



ASBA STRATEGIC PLAN

SEPTEMBER 2011 – AUGUST 2014

**Strategic Plan Implementation
First Report**

December 2011

A

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.

STRATEGIES	11- 12	12- 13	13- 14	PROGRESS
<p>A1.1 Establish an Action on Inclusion task force, with the following among its objectives:</p> <ul style="list-style-type: none"> ♦ Assess the recommendations and implications of Action on Inclusion. ♦ Develop an advocacy plan to enable school boards to implement Action on Inclusion. 	✓			<p>Director and task force chair Lynn Ferguson serves as ASBA's representative on the Inclusive Education Provincial Advisory Committee.</p> <p>ASBA has four representatives on the provincial task force developing a new funding model for the Action on Inclusion initiative: ASBA's President, Director Lynn Ferguson, Executive Director David Anderson, and consultant Steve Cymbol.</p> <p>Steve Cymbol, ASBA's representative on the stakeholder working committee has flagged that resourcing for school boards to implement the recommendations needs to be addressed. S. Cymbol also recommended that the \$12 million allocated in the 2011/12 provincial budget be directed to school boards to build capacity. This recommendation was accepted by both the working committee and the department.</p> <p>Preliminary assessment of the recommendations and implications of Action on Inclusion has been conducted. Further assessment as implementation and funding are rolled out will provide clarity regarding the implementation of strategies A1.2 and A1.3.</p>

STRATEGIES		11- 12	12- 13	13- 14	PROGRESS
A1.2	Hold an issues forum on how best to implement Action on Inclusion.		✓		
A1.3	Provide policy advice to school boards on implementing Action on Inclusion.		✓		
A1.4	Establish an Arts in Education task force, with the following among its objectives: <ul style="list-style-type: none"> ♦ 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. 		✓		
A1.5	Work with school boards to develop a working alliance with provincial organizations representing and servicing refugee families.		✓		ASBALE (Alberta School Boards Association for Languages Education) was restructured in 2011, and is now ASBA Second Languages Caucus and Task Force. All Boards may participate in the caucus. Membership on the task force includes the ASBALE past president, an ASBA Director, and an appointed member at large.

STRATEGIES	11- 12	12- 13	13- 14	PROGRESS
A1.6 Research effective English language learning practices with consideration for partnership with Alberta Education and/or other international partners.		✓		
A1.7 Prepare and distribute a report of the effective English language learning practices research project to school boards and key stakeholders.		✓		
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.

STRATEGIES	11-12	12-13	13-14	PROGRESS
<p>A2.1 Maintain the First Nations, Métis and Inuit Student Success task force, with the following among its objectives:</p> <ul style="list-style-type: none"> ◆ 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. 	✓			<p>Consultant Sig Schmold developed a research paper titled <i>First Nations, Métis and Inuit Student Success: Leadership through Governance</i>. The research paper was reviewed by the First Nations, Métis and Inuit Student Success task force in May 2011, considered by the ASBA Board of Directors in September 2011, and distributed to all trustees at the 2011 ASBA Fall General Meeting.</p> <p>The invitation to partner with the ASBA has been accepted by the Alberta Teachers' Association (ATA), Alberta School Councils' Association (ASCA) and College of Alberta School Superintendents (CASS), who have all named representatives to the ASBA First Nations, Métis and Inuit Student Success task force. Alberta Education has also accepted the invitation to name a representative to the task force.</p> <p>The task force met in October 2011, when development of a workplan commenced. This work will continue at subsequent meetings.</p>

STRATEGIES		11- 12	12- 13	13- 14	PROGRESS
A2.2	Encourage all First Nations, Métis and Inuit school jurisdictions to join ASBA as associate members.	✓			One First Nations school jurisdiction is presently exploring becoming an associate member of ASBA. Services to date have been provided on a complete cost recovery basis.
A2.3	Investigate a new system of funding First Nations, Métis and Inuit students in Alberta.	✓			<p>Consultant Steve Cymbol represented ASBA on the Tuition Agreement Working Group, an ASBA initiative with representation from Alberta First Nations, Indian and Northern Affairs Canada, Alberta Education, CASS and ASBOA.</p> <p>The working group developed a tuition agreement toolkit for use by the Department, First Nations and Alberta school boards on an ongoing basis to improve service delivery and relationships among all parties involved in education of First Nations students.</p> <p>While the working group concluded its work, the Alberta Education/First Nations memorandum of understanding will see this matter reconsidered. ASBA has been asked to name a representative to the group developing a new approach, and has named Steve Cymbol.</p>
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.

