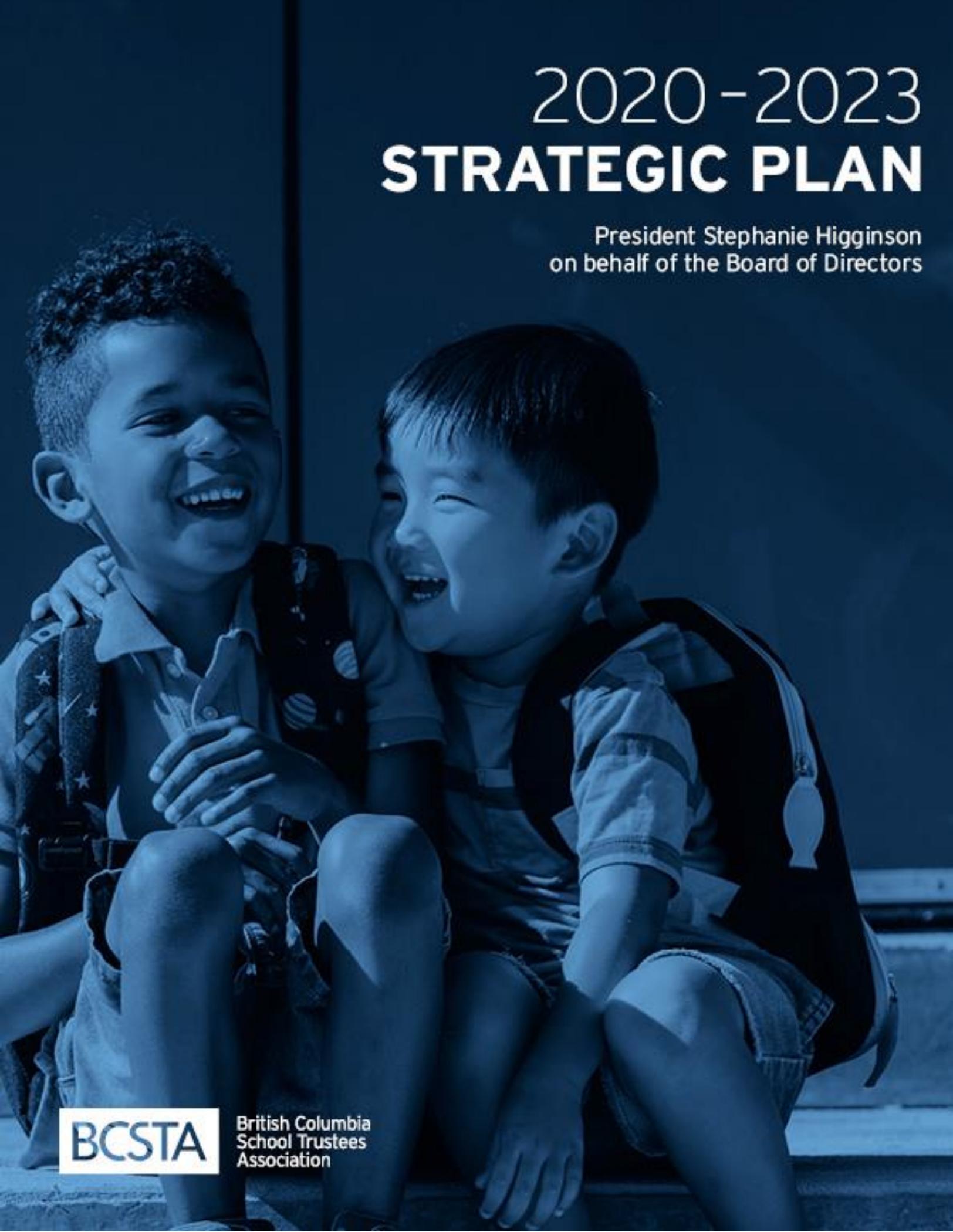


# 2020-2023 STRATEGIC PLAN

President Stephanie Higginson  
on behalf of the Board of Directors



**BCSTA**

British Columbia  
School Trustees  
Association

## 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
- Being responsive, adaptable and resourceful in meeting the emerging needs of our member boards, including in times of emergencies and unexpected challenges

