

**DATE:** December 17, 2013

**TO:** Board of Trustees

**FROM:** Trustee Sarah Hoffman, ASBA Issues and Resolution Committee Chair  
Trustee Michael Janz, ASBA Issues and Resolution Committee  
Trustee Cheryl Johner, ASBA Issues and Resolution Committee

**SUBJECT:** Alberta School Boards Association (ASBA) Call For Input into the ASBA Strategic Plan 2014-2017

**RESOURCE STAFF:** Dr. Sandra Stoddard, Director Governance and Strategic Support Services

**REFERENCE:** [January 8, 2013 Board Report](#) – ASBA Call for Input Into the ASBA Strategic Plan 2013-2016 (Report 4)

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**ISSUE**

Through a questionnaire, the Alberta School Boards Association (ASBA) Board of Directors is seeking input from school boards on priorities for the Association's 2014-2017 Strategic Plan.

**RECOMMENDATION**

**That the Board approve the questionnaire responses in Attachment I, as proposed by the ASBA Issues and Resolutions Committee.**

**BACKGROUND**

The ASBA Board of Directors annually reviews and renews their Strategic Plan each January when determination is made as to whether the priorities are still applicable and should be included in the next Plan, or are complete and would result in their exclusion from the next Plan. Any new initiatives are also added at this time.

**RELATED FACTS**

- The ASBA Strategic Plan 2014-2017 will be developed by the Board of Directors in January 2014, approved at the March 2014 Board of Directors meeting, and begin implementation in September 2014.
- All ASBA member school boards are being asked for input into the ASBA's Strategic Plan. The Edmonton Public School Board is one stakeholder in the process. The Board of Directors will assess all the input received, with the Directors being charged with developing the ASBA's Strategic Plan.
- There are 17 questions in the survey which are based on the ASBA's current 2014-2017 Strategic Plan.

**CONSIDERATIONS & ANALYSIS**

The Issues and Resolutions Committee discussed the survey questions and is proposing responses based on the Edmonton Public School Board's areas of focus for 2014 and the District's mission and priorities. The ASBA provided its ASBA 2013-2016 Strategic Plan At-a-Glance and is included as Attachment II. The status of each of the strategies identified in the 2013-2016 Strategic Plan was not provided. The Committee discussed suggesting once again, to the ASBA that, in future, the status of each activity mentioned in the Strategic Plan be identified for better analysis.

**NEXT STEPS**

Subject to the Board's approval of the recommendation, the Administration will submit the questionnaire responses to the ASBA Policy Research Analyst by January 6, 2014 as per the ASBA's request.

**ATTACHMENTS & APPENDICES**

ATTACHMENT I Proposed Questionnaire: Priorities for the 2013-2016 ASBA Strategic Plan

ATTACHMENT II ASBA 2012-2015 Strategic Plan At-a-Glance

SS: mmf

## 2014-2017 ASBA Strategic Plan Survey

School board responses to the following questions with respect to current strategic priorities and corresponding key results will inform the ASBA Board of Directors as they determine the 2014-2017 ASBA Strategic Plan, implementation of which will begin in September 2014. Similar to voting at general meetings, please ensure only the corporate Board response is noted.

1. School Board Name: Edmonton Public Schools

2. Strategic Priority A: ASBA provides leadership through its support of school boards to continuously improve and facilitate their development of inclusive, personalized learning environments for the success of all students.

Please  
check one

	Strategic Priority A should be a <b>high priority</b> for ASBA and remain in the 2014-2017 ASBA Strategic Plan.
<b>X</b>	Strategic Priority A should be a <b>moderate priority</b> for ASBA and remain in the 2014-2017 ASBA Strategic Plan.
	Strategic Priority A should be a <b>low priority</b> for ASBA and remain in the 2014-2017 ASBA Strategic Plan.
	Strategic Priority A <b>should not be a priority</b> for ASBA and should <b>not</b> be included in the 2014-2017 ASBA Strategic Plan.

3. Key Result A1: Partnerships are strengthened for the effective development and implementation of an inclusive education environment.

Please  
check one

	Key Result A1 should be a <b>high priority</b> for ASBA.
<b>X</b>	Key Result A1 should be a <b>moderate priority</b> for ASBA.
	Key Result A1 should be a <b>low priority</b> for ASBA.
	Key Result A1 should <b>not</b> be a priority for ASBA.

