

DATE: June 21, 2022

TO: Board of Trustees

FROM: Governance and Evaluation Committee: Trustee Hole, Trustee Ip, Trustee O’Keefe (chair)

SUBJECT: 2022-2026 Strategic Plan

RESOURCE STAFF: Kelsey Duebel, Karen Mills, Nancy Petersen, Carrie Rosa, Soleil Surette

REFERENCE: Board Policy AD.BP: Vision, Mission, Values and Priorities

ISSUE

The Governance and Evaluation Committee, in collaboration with the Policy Review Committee, is bringing forward for Board approval the 2022-2026 Strategic Plan. The plan serves as direction for the Division and is anchored in Board Policy AD.BP Vision, Mission, Values and Priorities. In support of the new draft Strategic Plan, the Policy Review Committee is presenting Board Policy AD.BP Vision, Mission, Values and Priorities for first, second, third and final readings by the Board of Trustees.

BACKGROUND

At the start of their term, one of the first things a new Board of Trustees undertakes is the review and establishment of the Division’s Strategic Plan. The establishment of a strategic plan accomplishes the following objectives:

- Aligns with Alberta Education’s assurance framework and serves as a foundation to the Division’s planning and reporting.
- Provides clear and consistent direction across the Division.
- Articulates what will be important for student success and well-being.
- Unites, inspires and excites staff, students and families around a shared vision.

To inform the development of the draft 2022-2026 Strategic Plan coming forward for approval, the following occurred:

- Key Division documents were reviewed, including the current [Strategic Plan, 2020-2021 Annual Education Results Report \(AERR\)](#), [2021-2024 Three-Year Education Plan](#), [2020-2021 Division Feedback Survey \(DFS\)](#), [Strategic Plan Update: Governance and Engagement](#), [2021 Strategic Plan Update: Literacy and Numeracy](#), [2021 Strategic Plan Update: First Nations, Métis and Inuit](#), Equity Achievement Project, [Anti-racism and Equity Policy](#) and the [Anti-racism and Equity Action Plan](#).
 - These reports represent a combination of data-driven analysis (e.g., Strategic Plan Updates and the AERR) and student, family and staff engagement results (e.g., DFS report and the Anti-racism and Equity Plan and Policy), where stakeholders identified particular areas the Division should prioritize.
- Trustees heard the voices of staff, families and students through school and central decision unit results review presentations and conversations in the fall of 2021.
- The current context of education was examined to help better understand the needs of students in the future.
- Consideration was given to influences that impact education from the broader community, including research addressing the impact of COVID-19.

- A draft vision, mission and set of priorities and goals was included as part of the 2021-2022 DFS, enabling staff, students and families to provide feedback on the draft strategic direction. While the DFS was open for feedback, focus groups were also hosted with Division leadership, families and students as an additional source of feedback on the first draft of the document.
- Feedback from the DFS and focus groups was analyzed to help inform the final draft of the Strategic Plan. This final draft of the 2022-2026 strategic plan is composed of:
 - A Vision statement
 - A Mission statement
 - Three priorities and seven supporting goal statements
 - The Division's cornerstone values: Accountability, Collaboration, Equity and Integrity
- Division Communications staff enhanced the draft plan through developing a visual identity for the document.

RELATED FACTS

Board Policy AD.BP Vision, Mission, Values and Priorities serves as the carrier to the Strategic Plan's vision, mission and priorities and requires updating to reflect the 2022-2026 Strategic Plan.

To support the approval of the 2022-2026 Strategic Plan, Board Policy AD.BP Vision, Mission, Values and Priorities has been updated to reflect the new vision, mission and priority areas.

As the Board conducted stakeholder engagement to inform the development of the 2022-2026 Strategic Plan, the Board's traditional practice of online stakeholder feedback after first reading is not required.

RECOMMENDATION

That Board Policy AD.BP Vision, Mission, Values and Priorities be read for the first, second, third and final time and be approved.

CONSIDERATIONS and ANALYSIS

The Strategic Plan provides direction across the Division in support of student success and well-being and reflects alignment with Alberta Education's assurance framework.

The Board has conducted extensive stakeholder engagement to establish the strategic direction articulated in the 2022-2026 Division Strategic Plan.

Board Policy AD.BP Vision, Mission, Values and Priorities requires updating to reflect the new 2022-2026 Division Strategic Plan.

NEXT STEPS

Upon approval of the recommendation, the updated policy will be posted to the Division website and the Superintendent of Schools will oversee necessary steps to implement the new 2022-2026 Strategic Plan.

ATTACHMENTS and APPENDICES

ATTACHMENT I Board Policy AD.BP: Vision, Mission, Values and Priorities

ATTACHMENT II 2022-2026 Strategic Plan

SO:np

CODE: AD.BP

EFFECTIVE DATE: (28-01-2020)

TOPIC: Vision, Mission, Values and Priorities

ISSUE DATE: (21-06-2022)

REVIEW YEAR: (2026)

PURPOSE

To provide a shared philosophical foundation to guide the work, strategic planning and decision making in the Division.

To reflect the Board of Trustees' (the Board) mandated responsibility and expectation for providing a welcoming, inclusive, safe and healthy learning and working environment throughout the Division.

DEFINITIONS

Vision is the ideal future state or conditions that the Division aspires to create.

A **Mission** declares the practical commitments and actions that the Division believes are needed to achieve its vision.

Priorities are broad statements that describe long-range desired results based on our Vision, Mission and Values.

Values are what anchor the Division and are foundational; they are not just a way of doing, but a way of being.

POLICY

Vision - Enhancing pathways for student success

Mission - Our commitment to high-quality public education serves the community and empowers each student to live a life of dignity, fulfillment, empathy and possibility.

Values - Accountability, collaboration, equity and integrity

Division Priorities 2022-2026

1. Build on outstanding learning opportunities for all students.
2. Advance action towards anti-racism and reconciliation.
3. Promote a comprehensive approach to student and staff well-being and mental health.

ACCOUNTABILITY

The Superintendent will provide regular reports and feedback at public Board meetings to ensure the work of the Division aligns with the Vision, Mission, Values and Priorities established by the Board.

REFERENCES

Education Act Section 33(1)(d)

2022 – 2026 Strategic Plan

Vision

Enhancing pathways for student success

Mission

Our commitment to high-quality public education serves the community and empowers each student to live a life of dignity, fulfillment, empathy and possibility.

Values

Accountability, collaboration, equity and integrity

2022 – 2026 Division Priorities

Priority 1: Build on outstanding learning opportunities for all students.

Goal 1: Recognize and support the diverse learning needs of all students.

Goal 2: Focus on literacy and numeracy so students demonstrate growth and achieve learning outcomes.

Goal 3: Promote competencies to empower students to meet the needs of a changing society, workforce and climate.

Priority 2: Advance action towards anti-racism and reconciliation.

Goal 1: Work with students, staff, families and communities to update and advance the Division's Anti-racism and Equity Action Plan each year, so it serves as the catalyst for meaningful, long-term systemic change.

Goal 2: Support and enhance the educational experiences and achievements of First Nations, Métis, and Inuit students in relationship with First Nations, Métis, and Inuit families and communities.

Priority 3: Promote a comprehensive approach to student and staff well-being and mental health.

Goal 1: Support students and staff in building skills, strategies and relationships that contribute to positive mental health.

Goal 2: Support students and staff so they experience a greater sense of belonging and social, emotional and physical well-being.