## BCSTA's 2020/2021 to 2022/2023 STRATEGIC DIRECTION

During the 2020/2021 BCSTA operating year through to 2022/2023, 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. Identify and advance the key advocacy themes and priorities of BCSTA,
2. Ensure BCSTA and our member boards are 'at the table' in all significant provincial discussions regarding K-12 public education
3. Create or continue specific working groups in support of achieving our advocacy goals and addressing the major identified advocacy themes for 2020-2021
4. Allocate Association resources in support of our advocacy goals
5. Support Boards with provincially and locally aligned advocacy strategies

### LEADERSHIP

In the area of Leadership, BCSTA will work to:

1. To be recognized as the leading voice of public education in BC
2. Support Boards of Education in a variety of identified areas of need
3. Support effective leaders and leadership capacity within Boards through providing a variety of opportunities addressing priority needs
4. Provide Governance and Leadership within our Association, including the creation of specific working groups to assist the board of directors in addressing identified issues.

### RELATIONSHIPS

In the area of Relationships, BCSTA will build and/or improve positive and proactive strategic working relationships with identified organizations and partner groups, with the overall intent of improving student outcomes and achieving member identified advocacy goals and outcomes, through:

1. Direct engagement with member Boards and their Trustees
2. Collaboration with partner groups, local municipalities and First Nations governments
3. Collaboration with the Ministry of Education as well as other government ministries and agencies
4. Raising the profile of BCSTA as the 'go to' organization in the K-12 sector.

## BCSTA STRATEGIC GOALS FOR 2020-2021 to 2022/2023

The BCSTA Board of Directors has identified specific goals arising from each of the three identified areas of focus for our strategic direction. The emerging priorities of the current COVID-19 outbreak will also be addressed within each of the three areas on an ongoing basis. The goals arising from each of our identified areas of strategic focus are as follows:

### ADVOCACY

1. Ensure BCSTA and our member boards (who along with the Ministry of Education are the co-governors of the K-12 system) continue to be 'at the table' during all significant provincial discussions regarding K-12 education
2. Identify and advance the key advocacy themes and priorities of BCSTA (including emerging priorities during the COVID-19 outbreak) based on member input obtained through direct dialogue with members, motions, committees, working groups and member surveys.
3. Create or continue specific working groups in support of achieving our advocacy goals and addressing the major identified advocacy themes for 2020-2021, such as, but not limited to COVID response (including international education, district/provincial budgets), and association reform.
4. Allocate Association resources in support of our advocacy goals, including:
  - Research and position papers as well as resource kits for boards
  - Working groups and partner meetings
  - Identification of emergent issues as well as key motion themes and goals
  - Media and communications training and resources for board
  - Create formal reporting structures, including connections to the Board of Directors and member boards, are completed, including appropriate terms of reference for working groups, committees and other structures
5. Support Boards with provincially and locally aligned advocacy strategies, through the creation of specific resources and training opportunities for boards and individual trustees.

## LEADERSHIP

1. To be recognized as the leading voice of public education in BC, including with each of the following (in priority order):
  - Government, and especially the Ministry of Education
  - Media and social media
  - Education partner groups
  - Municipal and regional governments
  - Indigenous governments and rights holders
  - Parents, caregivers and students
  - Key influencers outside of the K-12 sector
  - The general public
  
2. Support Boards of Education in the areas of:
  - Local and Provincial response to the COVID outbreak as well as other emergency response issues
  - Strategic planning and decision making
  - General governance, oversight and evaluation strategies
  - Professional learning, including through webinars and electronic resources
  - BCTEA implementation, including truth and reconciliation initiatives
  - Advocacy support regarding local issues

