

**Alberta School Boards Association
Strategic Plan Implementation Process Document 2006-2009
Year-End Report**

Strategic Priority: A. SERVICES TO ALL SCHOOL BOARDS	Responsible	06- 07	07- 08	08- 09	Progress
There are no strategic results identified for this strategic priority.					

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Strategic Priority: B. SERVICES TO INDIVIDUAL SCHOOL BOARDS	Responsible	06-07	07-08	08-09	Progress
B-1.1 Determine resource requirements necessary to maintain existing services, and for new services.	Manager, Finance & Admin	✓			Budget funds are being expended in accordance with the approval given at SGM 2006. Customized services delivered by consultants are delivered on a total cost recovery basis. Under an agreement, ASBA is able to access supplemental legal services through an external law firm, in direct response to school boards' requests for faster turn-around on legal files.
B-1.2 Investigate/explore options for revenue generation, including recommendations from the Financial Options Task Force.	Manager, Finance & Admin	✓			This is ongoing. Alberta Education has provided some funding to support policy advisories review and development. Alberta Education has provided a conditional grant to ASBA to develop a board development curriculum and related materials on fiscal accountability. The NSBA review included an assessment of services offered and an exploration of other options for revenue generation.
B-1.3 Prepare budget proposals for consideration by the membership.	Manager, Finance & Admin	✓			Five budget options for 2007-2008 were presented to the board of directors in March 2007. The proposed 2007-2008 budget was presented at each zone. The 2007-2008 ASBA budget was approved by the membership at SGM 2007.

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Strategic Priority: C. ADVOCACY	Responsible	06- 07	07- 08	08- 09	Progress
C-1.1 Establish priority issues each year that should be the primary focus of ASBA advocacy/lobbying activities and develop specific lobbying, marketing and communication plans to support those priorities identified.	Executive Director/ Board	✓			<p>At its October 2006 regular meeting, the Board of Directors determined the steps to be taken to advance its advocacy priorities: transportation, infrastructure and improving high school completion.</p> <p>Also at its October 2006 meeting, the Board of Directors assessed progress on ASBA advocacy efforts.</p> <p>A complete progress report on all directives for action was presented at FGM 2006.</p> <p>At its October meeting, the Board of Directors approved proposed policies for presentation at FGM 2006.</p>

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Strategic Priority: C. ADVOCACY	Responsible	06- 07	07- 08	08- 09	Progress
C-2.1 The ASBA will advocate in support of the legislated centralized school board controlled teacher bargaining model as presented by ASBA to government.	Board				Background: On February 22, 2006, the President wrote to the Minister of Education regarding unresolved Directives for Action, including 7.D.03, 7.D.04, and 7.D.05, which addressed the ASBA proposed legislated employer bargaining model. The Minister's reply on June 13, 2006 indicated the following: "The Standing Policy Committee for Education and Employment heard many submissions from many stakeholder groups regarding the model. ...On March 24, 2006, board chairs advised that the government is unable to support the ASBA-proposed model regarding ACOL recommendation 81(a) to establish a legislated employer bargaining association and 81(c) to limit what can be bargained for collectively."
C-2.2 Create opportunities to influence the other outstanding recommendations of the Learning Commission.	Board/ Executive Director	✓			PC leadership candidates were asked to respond to six questions. Their responses were posted on the ASBA website. Premier Stelmach's responses were highlighted in the December 15, 2006 <i>Hot News</i> . The November 17, 2006 joint media release and press conference by ASBA, ATA, AHSCA and CASS addressed Albertans' support for government funding of pre-kindergarten programs for students at risk.

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Strategic Priority: C. ADVOCACY	Responsible	06- 07	07- 08	08- 09	Progress
C-2.3 Create opportunities to influence the outcomes and implementation of approved Learning Commission recommendations.	Board/ Executive Director	✓			See C-2.2.

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Strategic Priority: D. SCHOOL BOARD/TRUSTEE DEVELOPMENT	Responsible	06- 07	07- 08	08- 09	Progress
D-1.1 Governance tools are developed and delivered for use by school boards.	Manager, Corporate Services	✓			Strategic planning, policy re-development, Superintendent evaluation and Board self-evaluation tools have been developed, and are delivered by consultants on a regular basis.
D-1.2 Boards are made aware of the governance tools available.	Manager, Corporate Services	✓			<p>'Statement of Value' brochure highlighted available services.</p> <p>The ASBA Annual Report also details services available to school boards.</p> <p>Sessions re governance tools available to school boards are presented at each spring and fall general meeting.</p> <p>Executive Director's monthly report to the Board of Directors outlines contracted services to Boards.</p>
D-2.1 ASBA Board establishes lead role in creating public awareness.	Board				<p>The matter of discontinuance of lead roles was raised for input at the October meeting of the Board of Directors.</p> <p>At the August 2007 Board of Directors' Leadership Session, the Board reviewed their GP policies and determined to formally discontinue the establishment of lead roles, though that had been the practice since fall of 2006.</p>

