

DATE: December 16, 2014

TO: Board of Trustees

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

SUBJECT: Alberta School Boards Association (ASBA) Call For Input into the ASBA Strategic Plan 2015-2018

ORIGINATOR: Dr. Sandra Stoddard, Executive Director Governance and Strategic Support Services

REFERENCE: [December 17, 2013 Board Report](#) - Call for Input Into the ASBA Strategic Plan 2014-2017

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 2015-2018 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 2015-2018 will be developed by the Board of Directors in January 2015, approved at the March 2015 Board of Directors meeting, and begin implementation in September 2015.
- 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 19 questions in the survey which are based on the ASBA's current 2014-2017 Strategic Plan.

CONSIDERATIONS & ANALYSIS

The ASBA Issues and Resolutions Committee discussed the survey questions and is proposing the following responses:

- Under Question 2, the Committee identified the following as the top three advocacy priorities for the Association:
 - Priority 1 - Adequate, stable, predictable funding
 - Priority 2 – Infrastructure
 - Priority 3 - School boards - locally autonomous governments
- The rest of the seven identified items were rated as 12 (lesser priority) as the Committee highlighted that research suggests focusing on more than three advocacy priorities would not lead to focused, actionable strategies and attainment of outcomes. The Committee felt that, if the issue of adequate, stable, predictable funding was made a top priority for the ASBA, other advocacy items would also be addressed.
- Under Question 3, the survey requested input or commentary on individual elements of the current ASBA Strategic Plan. The Committee provided input as to what elements should or should not remain as priorities of ASBA. These are highlighted below and a more detailed rationale is provided in the actual survey response (Attachment I).
 - Strategic Priority A should not remain a priority for ASBA and should be removed from the 2015-2018 ASBA Strategic Plan.
 - Strategic Priority B, C and D should be a high priority for ASBA and remain in the 2015-2018 ASBA Strategic Plan.
 - Strategic Priority E should be a lesser priority for ASBA but remain in the 2015-2018 ASBA Strategic Plan.

A copy of the ASBA 2014-2017 Strategic Plan At-a-Glance is included as Attachment II. 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 5, 2015 as per the ASBA's request.

ATTACHMENTS & APPENDICES

- ATTACHMENT I - Proposed Response to Questionnaire: Priorities for the 2013-2016 ASBA Strategic Plan
- ATTACHMENT II - ASBA 2014-2017 Strategic Plan At-a-Glance

SS:mmf

School Board Input Into ASBA's Advocacy Plan and 2015-2018 Strategic Plan

1. School Board Name: Edmonton Public Schools

2. Developing a maximum of three advocacy priorities for the Association appears as a strategy in the current ASBA Strategic Plan.

Please indicate your Board's desired order of priority for ASBA's advocacy efforts.
(1 = highest priority; 12 = lesser priority)

	1	2	3	4	5	6	7	8	9	10	11	12
Adequate, stable, predictable funding	1											
English Language Learning												12
First Nations, Métis and Inuit student success												12
Infrastructure		2										
School boards - locally autonomous governments		3										
Student health and wellness												12
Transportation												12
Twenty-first century competencies												12
Wrap-around services												12
Other (a)												
Other (b)												
Other (c)												

If 'Other' selected above, please specify

Please provide the corporate Board response to the following questions. School board responses will inform the ASBA Board of Directors as they determine the 2015-2018 ASBA Strategic Plan, implementation of which will begin in September 2015.

3. If your Board would like to provide input or commentary on individual elements of the current ASBA Strategic Plan, please proceed directly to question 4.

If your Board believes all items identified in the current ASBA Strategic Plan (2014-17) should remain priorities for the Association (and does not wish to provide additional input or commentary on the current plan), please indicate so below.

- Strategic Priority A and the three key results should not remain a priority for the ASBA as they are aligned more closely to the roles and responsibilities of school board administration and the College of Alberta School Superintendents (CASS).