STRATEGIES		11-12	12-13	13-14	PROGRESS
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.		✓		
A3.2	Develop and publish an inventory of existing wrap around services partnerships in Alberta and identify best practices.		✓		
A3.3	Construct a sample memorandum of understanding for boards and agencies complete with possible governance structures.	✓			As part of a conditional grant received by ASBA, Senior Education Advisor Jim Gibbons is working with the 13 jurisdictions that Alberta Education has selected as Change Agents, each to develop a governance model for collaborative partnerships according to their local context and collaborative partnerships.
A3.4	Explore possible funding options for research and implementation of wrap around services.		✓		
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.

STRATEGIES	11- 12	12- 13	13- 14	PROGRESS
<p>A4.1 Establish a Student Health and Wellbeing task force, with the following among its objectives:</p> <ul style="list-style-type: none"> ♦ Consider inviting participation on the task force by the Alberta Teachers' Association and other partners. ♦ Investigate means to support Zone school health teams. 	✓			<p>The Student Health and Wellbeing task force is chaired by Director Dave Colburn.</p> <p>The task force has been in discussion with the Canadian University Press (CUP), a high level research broker associated with the University of Alberta, regarding the possibility of research being conducted on the regional school health teams created in the past couple of years. Understanding the challenges, successes and impact of regional teams would be the focus of this work.</p> <p>The next provincial meeting of regional teams will be held via video conference in mid December 2011. Mary Martin, a member of the task force is co-coordinating these provincial conversations which are scheduled to occur twice a year.</p>
<p>A4.2 Host a national conference incorporating health and education to discuss increased collaboration and commitment in the area of school health.</p>	✓			<p>The student wellness national conference planning committee includes representation from ASBA's Student Health and Wellbeing task force, Alberta Health Services and Alberta School Employee Benefits Plan. The conference will be held in Banff in October 2012. Keynote speakers in the area of mental health, nutrition and physical activity have been confirmed. Some funding support has been achieved and a major corporate sponsor is being sought.</p>

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

STRATEGIES		11-12	12-13	13-14	PROGRESS
A5.1	Compile research on best practices in the delivery of education to twenty-first century learners.		✓		ASBA has been represented at numerous Alberta Education research seminars on the topic of twenty-first century learning. ASBA was also represented at the Organization for Economic Co-operation and Development (OECD) Innovative Learning Environments conference in Banff in October 2011.
A5.2	Prepare and distribute a report of the research project to school boards and key stakeholders.		✓		
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.		✓		
A5.4	Utilize twenty-first century learning as a theme for a future general meeting.		✓		

STRATEGIES		11- 12	12- 13	13- 14	PROGRESS
A5.5	Advocate for resources to allow school boards to provide appropriate twenty-first century learning opportunities.		✓		
A5.6	Sponsor a session at the Twenty-First Century Learning forum in October 2011 in Banff.	✓			ASBA was a key sponsor and organizer for the Twenty-First Century Learning forum in October 2011 in Banff. The conference was well-reviewed by delegates from across the world.

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

STRATEGIES	11- 12	12- 13	13- 14	PROGRESS
A6.1 Establish an Early Learning task force, with the following among its objectives: <ul style="list-style-type: none"> ♦ 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. 			✓	

B

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.

STRATEGIES		11- 12	12- 13	13- 14	PROGRESS
B1.1	Identify means by which the Education Transformation task force may support emerging governance practices.	✓			<p>The Education Transformation task force is chaired by Vice-President Cheryl Smith.</p> <p>The task force is revising its action plan to support school boards and their communities in furthering this initiative and in their participation in Transformation Discussions with Alberta Education and teachers.</p> <p>This committee is awaiting further information from Alberta Education on their follow-up to their transformation sessions held in September 2011.</p>
B1.2	Arrange for dissemination of the ASBA research report on school board governance practices in Alberta.	✓			<p>The research study <i>Interviews with School Board Chairs – Perspectives on Governance</i> was selected for presentation at ANSER (Association for Nonprofit and Social Economy Research) in New Brunswick in June 2011, and has now been accepted for publication in the 2012 ANSER Journal. A draft version of the report is posted on the ASBA website, and the final version will be circulated to school boards in early 2012.</p>