4. **Key Result A2: Leadership and support are provided to school boards to share and implement best practices relative to First Nations, Métis and Inuit education.**

Please  
check one

<input checked="" type="checkbox"/>	Key Result A2 should be a <b>high priority</b> for ASBA.
<input type="checkbox"/>	Key Result A2 should be a <b>moderate priority</b> for ASBA.
<input type="checkbox"/>	Key Result A2 should be a <b>low priority</b> for ASBA.
<input type="checkbox"/>	Key Result A2 should <b>not</b> be a priority for ASBA.

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5. **Key Result A3: Partnerships are strengthened to continue the work and further develop the promotion of student health and wellbeing.**

Please  
check one

<input type="checkbox"/>	Key Result A3 should be a <b>high priority</b> for ASBA.
<input checked="" type="checkbox"/>	Key Result A3 should be a <b>moderate priority</b> for ASBA.
<input type="checkbox"/>	Key Result A3 should be a <b>low priority</b> for ASBA.
<input type="checkbox"/>	Key Result A3 should <b>not</b> be a priority for ASBA.

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6. **Key Result A4: Support is provided to school boards to facilitate the sharing and implementation of best practices relative to second language learning including English.**

Please  
check one

<input type="checkbox"/>	Key Result A4 should be a <b>high priority</b> for ASBA.
<input checked="" type="checkbox"/>	Key Result A4 should be a <b>moderate priority</b> for ASBA.
<input type="checkbox"/>	Key Result A4 should be a <b>low priority</b> for ASBA.
<input type="checkbox"/>	Key Result A4 should <b>not</b> be a priority for ASBA.

**7. Key Result A5: Partnerships are fostered and support is provided to school boards to share and implement best practices relative to remote delivery of education.**

Please  
check one

	Key Result A5 should be a <b>high priority</b> for ASBA.
<b>X</b>	Key Result A5 should be a <b>moderate priority</b> for ASBA.
	Key Result A5 should be a <b>low priority</b> for ASBA.
	Key Result A5 should <b>not</b> be a priority for ASBA.

**8. Strategic Priority B: ASBA provides leadership and support to assist school boards in implementing effective, evolving governance practices that are proactive, responsive and accountable to students and communities.**

Please  
check one

<b>X</b>	Strategic Priority B should be a <b>high priority</b> for ASBA and remain in the 2014-2017 ASBA Strategic Plan.
	Strategic Priority B should be a <b>moderate priority</b> for ASBA and remain in the 2014-2017 ASBA Strategic Plan.
	Strategic Priority B should be a <b>low priority</b> for ASBA and remain in the 2014-2017 ASBA Strategic Plan.
	Strategic Priority B <b>should not be a priority</b> for ASBA and should <b>not</b> be included in the 2014-2017 ASBA Strategic Plan.

**9. Key Result B1: Resources and supports are provided to school boards and trustees to enable them to respond to the transformation in governance required to meet expectations of the new Education Act and Inspiring Education.**

Please  
check one

<input checked="" type="checkbox"/>	Key Result B1 should be a <b>high priority</b> for ASBA.
<input type="checkbox"/>	Key Result B1 should be a <b>moderate priority</b> for ASBA.
<input type="checkbox"/>	Key Result B1 should be a <b>low priority</b> for ASBA.
<input type="checkbox"/>	Key Result B1 should <b>not</b> be a priority for ASBA.

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**10. Key Result B2: Resources and support are made available to school boards to enhance community engagement in public education.**

Please  
check one

<input checked="" type="checkbox"/>	Key Result B2 should be a <b>high priority</b> for ASBA.
<input type="checkbox"/>	Key Result B2 should be a <b>moderate priority</b> for ASBA.
<input type="checkbox"/>	Key Result B2 should be a <b>low priority</b> for ASBA.
<input type="checkbox"/>	Key Result B2 should <b>not</b> be a priority for ASBA.

**11. Strategic Priority C: ASBA provides leadership in advocating on behalf of school boards and supports boards in building their capacity to communicate and advocate effectively.**

Please  
check one

<b>X</b>	Strategic Priority C should be a <b>high priority</b> for ASBA and remain in the 2014-2017 ASBA Strategic Plan.
	Strategic Priority C should be a <b>moderate priority</b> for ASBA and remain in the 2014-2017 ASBA Strategic Plan.
	Strategic Priority C should be a <b>low priority</b> for ASBA and remain in the 2014-2017 ASBA Strategic Plan.
	Strategic Priority C <b>should not be a priority</b> for ASBA and should <b>not</b> be included in the 2014-2017 ASBA Strategic Plan.