3. Support effective leaders and leadership capacity within Boards through:
  - Professional learning opportunities and events, including virtual options
  - Board Chair, Vice-chair and Branch mentorship, learning and networking
  - Support for district management team training (board with senior staff)
  - Regional in-service opportunities for branches and groups of districts, including support for virtual meetings
  - Providing opportunities to build leadership capacity for all Boards, board chairs, and individual trustees in their distinct roles
  
4. Provide Governance and Leadership within our Association by:
  - Directing the internal work of the Association, including:
    - the shaping of our vision,
    - values,
    - mandate, and
    - strategic plan through member input
  - Creating specific working groups to assist the board of directors in addressing identified issues
  - Monitoring the association's effectiveness through measurable outcomes
  - Maintaining sustainable financial and operational conditions for the association
  - Maintaining BCSTA resources with a continuous improvement mind-set

## RELATIONSHIPS

Build and/or improve positive and proactive strategic working relationships with identified organizations and partner groups, with the overall intent of improving student outcomes and achieving member identified advocacy goals and outcomes, through:

1. Direct engagement with Boards and Trustees by:
  - Increasing structured opportunities for dialogue and feedback from and between members, including electronic townhalls, surveys, virtual meetings, branch meetings, and other means of supplementing traditional face-to-face meetings
  - Broadening the audience for our Zoom video calls and discussion sessions with members (beyond just board chairs)
  - Creating virtual learning opportunities for trustees, boards and branches
  - Expand opportunities for board and trustee input to Association direction and decision making, with a focus on electronic options
  
2. K-12 Partner Groups
  - Identify areas of common interest or common objectives as well as opportunities for collaborative follow-up
  - Increase the number of collaboration opportunities at the provincial and regional levels (on behalf of branches and boards)
  - Ensure we are actively interacting with key identified partner groups including UBCM (and the municipalities it represents)
  - Take a leadership role in building alliances and strategic partnerships.

3. The Ministry of Education (as well as other gov't. ministries or agencies)
  - Identify and address key issues regarding the operationalization of the current Memorandum of Understanding (MOU)
  - Increasing the number and quality of meetings with government ministries and related agencies beyond the Ministry of Education, including BCPSEA, PSEC, MCFD, Health and others
  - Continue to facilitate both increased and improved meetings directly between Ministry representatives and Boards of Education.
  
4. Continue to raise the influence and profile of BCSTA as the 'go to' organization in the K-12 sector:
  - Increase Association and member board participation on K-12 education committees, working groups or policy panels beyond traditional roles
  - Identify the Association as a key 'needed' partner in advancing strategic priorities within the K-12 sector, including with the provincial COVID response plan, Indigenous education organizations, and the UBCM
  - Increase our profile and influence with non-K-12 organizations that have influence over government policy and direction
  - Increase BCSTA's national influence and profile through CSBA as well as other national public education sector organizations
  - Provide support to local boards of education who wish would raise their local profile and/or improve collaborative opportunities in similar areas of focus.

# BCSTA WORK PLANS

for 2020–2021 and beyond

## ADVOCACY

1. Ensure BCSTA and our member boards (who along with the Ministry of Education are the co-governors of the K-12 system) continue to be ‘at the table’ during all significant provincial discussions regarding K-12 education.

### **Actions - Short Term (before the end of 2020)**

- Work with the Ministry of Education to establish dates and representation for all ongoing provincial working groups and committees before June 30-2020
- Confirm dates for all meetings of the BCSTA board of directors and the Ministry of Education executive for the next school year (to AGM 2021)

### **Medium Term (before AGM 2021)**

- Work to increase member board representation on provincial working groups and committees, with a focus on but not limited to the Ministry of Education

### **Long Term (1-3 years)**

- Establish an ongoing protocol agreement with the Ministry of Education for BCSTA participation on provincial working groups and committees
- Renew the Memorandum of Understanding between BCSTA and the Ministry of Education, with the addition of a formal agreement on operationalization

### **Future Considerations (starting after AGM 2021)**

2. Identify and advance the key advocacy themes and priorities of BCSTA, based on member input obtained through motions, committees, working groups, surveys, and direct dialogue with members.