STRATEGIES		11- 12	12- 13	13- 14	PROGRESS
B1.3	Develop and implement a school board/ trustee development program based on research of emerging governance practices.		✓		Senior Education Advisor Jim Gibbons has presented sessions regarding emerging forms of governance at ASBA fall and spring conventions, at CASS, ASCA, Alberta Education and the Non-for-Profit Sector convention. J. Gibbons and consultant Terry Gunderson have presented sessions on governance and emerging forms of governance to more than 20 boards in the last year. The Chait, Ryan and Taylor book <i>Governance as Leadership</i> and the One Smart World thinking styles platform have been used as supportive documents/processes for change. Alberta Education has used this model in their Assurance Model for school board reporting.
B1.4	Investigate opportunities for hosting issues forums.		✓		
B1.5	Develop phase two of ASBA's Financial Accountability for School Boards program.	✓			Working with ASBOA, ASBA has presented revised fiscal presentations which align with the Sarich report on fiscal accountability. J. Gibbons and an ASBOA representative have presented two half-day sessions to three school boards and Zone 5. Future work includes working with ASBOA to revise materials to meet current needs and develop a plan for follow up sessions.

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.

STRATEGIES		11- 12	12- 13	13- 14	PROGRESS
B2.1	Establish a Community Engagement task force.	✓			Directors Dave Colburn and Johnette Lemke co-chair the Community Engagement task force. The task force had their first meeting November 29, 2011.
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.	✓			
B2.3	Hold issues forums to support public engagement in education, incorporating best practices in generative governance.	✓			
B2.4	Explore opportunities for partnership with Alberta Urban Municipalities Association (AUMA) to maximize available resources.	✓			ASBA and the Association of Urban Municipalities of Alberta (AUMA) formally signed a protocol agreement in June 2011 to create a council of local governments. This protocol agreement provides the associations with opportunity to model an enhanced relationship between municipalities and school boards; and opportunities for joint advocacy efforts to the provincial government and joint positions on issues of mutual interest such as school closures, future school building plans, legislation changes to municipal elections, and infrastructure needs. Meetings are scheduled in 2012 to continue this work.

STRATEGIES		11- 12	12- 13	13- 14	PROGRESS
B2.5	Explore opportunities for funding to support community engagement in public education.	✓			
B2.6	Update the school board budget community engagement toolkit on an annual basis.	✓			

C

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.

STRATEGIES	11- 12	12- 13	13- 14	PROGRESS
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.	✓			The detailed advocacy plans relative to high school completion, infrastructure and transportation, along with significant progress made since the inception of each task force is posted on ASBA's website. With respect to the advocacy plans for high school completion, infrastructure and transportation, much of the work of the task forces has now been operationalized.
C1.2 Identify means to support zones and boards in their advocacy efforts.	✓			In response to a directive for action on school bus fly-by received by the Board of Directors, ASBA will provide key messages and sample wording which school boards may utilize if they so choose in communicating with their local MLAs.
C1.3 Invite input from school boards relative to ASBA's advocacy efforts.	✓			In early 2012, ASBA's Political Advocacy task force will present to all zones on ASBA's current advocacy approach and recommendations on how ASBA might advocate in the future, and receive feedback on the same.

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

STRATEGIES		11- 12	12- 13	13- 14	PROGRESS
C2.1	Establish a Political Advocacy task force, with the following among its objectives: <ul style="list-style-type: none"> ♦ Review ASBA’s approach to advocacy. ♦ Identify best practices in the area of political advocacy. 	✓			Director Karen Bartsch chairs the Political Advocacy Task Force. Between May and August 2011, the task force reviewed ASBA’s approach to advocacy, identified best practices in the area of political advocacy, and developed recommendations which were presented to the Board of Directors in September 2011. In early 2012, representatives from the task force will present to all zones on ASBA’s current advocacy approach and recommendations on how ASBA might advocate in the future, and receive feedback on the same.
C2.2	Investigate opportunities to support and promote municipal government partnerships.	✓			ASBA Vice-President Cheryl Smith and Executive Director David Anderson will meet with representatives from the Alberta Association of Municipal Districts and Counties (AAMD&C) in January 2012.