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Strategic Priority: D. SCHOOL BOARD/TRUSTEE DEVELOPMENT	Responsible	06- 07	07- 08	08- 09	Progress
D-2.2 ASBA resources (materials) are promoted to school boards in support of public awareness initiatives.	Manager Communications	✓			<p>“Hot News” cites <i>Economist</i> magazine’s praise of Alberta’s education system.</p> <p>“Legal Briefs” features new developments in the law.</p> <p>ASBA’s 2005-06 Annual Report was published.</p>
D-2.3 ASBA weaves in messages about the role of the trustee into its efforts to raise the profile of school board elections.	Manager Communications	✓			<p>Calendar history project – Celebrating 100 years – completed.</p> <p>Numerous resources relative to the upcoming school board elections have been developed, circulated and posted.</p> <p>To raise the profile of school board elections, ASBA developed a kit for school boards to highlight the October 15, 2007 elections. The Become a School Trustee kit was mailed to school boards in April 2007.</p> <p>Six candidate information sessions were held around the province in June 2007.</p>
D-2.4 ASBA measures school board use of ASBA materials in support of public awareness.	Manager Communications				<p>The Annual Report is mailed to all school boards, trustees, MLAs, and partner organizations, and includes a faxback form for feedback.</p>

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Strategic Priority: E. ORGANIZATION ENVIRONMENT	Responsible	06- 07	07- 08	08- 09	Progress
E-1.1 The membership will undertake a review of the “key” elements of the ASBA structure: – Membership – Voting procedures (including how the weight of votes are allocated) – How fees are assigned – Roles and responsibilities for decision making – If there is a representative governing body – how are its members selected, and what are its powers – How the association’s policy is set.	Board/ Executive Director	✓			A consultant was engaged to initiate the governance review. The process was suspended in November. At its regular Board meeting in January, the Board of Directors established terms of reference under which the governance review would proceed. Materials associated with the review were sent to all school boards in mid-February. Presentations on the governance review process were made to each zone in March/April. Fifty-five responses to the focus group workbook were received. Board representatives attended a day-long facilitated session on June 5, 2007 which reviewed progress, sought input and clarification, and asked the question “did we hear you correctly?” A Special General Meeting has been called for September 14, 2007 to consider proposed bylaw changes resulting from the governance review.

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E-1.2 That the Executive Director use his best judgement to recover, wherever possible, the costs of providing information or responding to requests for services beyond what could normally be expected, from external organizations.	Executive Director	✓			Alberta Education has provided some funding to support policy advisories review and development. Alberta Education has provided a conditional grant to ASBA to develop a board development curriculum and related materials on fiscal accountability.
E-2.1 Develop an approach for involving metro and zone directors in consulting with school boards before decisions are made.	Executive Director/ Board				The Governance Review, under the direction of the Board of Directors, is scheduled to be completed prior to October 2007.
E-2.2 Develop an effective input system so that metro and zone directors and school boards can provide their views as input to decision processes.	Executive Director/ Board				The Governance Review, under the direction of the Board of Directors, is scheduled to be completed prior to October 2007.

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E-2.3 Provide feedback to school boards on the input received and decisions made.	Executive Director/ Board	✓			Minutes of all Board of Directors' meeting are posted on the ASBA website. Board meeting highlights and Hot News are circulated to boards and posted on the ASBA website. Board Chairs e-mails are sent by the President on various occasions.
E-2.4 Strengthen communication and representation role of individual members of the Board of Directors of ASBA by continuing "key messages" from Board meetings and bringing their key issues to the Board table.	Executive Director/ Board	✓			"Key messages" continue to be provided following Board meetings.
E-3.1 Review the findings and recommendations of the metro boards report in relation to unique needs and differences.	Manager, Corporate Services				The second and concluding report of the Metro School Boards Study was presented to the Board of Directors in September 2006. The Boards asked ASBA staff to respond directly to two recommendations and referred the remaining six to the governance review. Bylaw changes addressing recommendations contained in the Metro School Boards Reports will be considered at the Special General Meeting on September 14, 2007.

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E-3.2 Complete the urban school boards study, and assess the urban issues in relation to unique needs and differences. Compare these needs with the metro and rural issues, and assess common issues as well as unique needs.	Manager, Corporate Services	✓			The Urban Boards Study was presented to the Board of Directors in September. The Board adopted the eleven recommendations in the report. A session featuring the Urban Boards Study was given at FGM 2006.
E-3.3 Identify opportunities to promote and support the diversity within the public education system and the unique needs of metro, urban, and rural school boards.	Manager, Corporate Services	✓			Caucus meetings have been held at the General Meetings. Committee representation whenever possible, includes representation from each group. Metro Matters, a pre-CSBA Congress issues forum was held in July 2007.
E-3.4 Research, assess and summarize areas of similarity amongst urban and rural school boards.	Manager, Corporate Services	✓			Studies have now been completed for each group of boards.
E-3.5 Develop policy positions to support unique board issues for presentation to FGM 2006.	Manager, Corporate Services	✓			Changes to association policy to incorporate the recommendations from the Urban Boards Study were presented at FGM 2006.

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E-4.1 Identify mechanisms that are now in place to provide opportunities for school boards to be heard.	Manager, Corporate Services				The Governance Review, under the direction of the Board of Directors, is scheduled to be completed prior to October 2007.
E-4.2 Prepare and promote the new governance manual, and provide clear direction to ASBA Board members on their roles and responsibilities with respect to ASBA matters.	Manager, Corporate Services	✓			The ASBA Governance Handbook, which combined the ASBA Policy Handbook and the ASBA Board of Directors' Policy Handbook, was published in October 2005. It includes all documents that set out the authority for decision-making in the association. The Governance Review, under the direction of the Board of Directors, is scheduled to be completed prior to October 2007.
E-4.3 Continue to provide speaking notes for Board members on key positions of ASBA.	Manager Communications	✓			Speaking notes continue to be provided for Board members.
E-4.4 Monitor, evaluate and adjust this approach to ensure Directors are both comfortable with their roles and are supporting ASBA efforts.	Executive Director	✓			Positive responses have been received to date re: speaking notes approach.