



ASBA STRATEGIC PLAN

SEPTEMBER 2011 – AUGUST 2014

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INTRODUCTION

The Board of Directors of the Alberta School Boards Association (ASBA) met from January 12 to 15, 2011 to develop the ASBA Strategic Plan 2011–2014. The ASBA has a three year rolling strategic plan; therefore the Board reviewed the ASBA Strategic Plan 2010–2013 prior to commencing work on the 2011–2014 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 2011–2014 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 in Education update
- ◆ The ASBA 2009–2012 Strategic Plan Year-End Report
- ◆ The ASBA 2010–2013 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.

MISSION

- ◆ Promoting Excellence In Public Education

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.

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.
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.
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.

STRATEGIC PRIORITIES 2011-2014

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.

Strategic Priority A: ASBA provides leadership and support to school boards in their provision of successful learning opportunities for all students with the intent of meeting the needs of the whole child.

Strategic Priority B: ASBA provides leadership and support that will enable school boards to understand and implement effective governance that is informed by their public's views and values.

Strategic Priority C: ASBA provides leadership in advocating on behalf of school boards and supports boards in their advocacy efforts.

Strategic Priority D: ASBA provides leadership and support to position school boards to respond strategically to evolving initiatives in transforming public education in Alberta.

KEY RESULTS AND STRATEGIES

Key results are statements of specific outcomes ASBA wishes to achieve relative to the strategic priorities. Strategies are the broadly stated means of deploying resources to achieve the organization's key results.

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.

Strategic Priority A: ASBA provides leadership and support to school boards in their provision of successful learning opportunities for all students with the intent of meeting the needs of the whole child.

Key Result A1: Leadership support is provided to school boards to facilitate their creation of personalized learning environments for all students with diverse needs.

Strategy A1.1: Establish an Action on Inclusion task force, with the following among its objectives:

- ♦ Assess the recommendations and implications of Action on Inclusion.
- ♦ Develop an advocacy plan to enable school boards to implement Action on Inclusion.

Strategy A1.2: Hold an issues forum on how best to implement Action on Inclusion.

Strategy A1.3: Provide policy advice to school boards on implementing Action on Inclusion.

Strategy A1.4: Establish an Arts in Education task force, with the following among its objectives:

- ♦ Compile research on best practices in Arts education in Alberta.
- ♦ Participate in, partner with and promote provincial celebrations of the Arts, including Alberta Arts Days.

Strategy A1.5: Work with school boards to develop a working alliance with provincial organizations representing and servicing refugee families.

Strategy A1.6: Research effective English language learning practices with consideration for partnership with Alberta Education and/or other international partners.

Strategy A1.7: Prepare and distribute a report of the effective English language learning practices research project to school boards and key stakeholders.

Strategy A1.8: Provide policy advice to school boards with regard to English language learning.

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: Maintain the First Nations, Métis and Inuit Student Success task force, with the following among its objectives:

- ♦ Compile local and international research on First Nations, Métis and Inuit education, including evidence of promising practices, with consideration for partnership with Alberta Education and/or other international partners.
- ♦ Prepare and distribute a report of the research project to school boards and key stakeholders.
- ♦ Develop strategic partnerships with appropriate First Nations, Métis and Inuit groups to pursue this priority.
- ♦ Prepare a report on possible actions that could be taken by school boards quickly and without additional funds to advance this priority.

Strategy A2.2: Encourage all First Nations, Métis and Inuit school jurisdictions to join ASBA as associate members.

Strategy A2.3: Investigate a new system of funding First Nations, Métis and Inuit students in Alberta.

Strategy A2.4: Invite trustees to self-identify for the purpose of establishing a network of trustees with First Nations, Métis or Inuit heritage, and facilitate networking opportunities for this group in advance of general meetings.

Key Result A3: Strengthened partnerships are in place between ASBA and other provincial organizations/agencies for the effective development, implementation and expansion of wrap around services.

Strategy A3.1: Establish a Wrap Around Services task force, with an objective to encourage and promote partnerships to expand wrap around services in the province.

Strategy A3.2: Develop and publish an inventory of existing wrap around services partnerships in Alberta and identify best practices.

Strategy A3.3: Construct a sample memorandum of understanding for boards and agencies complete with possible governance structures.

Strategy A3.4: Explore possible funding options for research and implementation of wrap around services.

Strategy A3.5: Host an issues forum on best practices.

Key Result A4: Leadership in action based on research is provided to promote student health and wellbeing.

Strategy A4.1: Establish a Student Health and Wellbeing task force, with the following among its objectives:

- ♦ Consider inviting participation on the task force by the Alberta Teachers' Association and other partners.
- ♦ Investigate means to support zone school health teams.

Strategy A4.2: Host a national conference incorporating health and education to discuss increased collaboration and commitment in the area of school health.

Key Result A5: Leadership support based on research is provided relative to emerging competencies in the education of twenty-first century learners.

Strategy A5.1: Compile research on best practices in the delivery of education to twenty-first century learners.

Strategy A5.2: Prepare and distribute a report of the research project to school boards and key stakeholders.

Strategy A5.3: Consider developing partnerships with other education stakeholders to identify emerging competencies to assist school boards in providing appropriate twenty-first century learning opportunities.

Strategy A5.4: Utilize twenty-first century learning as a theme for a future general meeting.

Strategy A5.5: Advocate for resources to allow school boards to provide appropriate twenty-first century learning opportunities.