STRATEGIES		11- 12	12- 13	13- 14	PROGRESS
C2.3	Explore possible topics of mutual interest with partner organizations.	✓			<p>ASBA, the Alberta School Councils Association (ASCA), the Association of School Business Officials of Alberta (ASBOA) and the College of Alberta School Superintendents (CASS) meet regularly to explore possible topics of mutual interest and to identify initiatives for which partnerships with organizations will be pursued and strengthened.</p> <p>A number of support committees were created to assist the ASBA core discussion team in the tripartite discussions. These committees include representation from ASCA, ASBOA, and CASS.</p> <p>AUMA invited a submission from ASBA in its review of the Local Authorities Election Act. An outcome of the submission is the development and ultimate approval by the membership of ASBA policy on the length of term for a trustee and the timing of municipal elections.</p> <p>ASBA is involved in coordinating activities related to Education Week, in partnership with the government and the Alberta Teachers' Association (ATA).</p> <p>In response to an invitation from the ATA, ASBA, along with other education partners, participated in the 2011 Stop the Cuts campaign.</p> <p>ASBA is represented on the Leadership Panel of CASS' Moving and Improving Initiative – Building School District Leadership Capacity.</p>
C2.4	Review strategic priorities of relevant ministries of provincial and federal governments.	✓			<p>Given the recent change in leadership at the provincial level, and the appointment of a new Minister of Education, ASBA will continue to review strategic priorities of relevant ministries of provincial and federal governments.</p>

STRATEGIES		11- 12	12- 13	13- 14	PROGRESS
C2.5	Identify initiatives for which partnerships with organizations and the ministries of provincial and federal governments will be pursued and strengthened.	✓			<p>An agreement on cooperation with respect to Education Trends (TIES) has been signed by ASBA and Alberta Education. Meetings are ongoing and a portion of ASBA's website is devoted to education trends.</p> <p>ASBA is represented on the Alberta Education's Education Research Steering Committee, which has additional representation from Alberta Teachers' Association, Alberta School Councils Association (ASCA), Association of School Business Officials of Alberta (ASBOA), College of Alberta School Superintendents (CASS), universities and colleges, and related non-governmental organizations. The primary purpose of this committee is to increase capacity for research through coordination of research efforts and the sharing of information.</p>
C2.6	Invite partners to work with the ASBA on advocacy issues and ensure relationships with these organizations are nurtured.	✓			<p>A number of support committees were created to assist the ASBA core discussion team in the tripartite discussions. These committees include representation from ASCA, ASBOA, and CASS.</p> <p>In addition, research on teacher/student time was conducted by CASS to support the tripartite core discussion team.</p>
C2.7	Build partnerships with ministries of provincial and federal governments to strengthen services to students.	✓			ASBA has representation on over 50 Alberta Education committees. Purposes of this representation include advocacy and promoting common goals.
C2.8	Engage student panels at general meetings to hear student perspectives on various subjects.	✓			A student panel presented at the 2011 Fall General Meeting, in a session titled <i>Sexual and Gender Minority Students: Their School Experience</i> .

STRATEGIES	11- 12	12- 13	13- 14	PROGRESS
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.

STRATEGIES		11- 12	12- 13	13- 14	PROGRESS
C3.1	<p>Establish a School Board Funding task force, with the following among its objectives:</p> <ul style="list-style-type: none"> ♦ Conduct research, partnering with municipal government organizations as appropriate, to determine comparative provincial funding levels for education. ♦ Build advocacy strategies based on research. 	✓			<p>During the Fall 2011, the government publically supported the provision of predictable, sustainable funding for education. This concept has also been advanced by ASBA during tripartite discussions. Outcomes of the tripartite discussions will likely inform the work of the task force, once activated.</p>
C3.2	<p>Establish a task force with the purpose of profiling the needs of school boards and their non-teaching staff.</p>	✓			<p>The needs of school boards with respect to their non-teaching staff have been advanced by ASBA during tripartite and other discussions.</p>

D

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.