- Strategic Priority B and the three key results should be a high priority for the ASBA and remain in the 2015-2018 ASBA Strategic Plan. Modeling effective governance while providing leadership and support to assist school boards in implementing effective governance practices is a key role of the ASBA. Many actions will need to be taken to support the implementation of the new Education Act when it comes into force. Developing tools, strategies and processes that will support school boards with new roles and responsibilities and heightened expectations for engagement, transparency and accountability to the communities they serve will be paramount.
- Strategic Priority C and key result should be a high priority for the ASBA and remain in the 2015-2018 ASBA Strategic Plan. As advocacy is a key role of school boards, the ASBA's ability to provide leadership in developing shared advocacy positions on key issues provides a stronger provincial voice. In addition, building the capacity of school boards to communicate and advocate effectively at the local level is also critical.
- Strategic Priority D and two key results should be a high priority for the ASBA and remain in the 2015-2018 ASBA Strategic Plan. With the changes in legislation, regulations, education policy and labour relations, providing leadership support to school boards to work collaboratively with relevant partners to lead the transformation in public education is essential.
- Strategic Priority E should be a lesser priority for the ASBA but remain in the 2015-2018 ASBA Strategic Plan. As the development of a new teacher bargaining model was not in the Minister's mandate letter, it was felt that the Association's resources should be targeted to higher priority areas. However, it is felt that, if the Government's focus shifts and this becomes a priority, the ASBA needs to be able to be nimble enough to respond, shift priorities and target appropriate resources.

4. 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.

	Strategic Priority A should be a high priority for ASBA and remain in the 2015-2018 ASBA Strategic Plan.
	Strategic Priority A should be a lesser priority for ASBA and remain in the 2015-2018 ASBA Strategic Plan.
X	Strategic Priority A should not be a priority for ASBA and should not be included in the 2015-2018 ASBA Strategic Plan.

5. Key Result A1: Partnerships are strengthened for the effective development and implementation of personalized student learning.

	Key Result A1 should remain a priority for ASBA.
X	Key Result A1 should not be a priority for ASBA.

6. **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.**

	Key Result A2 should remain a priority for ASBA.
X	Key Result A2 should not be a priority for ASBA.

7. **Key Result A3: Leadership and support are provided to school boards to share and implement best practices which address demographic and wellness challenges at the local level that ensure student success.**

	Key Result A3 should remain a priority for ASBA.
X	Key Result A3 should not be a priority for ASBA.

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

X	Strategic Priority B should be a high priority for ASBA and remain in the 2015-2018 ASBA Strategic Plan.
	Strategic Priority B should be a lesser priority for ASBA and remain in the 2015-2018 ASBA Strategic Plan.
	Strategic Priority B should not be a priority for ASBA and should not be included in the 2015-2018 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.**

X	Key Result B1 should remain a priority for ASBA.
	Key Result B1 should not be a priority for ASBA.

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

X	Key Result B2 should remain a priority for ASBA.
	Key Result B2 should not be a priority for ASBA.

11. Key Result B3: ASBA is structured in such a way to facilitate the organization's long-term sustainability.

X	Key Result B3 should remain a priority for ASBA.
	Key Result B3 should not be a priority for ASBA.

12. 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.

X	Strategic Priority C should be a high priority for ASBA and remain in the 2015-2018 ASBA Strategic Plan.
	Strategic Priority C should be a lesser priority for ASBA and remain in the 2015-2018 ASBA Strategic Plan.
	Strategic Priority C should not be a priority for ASBA and should not be included in the 2015-2018 ASBA Strategic Plan.

13. Key Result C1: ASBA works with school boards to develop shared advocacy positions on key issues to create a stronger provincial voice.

X	Key Result C1 should remain a priority for ASBA.
	Key Result C1 should not be a priority for ASBA.

14. Strategic Priority D: ASBA provides leadership and support to school boards to collectively and collaboratively, with relevant partners, lead the transformation of public education in Alberta to ensure student success.

X	Strategic Priority D should be a high priority for ASBA and remain in the 2015-2018 ASBA Strategic Plan.
	Strategic Priority D should be a lesser priority for ASBA and remain in the 2015-2018 ASBA Strategic Plan.
	Strategic Priority D should not be a priority for ASBA and should not be included in the 2015-2018 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, regulations, education policy, and labour relations.

X	Key Result D1 should remain a priority for ASBA.
	Key Result D1 should not be a priority for ASBA.

16. **Key Result D2: ASBA assists school boards in identifying, shaping and leading transformation initiatives.**

X	Key Result D2 should remain a priority for ASBA.
	Key Result D2 should not be a priority for ASBA.

