



2017 – 2020 Strategic Plan

Approved by the Board of Directors May 9, 2019

Introduction

Updating the 2017-2020 Strategic Plan has been an exciting, long-term, grass roots project that enlisted the voice of the ASBA members. The ASBA administration and the Board of Directors have been listening and compiling data from the different events offered to members. In 2019, the Executive Committee traveled to zone meetings around the province to share the work of the ASBA and the operational envisioned future. All of the information they gathered has helped to inform the Board of Directors in reviewing the Strategic Plan at different stages. Based on member feedback, the updated resulting plan has been approved by the Board of Directors on May 9, 2019.

The Strategic Plan

In the updated Strategic Plan, goals one, two and three remain unchanged, with the addition of goal four. All four goals align to the ASBA's vision for success and its mission of how to work towards that success:

- **Vision:** Excellence in education through exceptional school board governance.
- **Mission:** Leading the betterment of education by serving locally-elected school boards in their role of establishing the conditions for student success.

1 Communication, Information and Education

Goal 1: Deliver relevant, effective and timely communication, information, and education to empower school boards.

1.1 Objectives

- Provide development/education offerings that enhance the professionalism of Trustees and their ability to fulfill their governance role as proficiently as possible
- Develop policy positions and templates for use by Boards
- Provide political, legal and environmental scans, research and updates
- Facilitate the sharing of best practices amongst boards
- Provide ready access to written resources and archived Association submissions, papers, and other relevant work

1.2 Strategies to Achieve Objectives

| | Strategy | Desired Result |
|---|--|--|
| A | Use the Spring General Meeting and Fall General Meeting to build member-to-member connections. | Member boards receive value from the time they spend at ASBA general meetings. |
| B | Provide trustees with issue-specific background to support good decision making and issue response. | Trustees have accurate information regarding relevant issues in a timely manner. |
| C | Create a digital library of board governance resources and practices. | Individual boards are able to review their own governance practices and compare to other practices. |
| D | Spearhead the creation of a common platform for trustees to communicate with one another. | Online ASBA portal allows trustees to communicate with one another. |
| E | Create a vehicle to share updates of new processes and methods in education. | Boards create policies that empower change in their region. |
| F | Leverage zone-based discussions on education-related topics to increase collaboration amongst member boards at each zone | Information and ideas are shared within zones and between zones and ASBA that supports changes resulting from provincial or local decisions. |
| G | Updated relevant information is regularly posted on the ASBA website. | Members can get access to ASBA curated information on demand. |

2 Viability, Credibility and Sustainability

Goal 2: Bolster the viability, credibility and sustainability of the Association and school boards.

2.1 Objectives

- Create increased awareness and profile of the Association and locally-elected Boards with key stakeholders, funders, and the public
- Ensure that committee and task force involvement and representation is evaluated, prioritized, and rationalized
- Recruit and retain appropriate staff complement to allow the Association to achieve its goals and objectives by examining the organizational structure

2.2 Strategies to Achieve Objectives

| | Strategy | Desired Result |
|---|--|--|
| A | Promote ASBA's work in support of internal and external communication. | Promote perception of a culture of transparency within ASBA. |
| B | Support capacity for all member boards by offering a wide range of services. | School boards across Alberta access a suite of customizable services that can be adapted to local needs. |
| C | Maintain or grow internal capacity to serve members. | Staff vacancies are filled in a timely way. ASBA is a great place to work for staff. |
| D | Revisit whether ASBA may benefit from reinvigorating the urban, metro, and rural caucuses. | ASBA brokers meetings of school boards in similar environments that may have similar challenges. |

3 Fiscally Sound Services

Goal 3: Provide services that are delivered in a fiscally sound manner and deploy resources in alignment with Association priorities.

3.1 Objectives

- Implement a fee and cost structure for fee for service offerings to establish a fiscally viable approach
- Ensure quality service that is meaningful and accessible
- Utilize a variety of service delivery modes (online, face to face, webinar, self-standing courses, etc.) to help support learning and engagement for members in a fiscally responsible manner

3.2 Strategies to Achieve Objectives

| | Strategy | Desired Result |
|---|---|--|
| A | Remain responsive to the changing needs of member boards and the services they require from ASBA. | ASBA's service mix is reviewed and updated to remain current and responsive for members. |
| B | Ensure that ASBA bylaws and policies support the needs of member boards. | All bylaws and policies are reviewed by the board and approved by the Membership as required but at least once each year. |
| C | Be transparent with members and other stakeholders. | ASBA financial information will be made available to members and stakeholders through a secure portal. |
| D | Make efficient use of membership fees and other sources of revenue. | Current practices and programs are reviewed to identify where efficiencies can be found, which services remain in demand, and which services are no longer required. |

4 Amplify Awareness and Engagement

Goal 4: ASBA is the principal resource on School Board governance in Alberta.

Note: this goal is new as of 2019

4.1 Objectives

- Ensure appropriate resources and tools in advancing the advocacy interests of the Association
- Actively advocate for Members' and the education sector's priorities to government and other key decision-makers.
- Foster relationships with agencies, associations, and all orders of government.
- Develop political champions and organizational advocates by engaging elected officials.
- Build on existing relationships with our Indigenous communities and educational partners to strengthen connections and influence.
- Connect and collaborate with inter-provincial counterparts and national organizations.
- Leverage local and regional voices to increase awareness and understanding about education issues, locally elected trustees, and ASBA.
- Continuing to work on the calls to action from the TRC.

4.2 Strategies to Achieve Objectives

| | Strategy | Desired Result |
|---|--|---|
| A | Nurture a stronger relationship with Alberta Education. | Define roles of school boards, ASBA, and the Government of Alberta. Understand each other's roles and position on issues of the day. |
| B | Advocate for locally elected school boards and the education system with all orders of government. | ASBA and school boards are consulted on government-led changes that affect Alberta's primary and secondary school sectors. |
| C | Continue to build the Indigenous Advisory Circle. | Grow the connection and respect between Alberta's Indigenous people and the education sector. |
| D | Increase ASBA and school boards visibility with the public of Alberta. | Broaden knowledge and understanding of the role of ASBA and the role of elected Trustees in Alberta. |
| E | Develop a broad, multi-sectoral ASBA communications strategy. | ASBA is well known and respected in Alberta and is a trusted source of education-related information. The public looks to ASBA's website as a source of well-curated relevant information. |