



BCSTA's Strategic Vision, Direction and Work Plan: REVISED

DECEMBER 11, 2017

British Columbia

School Trustees Association

2017-2018

Gordon Swan - President

On behalf of the

BCSTA Board of Directors

BCSTA VISION STATEMENTS FOR 2017-2018

1. To become the advocate voice and key provincial influencer for public education in the province, inclusive of our co-governance relationship with government.
2. To ensure we provide value to all members through services and support of strong, functional boards.
3. To provide the foundational structures, policies and procedures necessary to achieve the Association's strategic plan and meaningfully support our member boards.
4. To emphasize the importance of locally elected boards of education in maintaining a strong public education system.
5. To establish a strong working relationship with the new provincial government, emphasizing BCSTA's role in both helping to determine and implementing key policy direction and initiatives, including:
 - a) Establishing ongoing operational guidelines for work between the Ministry of Education and BCSTA, reflective of the current Memorandum of Understanding.
 - b) Ensuring existing communications protocols between the MOE and BCSTA are followed.
 - c) Establishing BCSTA's role in co-determining and designing implementation of key government initiatives related to K-12 public education.
 - d) Completing BCSTA consultation and input processes related to key government policy changes, such as the funding formula review and BCPSEA governance.

WORK PLAN SECTION 1 – OUR FOCUS ON BOARDS OF EDUCATION

Within 4 months – by the end of August 2017

- Board of Directors to reach out to all newly elected trustees [ongoing]
- Complete trustee assignments to BCSTA committees with consideration of broad provincial participation [completed]
- Develop a member survey regarding BCSTA services and suggested improvements, including consideration of communications [under development]
- Communications staff and CEO to review current BCSTA publications and bring recommendations to Board for potential changes [completed]
- Board of Directors, in consultation with staff, to determine an expanded protocol for all incoming and outgoing Association correspondence [initial trial]
- Request Branch presidents communicate branch meeting dates to BCSTA as soon as possible so they may be posted to our website [staff coordinating – ongoing]
- Create and circulate defined requirements for confidentiality and embargo regarding BCSTA conference calls [under development for September 2017]
- Professional Learning Committee to develop suggested strategies for implementing the new *Learning Guide* and submit them to the Board of Directors [initiated]
- Board of Directors to establish an ad hoc bylaw review committee [initiated]
- Include in calls and meetings with board chairs the discussion of election results, the impact on public education and local board concerns [initiated and ongoing]

Within 8 months – by the end of December 2017

- Establish protocol with the Ministry of Education re: Boards Chairs 'heads up' calls and sharing information with other trustees and senior staff [requested]
- Launch strategies for new BCSTA website toward improving communication and member service [initiated]
- Launch on-line *Guide to School Legislation* for member and sector use [completed]
- Identify opportunities for expanded Branch learning through BCSTA [ongoing]
- Identify expanded opportunities for joint Education Partners professional learning opportunities and events [initiated and ongoing]
- Create a mechanism for BCSTA committees to report out to the Board of Directors following each of their meetings, including work plan updates [initiated]
- Create a BCSTA ad hoc committee to begin development of an expanded trustee mentorship program to be launched following the October 2018 trustee elections
- Ad hoc Bylaw Review Committee to establish timeline and work plan [completed]
- Aboriginal Education Committee and Professional Learning Committee to align their work plans with the Board of Director's strategic plan and report back to the Board of Directors [partial initiation]

Within 8 months – by the end of December 2017 (continued)

- PLC to create a long-term ad hoc committee to oversee the *Learning Guide* implementation plan and yearly review process [not yet initiated]
- Board of Directors to review member input survey and consider suggestions for improved services to boards [incomplete]
- Implement any suggested changes to BCSTA publications as determined by the Board of Directors [completed]
- Work through BCSTA Aboriginal Education committee as well as external groups on follow through of AGM motions related to Aboriginal Education [initiated]
- BoD to establish updated Terms of Reference and objectives for repurposed Election Engagement Committee, with focus on 2018 trustee elections [completed]

Within 12 months – by the end of April 2018

- Develop a staff cross-training program to ensure key capabilities, including succession planning, are protected [initiated]
- Review implementation and success of all current year projects
- Promote “Why public education and locally elected boards are key” [planned]
- Complete development of the new trustee mentorship program (for initiation in October 2018)
- Professional Learning Committee to include program sessions on student mental health and well-being, sexual orientation and gender identity for either Academy 2017 or AGM 2018 [completed]
- BCSTA Standing Committees to review their Terms of Reference and report back to the Boards of Directors with any recommendations for change
- Publish updated Terms of Reference and accountabilities for all BCSTA committees

