

Vision 2025



Strategic Plan 2013-2025

Executive Summary

Education in Saskatchewan is changing dramatically. There is a focus provincially on significantly improving student achievement. The government has set clear goals for improvements and all stakeholders in education have identified the importance of eliminating gaps in student achievement and engagement.

Along with increasing expectations, the education system is faced with other critical challenges. Demographic changes from overall population growth, growth of our Aboriginal student population and increasing cultural diversity require more focused and dedicated efforts to improve achievement. There is growing recognition that technology is outpacing capacity and policy development. Students are tech savvy while some parts of the education system are not, and staying relevant becomes increasingly difficult. The provincial economy remains strong, but it is resource dependent and affected by global economic conditions that are uncertain. Improving student achievement in a globally competitive world brings a new context and new challenges.

Some of the challenges are significant and systemic and can only be overcome with a long term perspective that allows us to impact students over their entire school experience. Only a long term vision with clear goals will set the foundation for successfully meeting those challenges.

In response to these changes and challenges, the Saskatchewan School Boards Association has reasserted itself as a leader within the provincial education sector. One of the SSBA's most important priorities is to ensure that change occurs in the spirit of shared leadership.

The Saskatchewan School Boards Association, as the collective voice of publicly funded school boards, is putting forward **Vision 2025**, its strategic plan with a long term vision and bold, measurable outcomes as the roadmap to success. Our plan's vision is for a Saskatchewan education system that is globally recognized, and its measurable strategic outcomes for student achievement provide an opportunity for all stakeholders to align their work to a common vision and goals. Our goal for courageous leadership sets an expectation for our work in the education system and for member boards.

Strategic Themes	Description
1. Student Achievement	<ul style="list-style-type: none"> Will be integrated into each of the core strategies
2. Accountability for All	<ul style="list-style-type: none"> Performance management Research-based decision making
3. Engagement at All Levels	<ul style="list-style-type: none"> Invited participation Ownership Involvement
4. Courageous Leadership	<ul style="list-style-type: none"> Hope, promise and passion Risk and challenge
5. Alignment at All Levels	<ul style="list-style-type: none"> Direction Resources Investment

Future Direction

Vision

By 2025, Saskatchewan has a globally recognized education system that others wish to emulate.

Mission

Provide leadership, coordination and services to member boards of education to support student achievement.

Desired Outcomes by 2025

- Globally recognized education system
 - o The Saskatchewan education system is a world leader and world changer:
 - Education is the highest priority social endeavour in the province
 - Saskatchewan leads in innovative learning practices, curriculum and delivery
 - o Quality supports contribute to the SSBA strategic direction
- Student achievement
 - o Saskatchewan has eliminated the education achievement gap for all students
 - o All Saskatchewan students achieve at the highest level globally, including our most vulnerable
- Leadership
 - o SSBA provides courageous leadership that fosters trust and risk-taking and functions efficiently and effectively
 - o The Ministry of Education and SSBA share leadership in setting direction and determining funding for student achievement
 - o Elected school board positions are sought after because boards of education are recognized as accountable for higher student achievement

Guiding Principles

- Public education is best governed by locally elected accountable boards of education who:
 - o Require valid and reliable information to guide the decisions they make
 - o Receive the supports they require to ensure all students have the opportunity to learn
 - o Have the autonomy to make decisions in the best interests of the students and communities they serve
 - o Require sufficient, equitable, sustainable, predictable, transparent funding to fulfill their mandate of educating students
 - o Value and respect the role of all education and community partners

Values

- The SSBA will model a culture that is founded on:
 - o Personal integrity and courageous leadership – taking pride and responsibility for our work and our decisions
 - o Building honest relationships through collaboration, open and transparent communication
 - o Working together to create an atmosphere of trust and mutual respect

Key Success Measures

Area	Measure
Students and Parents	<ul style="list-style-type: none"> • Student outcomes / testing <ul style="list-style-type: none"> o International – PISA o National – PCAP o Provincial test scores • Student and parent engagement
Stakeholders	<ul style="list-style-type: none"> • Recognition and awareness <ul style="list-style-type: none"> o Published literature o Requests for mentorship o Evidence-based results • Stakeholder support <ul style="list-style-type: none"> o Strategic alignment o Education recognized as the most important social undertaking in Saskatchewan o Education seen as an economic industry o Government support • Share and celebrate system successes
Financial	<ul style="list-style-type: none"> • Government support – financial • Sharing valid and pertinent information
School Board Members	<ul style="list-style-type: none"> • Student achievement attracts and engages board members • Agreed upon definition of student achievement <ul style="list-style-type: none"> o Student assessment o Student achievement test scores o Student well-being and efficacy – “Tell Them From Me”
Internal Processes and Systems	<ul style="list-style-type: none"> • Quality supports • Process efficiency and effectiveness
Employees and Organizations	<ul style="list-style-type: none"> • Staff attraction, retention and engagement • Culture of alignment, transparency and accountability