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**12. Key Result C1: ASBA works with school boards to develop shared advocacy positions on key issues.**

Please  
check one

<b>X</b>	Key Result C1 should be a <b>high priority</b> for ASBA.
	Key Result C1 should be a <b>moderate priority</b> for ASBA.
	Key Result C1 should be a <b>low priority</b> for ASBA.
	Key Result C1 should <b>not</b> be a priority for ASBA.

**13. Key Result C2: Professional development is provided to support effective advocacy.**

Please  
check one

	Key Result C2 should be a <b>high priority</b> for ASBA.
<b>X</b>	Key Result C2 should be a <b>moderate priority</b> for ASBA.
	Key Result C2 should be a <b>low priority</b> for ASBA.
	Key Result C2 should <b>not</b> be a priority for ASBA.

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**14. Strategic Priority D: ASBA provides leadership and support to school boards to lead and implement transformation of public education in Alberta informed by legislation and the vision of Inspiring Education.**

Please  
check one

	Strategic Priority D should be a <b>high priority</b> for ASBA and remain in the 2014-2017 ASBA Strategic Plan.
<b>X</b>	Strategic Priority D should be a <b>moderate priority</b> for ASBA and remain in the 2014-2017 ASBA Strategic Plan.
	Strategic Priority D should be a <b>low priority</b> for ASBA and remain in the 2014-2017 ASBA Strategic Plan.
	Strategic Priority D <b>should not be a priority</b> for ASBA and should <b>not</b> be included in the 2014-2017 ASBA Strategic Plan.



**15. Key Result D1: Leadership and support are provided to school boards in the strategic development and implementation of changes in legislation, regulation, education policy and labour relations.**

Please  
check one

<input checked="" type="checkbox"/>	Key Result D1 should be a <b>high priority</b> for ASBA.
<input type="checkbox"/>	Key Result D1 should be a <b>moderate priority</b> for ASBA.
<input type="checkbox"/>	Key Result D1 should be a <b>low priority</b> for ASBA.
<input type="checkbox"/>	Key Result D1 should <b>not</b> be a priority for ASBA.

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**16. Key Result D2: ASBA assists school boards in being aware of and engaged in identifying and shaping transformation initiatives in public education.**

Please  
check one

<input checked="" type="checkbox"/>	Key Result D2 should be a <b>high priority</b> for ASBA.
<input type="checkbox"/>	Key Result D2 should be a <b>moderate priority</b> for ASBA.
<input type="checkbox"/>	Key Result D2 should be a <b>low priority</b> for ASBA.
<input type="checkbox"/>	Key Result D2 should <b>not</b> be a priority for ASBA.

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**17. Please identify any additional priorities that could be included in the 2014-2017 ASBA Strategic Plan, along with rationale which may inform consideration by the Board of Directors.**

The ASBA should be supporting zones through building capacity in advocacy. It would be strategic to focus collectively on the what, and the how, rather than having significant different advocacy priorities.

This could be accomplished by:

- 1) Zones working collaboratively
- 2) Identification of common, strategic advocacy issues
- 3) Development of a collective communication plan and common advocacy tools

# ALBERTA SCHOOL BOARDS ASSOCIATION

## STRATEGIC PLAN 2013-2016: *AT A GLANCE*

**Strategic Priority A: ASBA provides leadership through its support of school boards to continuously improve and facilitate their development of inclusive, personalized learning environments for the success of all students.**

<b>Key Results</b>	A1 Partnerships are strengthened for the effective development and implementation of an inclusive education environment.	<b>Strategies</b>	A1.1 Establish an Inclusive Education Environments task force, with the following among its objectives and scope: <ul style="list-style-type: none"> <li>♦ Assess the implications of Inclusive Education Environments.</li> <li>♦ Examine specific areas of wrap around services and early intervention and early learning programming.</li> <li>♦ Develop an action plan to enable school boards to support Inclusive Education Environments.</li> </ul>
	A2 Leadership and support are provided to school boards to share and implement best practices relative to First Nations, Métis and Inuit education.		A1.2 Provide policy advice to school boards on implementing all aspects of Inclusive Education Environments.
	A3 Partnerships are strengthened to continue the work and further develop the promotion of student health and wellbeing.		A1.3 Partner with Alberta Education and other education stakeholders to advance inclusive education. A1.4 Showcase best practices.
			A2.1 Support the implementation of the action plan developed by the Education Partners' First Nations, Métis and Inuit Student Success and Wellbeing task force.
			A2.2 Encourage all First Nations, Métis and Inuit school jurisdictions to join ASBA as associate members.
			A2.3 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.
			A2.4 Advance this agenda to the national level through the Canadian School Boards Association (CSBA).
			A2.5: Showcase best practices.
			A3.1 Support the implementation of the action plan developed by the joint Student Health and Wellbeing task force.
			A3.2 Provide policy advice to school boards on creating caring, respectful and safe school environments.