Within 18 months – by the end of October 2018 (the current trustee term)

- Election Engagement Committee to distribute “So you want to be a Trustee” materials and strategic plan in support of the October 2018 trustee elections by June 2018
- Professional Learning ad hoc committee initiate the first annual review of the Learning Guide
- Professional Learning ad hoc sub-committee to table annual updates and revisions of the *Learning Guide* for implementation
- Complete input process to development of March 2019 Provincial Bargaining objectives in cooperation with member boards, the MOE and BCPSEA

Within 24 months – by the end of April 2019

- Ensure direct participation of BCSTA representatives on the BCPSEA provincial bargaining team (anticipated to begin negotiations in March 2019)
- Assist member boards with implementation of the new Funding Distribution Formula (once confirmed) by providing technical support and education

WORK PLAN SECTION 2 – OUR FOCUS ON ABORIGINAL EDUCATION

Within 4 months – by the end of August 2017

- Meeting dates with First Nations Education Steering Committee (FNESC) executive jointly established [initial meeting completed]
- Provide initial feedback to MOE on response plan to recommendations of the OAG report on Aboriginal Education [initiated / awaiting confirmation of revised direction from the new government and Ministry of Education representatives]

Within 8 months – by the end of December 2017

- Board of Directors, in consultation with the Aboriginal Education Committee, review recommendations arising from any new tripartite agreement between First Nations, and the federal and provincial governments.
- Board of Directors to meet with MOE Aboriginal Education program staff regarding opportunities to further support their initiatives [initiated]
- The Aboriginal Education Committee to review the MOE “How Are We Doing?” report and make recommendations as to how BCSTA can better support Aboriginal student academic achievement [incomplete]
- In consultation with the Aboriginal Education Committee, develop a strategy to support the creation and implementation of Local Education Agreements (LEA's) in every school district with an identified local band [initiated]
- Aboriginal Education committee and Professional Learning committee to align their work plans with the Board of Director's strategic plan and report back to the Board of Directors [discussed but not yet completed]
- Consult with Aboriginal Education Committee and external groups on follow through (i.e. work plans) on AGM motions related to Aboriginal Education
- Initial meeting with FNESC, with the goal of improving our relationship with FNESC through discussion and joint opportunities [completed]

Within 12 months – by the end of April 2018

- Expansion of working relationship with FNESC to match that of our education management partners [initiated]
- Utilize our position as co-governors to fulfill the joint mandate to improve Aboriginal student achievement rates
- Produce a “What Does This Data Mean?” guide that will provide boards and district staff with a handbook on how to read and understand data related to Aboriginal student academic success

Within 18 months – by the end of October 2018 (the current trustee term)

- Three meetings with the FNEESC executive completed by Directors
- Board of Directors work plan for supporting OAG, TRC and MOE recommendations completed

Within 24 Months – by the end of April 2019

- Assist member boards with implementation of MOE policy changes arising from the Auditor General's Report on Aboriginal Education as well as the monitoring the success of the overall implementation process

WORK PLAN SECTION 3 – OUR FOCUS ON GOVERNMENT

Within 4 months – by the end of August 2017

- Initiate letters to all provincial party leaders reintroducing BCSTA, including a request to meet, and our desire to work with them through their new term in office [completed]
- Request meetings with provincial political party caucus groups and UBCM re:
 - o What is public education?
 - o The role of boards of education and co-governance
 - o Review of their election platforms and potential legislative change[requested but incomplete]
- Establish a positive working relationship with the new Minister and Deputy Minister, including:
 - o Immediate 'face to face' contact with president and board [completed]
 - o Discussion of BCSTA priorities for the next year [completed]
 - o Discussion of our co-governance relationship [initiated]
 - o Invitation to CSBA Congress 2017 in Whistler [not done as new govt delayed]
- Present to the Deputy Minister re:
 - o The role of Boards, co-governance and operationalization of the MOU
 - o BCSTA's role and responsibilities [incomplete]
- Request new Minister participate in meeting with Board Chairs to discuss:
 - o Ministry of Education's new strategic direction
 - o Joint letter on the pending review of the Funding Distribution Formula
 - o Completion of the Rural Education review process [all completed]
- Implement quarterly meetings with BCPSEA, PSEC and MOE re: bargaining [initiated with initial discussion completed]
- Begin discussion on bargaining structure consultation process, including:
 - o Participation in BCPSEA regional meetings
 - o Discussion with member boards of education [initiated/next steps unclear]
- Begin preparation for presentation to the Select Standing Committee on Finance
 - o Build alignment with partner groups to inform presentation [completed]
- Initiate contact with the Union of BC Municipalities regarding:
 - o A request to present at the UBCM conf on the role of Boards [completed]
 - o Discussion to find common areas of interest [completed]
 - o BCSTA representatives' attendance at UBCM fall convention [completed]
 - o Establishment of a stronger working relationship with UBCM, including joint executive meeting opportunities [initiated with some progress]
 - o Invitation for a UBCM representative to bring written greetings to our conferences [change in process by BCSTA]
 - o Co-ordinate with partner groups topics for the Select Standing Committee on Finance presentations for consistency and impact [completed]