Strategy A5.6: Sponsor a session at the Twenty-First Century Learning forum in October 2011 in Banff.

Key Result A6: Early intervention/school preparedness/early learning is researched and the information disseminated to school boards and key stakeholders.

Strategy A6.1: Establish an Early Learning task force, with the following among its objectives:

- ♦ Complete a research project about early intervention/ school preparedness/ early learning.
- ♦ Prepare and distribute a report of the research project to school boards and key stakeholders.

Strategic Priority B: ASBA provides leadership and support that will enable school boards to understand and implement effective governance that is informed by their public's views and values.

Key Result B1: In the 2011/12 school year, support based on research is made available to school boards in relation to their evolving governance practices.

Strategy B1.1: Identify means by which the Education Transformation task force may support emerging governance practices.

Strategy B1.2: Arrange for dissemination of the ASBA research report on school board governance practices in Alberta.

Strategy B1.3: Develop and implement a school board/ trustee development program based on research of emerging governance practices.

Strategy B1.4: Investigate opportunities for hosting issues forums.

Strategy B1.5: Develop phase two of ASBA's Financial Accountability for School Boards program.

Key Result B2: In the 2011/12 school year, support and resources are made available to school boards to enhance community engagement in public education.

Strategy B2.1: Establish a Community Engagement task force.

Strategy B2.2: 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 B2.3: Hold issues forums to support public engagement in education, incorporating best practices in generative governance.

Strategy B2.4: Explore opportunities for partnership with Alberta Urban Municipalities Association (AUMA) to maximize available resources.

Strategy B2.5: Explore opportunities for funding to support community engagement in public education.

Strategy B2.6: Update the school board budget community engagement toolkit on an annual basis.

Strategic Priority C: ASBA provides leadership in advocating on behalf of school boards and supports boards in their advocacy efforts.

Key Result C1: ASBA is recognized by school boards as an effective advocate for students and school boards.

Strategy C1.1: Maintain the High School Completion, Infrastructure and Transportation task forces with the objective to develop or confirm relevant advocacy plans, and to execute the advocacy plans.

Strategy C1.2: Identify means to support zones and boards in their advocacy efforts.

Strategy C1.3: Invite input from school boards relative to ASBA's advocacy efforts.

Key Result C2: ASBA is recognized by government and partners as an effective advocate for students and school boards.

Strategy C2.1: Establish a Political Advocacy task force, with the following among its objectives:

- ♦ Review ASBA's approach to advocacy.
- ♦ Identify best practices in the area of political advocacy.

Strategy C2.2: Investigate opportunities to support and promote municipal government partnerships.

Strategy C2.3: Explore possible topics of mutual interest with partner organizations.

Strategy C2.4: Review strategic priorities of relevant ministries of provincial and federal governments.

Strategy C2.5: Identify initiatives for which partnerships with organizations and the ministries of provincial and federal governments will be pursued and strengthened.

Strategy C2.6: Invite partners to work with the ASBA on advocacy issues and ensure relationships with these organizations are nurtured.

Strategy C2.7: Build partnerships with ministries of provincial and federal governments to strengthen services to students.

Strategy C2.8: Engage student panels at general meetings to hear student perspectives on various subjects.

Strategy C2.9: Investigate a package price for school boards for the student engagement instrument from Gallup.

Key Result C3: ASBA will provide support to school boards in communicating the need for the Government of Alberta to provide adequate, stable and predictable funding for public education.

Strategy C3.1: Establish a School Board Funding task force, with the following among its objectives:

- ♦ Conduct research, partnering with municipal government organizations as appropriate, to determine comparative provincial funding levels for education.
- ♦ Build advocacy strategies based on research.

Strategy C3.2: Establish a task force with the purpose of profiling the needs of school boards and their non-teaching staff.

Strategic Priority D: ASBA provides leadership and support to position school boards to respond strategically to evolving initiatives in transforming public education in Alberta.

Key Result D1: ASBA continues to advance the interests of school boards as the approach to teacher bargaining evolves.

Strategy D1.1: ASBA represents the interests of school boards throughout any tripartite process relative to teacher bargaining.

Strategy D1.2: Develop and provide negotiation sessions for school boards and their senior administrators with respect to collective bargaining.

Key Result D2: ASBA provides leadership and support to school boards in responding to proposed legislation, regulations and policy in furthering the interests of school boards as they promote the interests of students.

Strategy D2.1: Respond to the Education Act upon its introduction in the legislature.

Strategy D2.2: Actively engage in the public discussion which ensues following the introduction of the Education Act.

Strategy D2.3: Actively participate in discussions on the regulations and policies which flow from the Education Act.

Key Result D3: ASBA provides leadership and support to focus all aspects of education transformation on enhancing student success.

Strategy D3.1: Establish an Education Transformation Agenda task force with the following among its objectives:

- ♦ Develop a vision for the informed transformation of education with a focus on enhancing student success.
- ♦ Cooperate with education partners as appropriate.
- ♦ Compile research around specific transformational initiatives to determine ease of implementation and efficacy.

Strategy D3.2: Incorporate ASBA transformational themes in appropriate communication initiatives and events.

Strategy D3.3: Sponsor a roundtable forum on student success.

Strategy D3.4: Maintain the education trends partnership.

Strategy D3.5: Explore opportunities associated with the development of a website compendium of relevant research.

EXECUTING THE STRATEGY

Effective September 2011, 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, members of the ASBA Board of Directors will work closely with Association staff 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.