<b>Key Results</b>	A4 Support is provided to school boards to facilitate the sharing and implementation of best practices relative to second language learning including English.	<b>Strategies</b>	A4.1 Develop an information portal to support sharing of best practices relative to second language learning.
	A5 Partnerships are fostered and support is provided to school boards to share and implement best practices relative to remote delivery of education.		A4.2 Showcase best practices.
			A5.1 Provide ongoing support for Rural Education Symposium directions.

**Strategic Priority B: ASBA provides leadership and support to assist school boards in implementing effective, evolving governance practices that are proactive, responsive and accountable to students and communities.**

<b>Key Results</b>	B1 Resources and supports are provided to school boards and trustees to enable them to respond to the transformation in governance required to meet expectations of the new Education Act and Inspiring Education.	<b>Strategies</b>	B1.1 Establish the School Board Governance Task Force with the following among its objectives: <ul style="list-style-type: none"> <li>♦ Examine governance practices which facilitate transformation of the education system.</li> <li>♦ Develop an action plan.</li> </ul>
	B2 Resources and support are made available to school boards to enhance community engagement in public education.		B1.2 Develop and implement a school board/ trustee development program based on emerging governance practices within the context of the new Education Act.
			B1.3 Encourage best practices in collaborative partnerships.
			B2.1 Support the implementation of the action plan as developed by the Community Engagement task force.

**Strategic Priority C: ASBA provides leadership in advocating on behalf of school boards and supports boards in building their capacity to communicate and advocate effectively.**

<b>Key Results</b>		<b>Strategies</b>	
	<p>C1 ASBA works with school boards to develop shared advocacy positions on key issues.</p>		<p>C1.1 Identify and communicate ASBA’s advocacy priorities.            C1.2 Provide direction and support to ASBA Zones in how best to support ASBA’s advocacy priorities.            C1.3 Develop appropriate advocacy responses to Education Regulation and policy proposals.            C1.4 Invite partners to work with the ASBA on advocacy issues to strengthen services to students.            C1.5 Support the implementation of the recommendations developed by the Political Advocacy task force.            C1.6 Make services available to school boards to support local communications.            C1.7 Support school boards in communicating with the public and the Government of Alberta the need for predictable, sustained and long term operational and capital funding that addresses the current realities of school boards.</p>
	<p>C2 Professional development is provided to support effective advocacy.</p>		<p>C2.1 Provide professional development opportunities at ASBA general meetings.            C2.2 Provide opportunities for school boards to partner with external organizations to facilitate professional development.</p>

**Strategic Priority D: ASBA provides leadership and support to school boards to lead and implement transformation of public education in Alberta informed by legislation and the vision of Inspiring Education.**

<b>Key Results</b>	D1 Leadership and support are provided to school boards in the strategic development and implementation of changes in legislation, regulation, education policy and labour relations.	<b>Strategies</b>	D1.1 Extend the Transformation task force with the following among its objectives: <ul style="list-style-type: none"> <li>♦ Provide leadership in the development of an integrated approach to education transformation by working with relevant government ministries and organizations.</li> <li>♦ Compile best practices on education transformation initiatives.</li> <li>♦ Develop an action plan to enable school boards to actively implement education transformation initiatives focused on enhancing student success.</li> </ul>
	D2 ASBA assists school boards in being aware of and engaged in identifying and shaping transformation initiatives in public education.		D1.2 Establish the Labour Relations task force with the following among its objectives: <ul style="list-style-type: none"> <li>♦ Actively participate in discussions on the Education Professions and Occupations Act and subsequent regulations and policies.</li> </ul> D1.3 Develop and provide support for school boards and their senior administrators with respect to labour relations.
			D2.1 Extend the Transformation task force as outlined in strategy D1.1. D2.2: Showcase best practices.