Within 8 months – by the end of December 2017

- Board of Directors to meet with the MOE Executive to review each other's Strategic Plan and supporting initiatives [completed]
- Obtain a commitment from the MOE on the timeline and terms of reference for the Funding Distribution Formula review process, including direct BCSTA participation [initial meeting completed but awaiting further information]
- Provide feedback to government on implementation of the MOA based on information gathered from member boards, with an emphasis on informing policy development for bargaining in 2019 and needed resourcing [incomplete]
- Develop an internal BCSTA structure to support bargaining preparation in 2018 and bargaining in 2019, which includes input from member boards [incomplete]
- Develop a Toolkit for Boards to establish relationships and educate local MLAs [incomplete]
- Support the Funding Distribution Formula review process using current BCSTA structures, with consideration of:
 - o Branch Meeting, Provincial Council, Academy and AGM [initiated]
 - o Use BCSTA motions on funding to inform the process [ongoing]
 - o Discussion with a broad range of partner groups [ongoing]
- Provide feedback to the government and BCPSEA regarding implementation of the MOA, including policy considerations and objectives for bargaining in 2019 [incomplete]

Within 12 months – by the end of April 2018

- Coordinate member and BCSTA feedback regarding any recommendations for policy change arising from the MOE response to the Auditor General's Report on Aboriginal Education
- Utilize our position as co-governors to fulfill the joint mandate to improve Aboriginal student achievement rates

Within 18 months – by the end of October 2018 (the current trustee term)

- Work with the MOE and FNEESC on the final implementation of policy changes arising from the Auditor General's Report on Aboriginal Education and accompanying processes

Within 24 months – by the end of April 2019

- Assist member boards with implementation of MOE policy changes arising from the Auditor General's Report on Aboriginal Education as well as the monitoring the success of the overall implementation process

WORK PLAN SECTION 4 – OUR FOCUS ON EDUCATION PARTNERS

Within 4 months – by the end of August 2017

- Communicate with BCPSEA member board resolutions that pertain to the BCPSEA mandate, including governance and bargaining [completed]
- Confirm meetings with key partner groups by end of June 2017 to discuss:
 - o Strategic plan alignment and support [completed]
 - o Consistent messaging on key common issues [completed]
 - o Scheduled meeting dates set for the year (executives) [ongoing round two]

Within 8 months – by the end of December 2017

- Work with media on a provincial basis to:
 - o Have BCSTA be the #1 'go to' representative for all things education related at the provincial level [minor progress]
 - o Be in increased contact with local Boards of Education [incomplete]
- Provide improved tracking of non-print media stories to member boards [ongoing]
- Improve our relationship with FNEESC through increased joint meetings of our executives to discuss issues and opportunities [initiated]
- Produce a "What Does This Data Mean?" guide that will provide boards and district staff with a handbook on how to read and understand data related to Aboriginal student academic success [incomplete]
- Continue to monitor MOA implementation and work with partners to provide consistent feedback to the MOE regarding issues [initiated]

Within 12 months – by the end of April 2018

- Leverage the BCSTA membership in CSBA toward achieving our established vision, goals and AGM resolutions [minor progress]

Within 18 months – by the end of October 2018 (the current trustee term)

- Plan and establish processes for transitioning partner group connections through the coming trustee elections

Within 24 Months – by the end of April 2019

- Ensure regular meeting schedules have been re-established with all partner groups post-election

WORK PLAN SECTION 5 – ONGOING COMMITMENTS FROM THE PREVIOUS YEAR

The following items and work from our 2016/2017 Strategic Plan are highlighted as continuing for the coming year (and in many cases onward) even though they have not specifically been included as new/additional items for implementation by the BCSTA Board of Directors.

