, 2012.

STRATEGIES	08-09	09-10	10-11	PROGRESS
<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>	✓	✓		<p>Significant change in teacher bargaining occurred in the past year. 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 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.</p> <p>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.</p>