Current State Assessment

Key Strengths	Key Opportunities	Key Challenges
<ul style="list-style-type: none"> • SSBA staff, leadership and executive team • Unified, engaged organization • Strategic plan with shared vision and strength of purpose • Member board support and engagement • Partnerships with key stakeholders • Stability of funds • Changing environment 	<ul style="list-style-type: none"> • Provide leadership (nationally and internationally) that is focused on eliminating the student achievement gap • Continue to foster leadership and engagement • Engage partners in shared vision • Increase the profile of SSBA • Develop new partnerships, e.g. Aboriginal groups, municipal governments, private sector • Review and improve the funding model • Leverage opportunities in an environment of change 	<ul style="list-style-type: none"> • Succession planning and mentorship • Capacity to meet changing member needs • Stakeholder buy-in and engagement • Autonomy of school boards • Partnership and shared leadership with the Ministry of Education • Funding to establish a globally recognized education system focused on eliminating the student achievement gap • Keeping up with the pace of change, e.g. use of technology in education

Strategic Themes and Initiatives

Strategic Theme #1: Accountability for All

- Performance management and research-based decision making.

Shifts From	To
Lack of clarity regarding roles, responsibilities and accountabilities.	A clear accountability framework with flexible implementation.
Measuring inputs.	Measuring success against clearly defined roles and accountabilities.
Performance management being new and possibly uncomfortable.	Performance management is valued, developed and used at all levels.

Strategic Initiatives	Target Year
1.1 Engage SSBA employees and the Executive in developing annual performance objectives and measures that are aligned with the strategic plan.	2013
1.2 Define accountabilities, roles and responsibilities at all levels.	2015
1.3 Quality supports, services and resources.	2015
1.4 Foster environmental accountability, e.g. greening education.	2020

Strategic Theme #2: Engagement at All Levels

- Invites participation, ownership and involvement.

Shifts From	To
Engagement for informational purposes and communication.	Engagement for strategic decision making.
Fear and uncertainty regarding information sharing.	Ownership and value in sharing information.
First steps towards public awareness.	Measurable increase in public awareness.

Strategic Initiatives	Target Year
2.1 Engage partners in creating a shared vision and strategic plan.	2013
2.2 Embed engagement in every decision.	2015
2.3 Leverage current momentum to encourage public engagement and awareness.	2015
2.4 Enhance communication effectiveness by having board members participate in special events.	2020

Strategic Theme #3: Courageous Leadership

- Hope, promise and passion.

Shifts From	To
Indecisive, unclear positions.	Clear direction and positions.
Positional leadership.	Leadership as a means to an end.
Emotionally-based decisions.	Evidence-based decision making.

Strategic Initiatives	Target Year
3.1 Conduct a stakeholder relations and consultation process.	2014
3.2 Define the leadership styles needed for future success and provide associated professional development opportunities within SSBA and with trustees.	2015
3.3 Research policy supports and build the capacity for evidence-based decision making.	2014
3.4 Develop a succession plan for SSBA.	2015

Strategic Theme #4: Alignment at All Levels

- Direction, resources and investment.

Shifts From	To
Discrete, individual interests.	Shared, collaborative plans.
Partners Working in Silos.	Shared resources and investment.
Multidirectional, uncertain direction.	Shared vision, focus and direction.

Strategic Initiatives	Target Year
4.1 Use the SSBA strategic plan to begin alignment conversations with key stakeholders.	2013
4.2 Improve communication and information sharing at all levels with/between school divisions.	2014
4.3 Develop a public engagement and alignment strategy.	2015
4.4 Supports, services and resources align with strategic direction.	2015

SSBA Strategy Map 2013-2025

Vision

By 2025, Saskatchewan has a globally recognized education system that others wish to emulate.

Desired Outcomes:

Globally Recognized

Student Achievement

Leadership

Strategic Themes and Initiatives

Engagement at All Levels

Engage partners in creating a shared vision and strategic plan.

Embed engagement in every decision.

Leverage momentum to encourage public engagement and awareness.

Enhance communication effectiveness through board member participation in special events.

Courageous Leadership

Conduct stakeholder relations and consulting process.

Define future leadership styles and provide professional development opportunities.

Research policy supports and build capacity for evidence-based decision making.

Develop an SSBA succession plan.

Alignment at All Levels

Use SSBA strategic plan to begin alignment conversations with key stakeholders.

Improve communication and information sharing at all levels with/ between school divisions.

Develop a public engagement and alignment strategy.

Supports, services and resources align with strategic direction.

Accountability for All

Develop annual performance objectives and measures aligned with the strategic plan.

Define roles, accountabilities and responsibilities at all levels.

Quality supports, services and resources.

Foster environmental accountability.