ONGOING ITEMS: OUR FOCUS ON BOARDS OF EDUCATION

- Finance Committee ad hoc subcommittee to initiate office lease review [initiated]
- Board Ad Hoc committee established to support updated curriculum for trustee professional learning [completed]
- Aboriginal Education and Professional Learning committees to initiate plan for collaboration on BCSTA events and programs [initiated]
- Reconfirm Terms of Reference for all BCSTA committees [partial completion]
- AGM professional learning events to include Aboriginal Education component [completed and ongoing]
- AGM structural change review initiated for April 2017 (finalize for April 2018) [planned]
- Provide Boards with an update of BCSTA Strategic Plan completion [completed]
- Continue annual meeting with chairs and vice-chairs [completed]
- Ensure Friday and Saturday themes at Provincial Council are connected [ongoing]
- Regular meeting schedule with all partner groups established [ongoing]
- Board liaison improved (ear to ear contact) [incomplete]

ONGOING ITEMS: OUR FOCUS ON GOVERNMENT

- Meeting with Minister of Education to present AGM motions and action plan [completed]
- Request K-12 Ab Ed partners' table attendance of sr MOE official [requested]
- Review signed K-12 Ab Ed partners' agreement toward reaffirmation [incomplete]
- Recommend government hosted Aboriginal Education working group to implement response to OAG report on Aboriginal Education [request completed]
- Continue work with BCPSEA, PSEC and MOF regarding exempt staff issues including philosophy/implications for leadership/compensation/succession/retention [initiated but little progress]
- Reflect on ongoing MOU feedback from member Boards of Education [incomplete]
- Continue MOE-BCSTA executives' quarterly meetings [ongoing]
- Continue meetings with PSEC re: trustee governance of BCPSEA [completed]
- Liaise with BCPSEA regarding development of bargaining mandate (policy) [initiated]
- Complete meetings with all provincial political party caucuses [incomplete]
- Continue involvement in Supreme Court of Canada decision implementation process [ongoing]

ONGOING ITEMS: OUR FOCUS ON EDUCATION PARTNERS

- Support K-12 partners' table conversation on creating a shared understanding of accountability to support Aboriginal student success [initiated]
- Work with management partners to develop common strategy to solve exempt staff compensation and related issues [ongoing]
- Support boards regarding implementation of strategies to help ensure every district has an effective alternative to previously required Enhancement Agreements [incomplete]
- Clarify success and concerns for revision of MOU based on member feedback [incomplete]
- Joint presentation with partner groups expressing the need for MOF to engage in discussions on common understanding of financial reporting [incomplete]
- Create templates (including graphics) for boards to use when advocating for funding [incomplete]
- Complete work of Financial Health Working Group on common financial language [unclear as to work completion through MOE]
- Support BCPSEA to set consultation and communication timelines in regard to addressing key bargaining issues and recommendations [completed]
- Find opportunities to work with education partner groups to develop their knowledge and shared understanding of effective Boards of Education [incomplete]
- Strengthen and increase our leadership role with education partners including BCSSA, BCASBO, BCTF, BCPVPA, UBCM, CUPE BC, BCCPAC and FNEESC [initiated and ongoing]

ONGOING ITEMS: OUR FOCUS ON THE PUBLIC

- Include an Aboriginal Education article in each issue of the *Education Leader* [ongoing]
- Update all BCSTA website materials and information to ensure currency [initiated]
- Encourage School Districts to have their websites link to BCSTA [incomplete]
- Explore ways to facilitate discussion of alternatives to required Enhancement Agreements with Boards [largely incomplete]
- Expand BCSTA's social media presence [ongoing with progress]
- Build *Education Leader* readership through targeted sign-up [minor progress]
- Create template of budget graphics for boards to share with the public [incomplete]
- Complete BCSTA website improvements regarding content and accessibility [initiated]
- Expand *Education Leader* and *Boards Making A Difference* to cover all member districts [initiated and ongoing with progress]
- Expand *Education Week* and *Public Education Day* celebrations [attempted]

GLOSSARY

AGM	Annual General Meeting
BCASBO	BC Association of School Business Officials
BCCPAC	BC Confederation of Parent Advisory Councils
BCPSEA	BC Public School Employers' Association
BCPVPA	BC Principals' and Vice Principals' Association
BCSSA	BC School Superintendents Association
BCSTA	British Columbia School Trustees Association
BCTF	BC Teachers' Federation
CSBA	Canadian School Boards Association
CUPE BC	Canadian Union of Public Employees BC
LEA	Learning Enhancement Agreement
LDWG	Leadership Development Working Group
MOA	Memorandum of Agreement
MOE	Ministry of Education
MOF	Ministry of Finance
MOU	Memorandum of Understanding
NTGAE	National Trustee Gathering on Aboriginal Education
OAG	Office of the Auditor General
PSEC	Public Sector Employers' Council
TRC	Truth and Reconciliation Commission
UBCM	Union of BC Municipalities