**Actions - Short Term**

- Complete annual member review of our website and the HUB
- Meet with committee chairs to discuss our strategic plan toward aligning focus and actions of our standing committee with that of the board of directors, including assessing the resources that may be needed to achieve our goals

**Medium Term (before AGM 2021)**

- Ensure the previously planned Minister's panel is included at AGM 2021
- Complete MOU with FNEESC on collaboration, including avoiding conflicting event dates
- Initial discussions with UBCM regarding opportunities for greater collaboration

**Long Term (1-3 years)**

**Future Considerations (starting after AGM 2021)**

- Establish regular shared events with UBCM

3. Create or continue specific working groups in support of achieving our advocacy goals and addressing the major identified advocacy themes for 2020-2021, including but not limited to: COVID response, international education, district and provincial budgets, association reform.

**Actions - Short Term**

- Confirm all working groups, membership and terms of reference for 2020-2021

**Medium Term**

- Receive the reports, including recommendations, of all working groups and update reporting to member boards
- Board of Directors review working group recommendations toward creating action plans and implementation schedules for selected items
- Pursue implementation of Capital Working Group recommendations on SSAC and capital program inclusions

**Long Term**

**Future Considerations**

4. Allocate Association resources in support of our advocacy goals, including:
- Research and position papers as well as resources kits for boards
  - Working groups and partner meetings
  - Identification of emergent issues as well as key motion themes and goals
  - Media and communications training and resources for board
  - 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

**Actions - Short Term**

- Confirm alternate pathways to ensure completion of Advocacy Kit resource package for member boards
- Ensure all working groups as well as standing committees have established terms of reference and work plans created for the year ahead

**Medium Term**

- Review and possibly implement recommendations from all Working Group reports through the BCSTA board of directors (*see supplemental document for details*)
- Provide professional learning opportunities (for groups of trustees) regarding media response and 'on air' interviews

**Long Term**

- Provide reporting structures as well as timelines to communicate the final work of all working groups and standing committees both to the board of directors and our membership

**Future Considerations**

5. Support Boards with provincially and locally aligned advocacy strategies, through the creation of specific resources and training opportunities for boards and individual trustees

**Actions - Short Term**

- Create an Advocacy Tool Kit as a resource for member boards

**Medium Term**

- Work with other members of CSBA to create a cross-country analysis of regional responses to the COVID outbreak that identifies common best practices

**Long Term**

**Future Considerations**

## LEADERSHIP

1. To be recognized as the leading voice of public education in BC, including with each of the following (in priority order):

- Media and social media
- Government, and especially the Ministry of Education
- Education partner groups
- Municipal governments
- Indigenous governments and rights holders
- Key influencers outside of the K-12 sector
- Parents, caregivers and students
- The general public

### **Actions - Short Term**

#### **Medium Term**

- Complete the BCSTA-FNESC Memorandum of Understanding on association collaboration, including the first-year operational goals

#### **Long Term**

#### **Future Considerations**

2. Support Boards of Education in the areas of:

- Local and Provincial response to the COVID outbreak
- Effective district mgt. team COVID response planning
- Effective strategic planning and decision making
- General governance and oversight
- Professional learning, including through webinars and electronic resources
- BCTEA implementation, including truth and reconciliation initiatives
- Advocacy support regarding local issues

**Actions - Short Term**

- Explore potential redevelopment of BCSTA communications publications, such as *The Leader*, to reach a broader audience
- Publish the new *Guide to School Legislation* on our public website
- Undertake a survey of member boards to help determine needs and priorities arising from the COVID outbreak

**Medium Term**

**Long Term**

**Future Considerations**

3. Support effective leaders and leadership capacity within Boards through:
- Virtual professional learning opportunities and events
  - Board Chair and Vice-chair mentorship and training
  - Support for district management team training (board with senior staff)
  - Regional in-service opportunities for branches and groups of districts, including support for virtual meetings
  - Providing opportunities to build leadership capacity for all Boards, board chairs and individual trustees in their distinct roles