17. **Strategic Priority E: ASBA provides leadership in the development of a new teacher bargaining model.**

	Strategic Priority E should be a high priority for ASBA and remain in the 2015-2018 ASBA Strategic Plan.
X	Strategic Priority E should be a lesser priority for ASBA and remain in the 2015-2018 ASBA Strategic Plan.
	Strategic Priority E should not be a priority for ASBA and should not be included in the 2015-2018 ASBA Strategic Plan.

18. **Please identify any additional elements that could be included in the 2015-2018 ASBA Strategic Plan, along with rationale which may inform consideration by the Board of Directors.**

Please refer to the input provided in Question 3.

19. **Additional Comments**

It is recommended that only the top three advocacy priorities be a focus for the Association. Research indicates that, if more than three priorities are identified, the likelihood of accomplishing all outcomes is reduced.

It is also recommended that the three advocacy priorities have evidence-based action strategies developed and that measures of success be established and monitored.

In addition it is recommended that ongoing communication on the status of each advocacy priority be provided to the membership.

ALBERTA SCHOOL BOARDS ASSOCIATION

STRATEGIC PLAN 2014-2017: *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.			
Key Results	A1 Partnerships are strengthened for the effective development and implementation of personalized student learning.	Strategies	A1.1 Partner with Alberta Education and other education stakeholders to advance personalized student learning. A1.2 Provide policy advice and other support to school boards on implementing elements of personalized student learning.
	A2 Leadership and support are provided to school boards to share and implement best practices relative to First Nations, Métis and Inuit education.		A2.1 Continue to implement the action plan developed by the Education Partners' First Nations, Métis and Inuit Student Success and Wellbeing task force.
	A3 Leadership and support are provided to school boards to share and implement best practices which address demographic and wellness challenges at the local level that ensure student success.		A3.1 Implement the action plan developed by the Student Health and Wellness task force. A3.2 Facilitate the sharing and implementation of best practices in English Language Learning. A3.3 Facilitate the sharing and implementation of best practices in remote delivery of education. A3.4 Provide relevant policy advice and other supports to school boards.

Strategic Priority B: ASBA models effective governance while providing leadership and support to assist school boards in implementing effective governance practices that engage stakeholders and are proactive, responsive and accountable to students and communities.

Key Results	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.	Strategies	B1.1 Act on the recommendations made by the Transformation of School Board Governance task force.
	B2 Resources and support are made available to school boards to enhance community engagement in public education.		B2.1 Continue to implement the recommendations of the Community Engagement task force.
	B3 ASBA is structured in such a way to facilitate the organization's long-term sustainability.		B3.1 Review the current organizational structure and explore alternatives to ensure financial sustainability.

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.

Key Result	C1 ASBA works with school boards to develop shared advocacy positions on key issues to create a stronger provincial voice.	Strategies	C1.1 Review and act on accepted recommendations of the Strengthening the Provincial Voice of School Boards task force.
			C1.2 Review and act on accepted recommendations of the Policy Development Advisory Committee with respect to communication on advocacy initiatives.
			C1.3 Develop a maximum of three advocacy priorities for the Association.
			C1.4 Provide professional development to boards and zones to support effective advocacy and communications.

Strategic Priority D: ASBA provides leadership and support to school boards to collectively and collaboratively, with relevant partners, lead the transformation of public education in Alberta to ensure student

Key Results	D1 Leadership and support are provided to school boards in the strategic development and implementation of changes in legislation, regulations, education policy, and labour relations.	Strategies	D1.1 Develop and provide support for school boards and their senior administrators with respect to the implementation of the Education Act, including the natural persons powers provision.
	D2 ASBA assists school boards in identifying, shaping and leading transformation initiatives.		D1.2 Provide relevant policy advice to school boards as they address the new regulatory environment. D1.3 Provide support for school boards with respect to labour relations. D2.1 Define the transformation of education agenda. D2.2 Assist school boards in advancing the transformation of education at the local level.

Strategic Priority E: ASBA provides leadership in the development of a new teacher bargaining model.

Key Result	E1 ASBA leads the development of an effective teacher bargaining model that meets the needs of respective school boards, and that school boards have significant influence in any new bargaining process.	Strategies	E1.1 Consult with school boards and senior administration to develop a new teacher bargaining model. E1.2 Advocate for a new teacher bargaining model approved by the membership.
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