STRATEGIES	11- 12	12- 13	13- 14	PROGRESS
D1.1 ASBA represents the interests of school boards throughout any tripartite process relative to teacher bargaining.	✓			<p>In Summer 2011, the Alberta Government invited the Alberta School Boards Association and the Alberta Teachers' Association to participate in talks to establish a framework agreement with regard to: teacher salaries, funding for school boards, the length of a new contract and a dispute resolution process.</p> <p>The goals of establishing a framework agreement dealing with these issues are to achieve workforce stability by extending the period of labour peace and to resolve a long-term commitment that will permit planning based on predictable costs.</p> <p>October 11 and 12, 2011, ASBA President Jacquie Hansen held two conference calls with school boards. The basic premise was to ask boards to consider whether they wished ASBA to represent school boards in discussions with the Government of Alberta and the Alberta Teachers' Association with the aim of concluding a provincial framework agreement addressing: term, school board funding, teacher salaries and a dispute resolution mechanism.</p> <p>November 1, 2011, President Hansen circulated an email to all boards announcing results of the vote, which indicated 90% of school boards were in favour of ASBA representing school boards, with boards voting in favour representing 93.65% of the student population.</p>

STRATEGIES	11- 12	12- 13	13- 14	PROGRESS
				<p>A number of meetings of the core Tripartite discussion team, and various sub-committees have occurred during the Fall 2011. Updates have been provided to the Board of Directors and to school boards through Board Chairs emails.</p> <p>ASBA has also established a number of advisory committees to support the core discussion team, including the Trustee Advisory Committee, with representatives from each Zone and Metro Board, an Administration Advisory Committee, with representatives including Superintendents, Secretary-Treasurers, Human Resource Specialists and Labour Relations Specialists, and a Tripartite Advisory Committee.</p>
D1.2 Develop and provide negotiation sessions for school boards and their senior administrators with respect to collective bargaining.	✓			To assist school boards in preparing for collective bargaining, the ASBA Labour Relations department will offer two-day Labour Bootcamps in February 2012.

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.

STRATEGIES	11- 12	12- 13	13- 14	PROGRESS
D2.1 Respond to the Education Act upon its introduction in the legislature.	✓			<p>ASBA provided a submission on the School Act to Alberta Education dated November 2, 2009 (Alberta's School Act: Creating Our Future).</p> <p>Following the release of the Education Act 2011 Proposed Framework that was distributed to stakeholders on October 7, 2010, ASBA provided two letters of response in January 2011 (January 18 letter and January 20 letter).</p> <p>In April 2011, Bill 18 – The Education Act was introduced by Education Minister Dave Hancock and received first and second reading by the Alberta Legislature.</p> <p>Responding to an invitation by newly appointed Education Minister Thomas Lukaszuk issued October 20, 2011, ASBA provided additional commentary on certain provisions of Bill 18 on October 21, 2011.</p> <p>ASBA will continue to provide input into the Act as opportunities arise, including when promised revisions to the Act are circulated prior to the Spring session of the Legislature, where the revised Bill is to be introduced.</p>
D2.2 Actively engage in the public discussion which ensues following the introduction of the Education Act.	✓			

STRATEGIES	11- 12	12- 13	13- 14	PROGRESS
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.

STRATEGIES		11- 12	12- 13	13- 14	PROGRESS
D3.1	Establish an Education Transformation Agenda task force with the following among its objectives: <ul style="list-style-type: none"> ♦ 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. 	✓			The Education Transformation task force is chaired by Vice-President Cheryl Smith. The task force is revising its action plan to support school boards and their communities in furthering this initiative and in their participation in Transformation Discussions with Alberta Education and teachers. This committee is awaiting further information from Alberta Education on their follow-up to their transformation sessions held in September 2011.
D3.2	Incorporate ASBA transformational themes in appropriate communication initiatives and events.	✓			The ASBA President continues to bring messages around these themes to ASBA's spring and fall general meetings and all speaking opportunities.
D3.3	Sponsor a roundtable forum on student success.		✓		

STRATEGIES		11- 12	12- 13	13- 14	PROGRESS
D3.4	Maintain the education trends partnership.	✓			ASBA representation on the Education Trends committee includes Director Johnette Lemke. The committee is reviewing its terms of reference in light of recent advancements of the Transformation Discussions with Alberta Education, the ATA and the ASBA, Cycle 5 of the AISI Program, and the Education Research Framework.
D3.5	Explore opportunities associated with the development of a website compendium of relevant research.		✓		ASBA's participation on the Education Research Steering Committee may inform the development of a website compendium of relevant research.