**Actions - Short Term**

- Complete contracting of site locations for BCSTA major events in 2022 to 2025 following receipt of the Legislative Committee review of optimal timing for BCSTA major events
- PLC to recommend (to the Board of Directors) a plan for alternate virtual events and learning opportunities through to AGM 2021

**Medium Term**

- Provide media training event for board chairs
- Expand Director mentorship offerings to member trustees

**Long Term**

**Future Considerations**

4. Provide Governance and Leadership within our Association by:
- Directing the internal work of the Association, including:
    - the shaping of our vision,
    - values,
    - mandate, and
    - strategic plan through member input
  - Creating specific working groups to assist the board of directors in addressing identified issues
  - Monitoring the association's effectiveness through measurable outcomes
  - Maintaining sustainable financial and operational conditions for the association
  - Maintaining BCSTA resources with a continuous improvement mind-set

**Actions - Short Term**

- Ensure all working groups as well as our standing committees have reviewed the new BCSTA strategic plan and understand the association's direction and focus for 2020 > 2023
- Ensure all working groups as well as our standing committees have established terms of reference and work plans created for the year ahead

**Medium Term**

- Review and possibly implement recommendations from all Working Group reports through the BCSTA board of directors (*see supplemental document for details*)
- Reviewing the effectiveness of the association's standing committees and working groups, toward providing long-term guidance and expectations
- Reviewing the association's financial health in light of the effect of the current COVID outbreak

**Long Term**

- Provide reporting structures as well as timelines to communicate the final work of all working groups and standing committees both to the board of directors and our membership
- Adjusting the long-term financial planning of the association to meet any new realities arising from the COVID outbreak

**Future Considerations**

## RELATIONSHIPS

### 1. Direct engagement with Boards and Trustees

- Increase structured opportunities for dialogue and feedback from members, including electronic townhalls, surveys, virtual meetings, and other means of supplementing traditional face-to-face meetings
- Broaden the audience for our Zoom calls and discussion sessions with members (beyond just board chairs)
- Expand opportunities for board and trustee input to Association direction and decision making, with a focus on electronic options

#### **Actions - Short Term**

#### **Medium Term**

- Board of Directors full attendance at a Branch meeting (fall 2020?)
- Implement regional 'Town Hall' virtual meetings for trustees to engage with the BCSTA Board of Directors

#### **Long Term**

#### **Future Considerations**

## 2. K-12 Partner Groups

- Identify areas of common interest or common objectives
- Increase the number of collaboration opportunities at the provincial and regional levels (on behalf of branches and boards)
- Ensure we are actively interacting with key identified partner groups including UBCM (and the municipalities it represents)
- Take a leadership role in building alliances and strategic partnerships

### **Short Term**

- Schedule initial meetings with partner group executives – BCSSA, BCASBO, BCPVPA, UBCM, FNEESC, BCCPAC, others by request

### **Medium Term**

- Expand BCSTA connections with UBCM
- Explore options for BCSTA presentations at UBCM events

### **Long Term**

### **Future Considerations**

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 meeting with government ministries and related agencies beyond the Ministry of Education
- Continue to facilitate both increased and improved meetings directly between Ministry representatives and Boards of Education

**Actions - Short Term**

**Medium Term**

- Reschedule our Advocacy Day in Victoria for BCSTA board of directors

**Long Term**

- Inclusion of Ministers Panel at AGM or similar profile event of government

**Future Considerations**

4. Raise the profile of BCSTA as the 'go to' organization in the K-12 sector:

- Increase Association and member board participation on K-12 education committees, working groups or policy panels beyond traditional roles
- Identify the Association as a key 'needed' partner in advancing strategic priorities within the K-12 sector, including with the provincial COVID response plan, Indigenous education organizations, and the UBCM
- 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
- Provide support to local boards of education who wish would raise their local profile and/or improve collaborative opportunities in similar areas of focus

**Actions- Short Term**

**Medium Term**

- Have IEC complete their review of BCTEA, toward creating a suggested member resource and response document

**Long Term**

**Future Considerations**