



**BCSTA**

British Columbia  
School Trustees  
Association

2019-2022

# STRATEGIC PLAN

summary

BCSTA President  
**Stephanie Higginson**  
on behalf of the BCSTA Board of Directors

## BCSTA'S MISSION

The Mission of the BCSTA is to support and advocate for effective public Boards of Education in British Columbia.

Our mission is driven by the following beliefs:

- A high-quality public education system is the foundation of a democratic society.
- Improving student achievement is the key work of locally elected Boards of Education.
- The interests of BC students are best met through local decision-making with an engaged community.
- Providing a strong, representative voice for Boards of Education throughout the province is important.
- Helping to build effective Boards of Education by providing development, communications and support services continues to be a vital role.

## We believe our strengths are based in:

- Full membership of all sixty (60) BC Boards of Education
- Being a member driven organization
- Providing leadership to the K-12 sector beyond Boards of Education
- Supporting both K-12 public education and locally elected representation as part of a democratic society
- Recognizing and valuing the unique role of our Indigenous Peoples within K-12 education
- Providing resources and programming to support the effective work of Boards
- Being the united voice of Boards of Education in both advocacy and system improvement across our province

# BCSTA's 2019/2020 to 2021/2022 STRATEGIC DIRECTION

For 2019/2020 through to 2021/2022, the BCSTA Board of Directors will again focus the work of the Association on three major areas of strategic importance:

## ADVOCACY

In the area of Advocacy, BCSTA will work to:

1. Develop integrated provincial and local advocacy strategies based on member input
2. Create specific working groups in support of achieving our advocacy goals
3. Provide member boards with significantly expanded advocacy resources and supports
4. Utilize our Standing Committees as a means of completing work, generating ideas, and assisting Directors as well as member Boards to achieve provincial and local goals

## LEADERSHIP

In the area of Leadership, BCSTA will work to:

1. Be seen as the leading voice of public education in BC
2. Support Boards of Education in key areas including:
  - governance and oversight
  - strategic visioning and planning
  - advocacy support to achieve locally identified priorities
  - Indigenous education, including truth and reconciliation

## RELATIONSHIPS

On behalf of the membership, the Board of Directors will build and/or improve positive and proactive strategic working relationships with identified organizations and partner groups, with the purpose of increasing achievement for all students and achieving our member identified advocacy. The Board of Directors will do this through direct engagement with:

1. Member Boards of Education and their Trustees
2. K-12 Education Partner Groups
3. The Ministry of Education as well as other government Ministries and agencies
4. Indigenous governments and rights holders
5. The Union of BC Municipalities and their member municipalities;

and will work to raise the profile of BCSTA as the 'go to' organization in the K-12 sector.

## BCSTA STRATEGIC GOALS FOR 2019-2020 to 2021/2022

The BCSTA Board of Directors has identified specific goals for each of the three identified focus areas of strategic direction. They are as follows.

### ADVOCACY

1. Identify and advance the key advocacy themes and priorities of BCSTA, based on member input obtained through motions, committees, working groups and direct dialogue with members
2. Create specific working groups in support of achieving our advocacy goals and addressing the major identified advocacy themes (including consideration of involving K-12 partner groups as well as other external organizations)
3. Allocate Association resources in support of our advocacy goals, including:
  - Research and position papers
  - Working groups and partner meetings
  - Identification of emergent issues as well as key motion themes and goals
  - Strategies or protocols to move priorities ahead through BCSTA and member Boards of Education
  - Create formal reporting structures, including connections to the Board of Directors and member boards through Terms of Reference as working groups, committees and other structures are initiated
4. Support Boards with provincially and locally aligned advocacy strategies

### LEADERSHIP

1. To be recognized as the leading voice of public education in BC, including with each of the following:
  - Parents, caregivers and students
  - The general public
  - Education partner groups
  - Government, and especially the Ministry of Education
  - Municipal governments
  - Indigenous governments and rights holders
  - Media
  - Key influencers outside of the K-12 sector

2. Support Boards of Education in the areas of:
  - Effective decision making
  - Governance and oversight
  - Professional learning
  - Indigenous education including truth and reconciliation
  - Advocacy support regarding local issues
  - Board Chair and Trustee mentorship
  - Effective and cohesive district management teams
3. Support effective leaders and leadership capacity within Boards through:
  - Professional learning opportunities and events
  - Support for district management teams (board with senior staff)
  - Ongoing in-service opportunities for school districts, branches and groups
  - Opportunities to build leadership capacity for all Boards, board chairs and individual trustees in their distinct roles
4. Proactively tackle 'tough' issues and challenges for the Association and its members at both the internal and external levels

## RELATIONSHIPS

Build and/or improve positive and proactive strategic working relationships with identified organizations and partner groups with the overall intent of increasing achievement for all students and achieving our member identified advocacy goals through open and honest dialogue. Including through:

1. Direct engagement with Boards and Trustees
  - Increase structured opportunities for dialogue and feedback from members
  - Increase the number of conference calls and discussion sessions with members
  - Expand opportunities for board and trustee input to Association direction and decision making
2. K-12 Partner Groups
  - Identify areas of common interest or objectives
  - Increase the number of face-to-face dialogues
  - Ensure we are actively interacting with key identified partner groups
  - Take a leadership role in building alliances and strategic partnerships

3. The Ministry of Education (and other government ministries or agencies)
  - Identify and address key issues regarding the operationalization of the current Memorandum of Understanding (MOU)
  - Increase the number and quality of face-to-face meeting with government ministries and related agencies beyond the Ministry of Education
  - Facilitate both increased and improved meetings directly between Ministry representatives and Boards of Education
  
4. Raise the profile of BCSTA as the 'go to' organization in the K-12 sector:
  - Expand the number of Association media stories and responses
  - Increase Association participation on key K-12 education committees, working groups or policy panels beyond our traditional role
  - Identify the Association as a key 'needed' partner in advancing strategic priorities and advocacy goals within the K-12 sector
  - Increase our profile and significance with non-K-12 organizations that have influence over government policy and direction
  - Increase our national profile through CSBA and other national public education sector organizations