



# Strategic Planning Policy

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## 1. Purpose

This policy outlines responsibilities and the process to be followed when developing, implementing, and monitoring the governing board's strategic plan.

## 2. Policy Statement

The Chignecto-Central Regional School Board believes that long-range strategic planning is an integral component of its governance and leadership functions. The strategic plan provides overall direction, common goals and a focus of energy and resources through alignment to the provincially mandated Annual Business Plan. The Strategic Plan provides opportunity for participatory leadership through broad stakeholder involvement to articulate the overall strategic direction of the governing board.

## 3. Principles

- 3.1 Strategic planning is a shared responsibility between governing board members and staff.
- 3.2 Student success and achievement is the priority of the governing board.
- 3.3 A four year planning process allows the governing board to be strategic in its focus on system priorities.
- 3.4 Effective strategic plans define a clear and compelling vision through the focus of a small number of strategic directions.
- 3.5 The governing board values public engagement and will consult broadly in the development and monitoring of the strategic plan.
- 3.6 Data driven planning and monitoring of the strategic plan ensures that goals are measurable and attainable within the timeline of the plan.
- 3.7 Plans should be flexible and respond to emerging needs and information.
- 3.8 Regular reporting supports the governing board's governance role.

## 4. Binding Authorities

The governing board is committed to ensuring that strategic plans are developed in accordance with the *Education Act* and any other relevant binding authorities.

## 5. Authorization

The Superintendent is responsible to ensure the development of administrative procedures and implement a strategic planning process consistent with this policy.



# Procedures: Strategic Planning Policy

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### 1.0 Definitions

- 1.1 System beliefs** are the common beliefs shared by stakeholders that drive the work of the governing board. They are established through facilitated planning processes that allow the governing board to articulate shared values that answer “Who are we?” by examining what we believe.
- 1.2 Vision statement** answers the question “What do we want for our future?” Vision is arrived at through beliefs and provides a vivid portrayal of what we would describe as a bright future.
- 1.3 Mission Statements** define the purpose of our organization as a whole and addresses the question “Why do we exist?”
- 1.4 Goals** articulate the major results the governing board wants to achieve over the next 3-4 years. They flow from the mission and vision and address critical issues identified through analysis of all data and consultative feedback reviewed during the year of planning. Goals are results oriented, measurable, and attainable within the timeline of the Strategic Plan.
- 1.5 Priorities** are the specific actions, articulated in the accompanying Annual Business Plans that will achieve the targets set for performance measures associated with each goal.
- 1.6 Measures** provide the means by which the board will track progress toward achieving the stated outcome of each goal. Performance measures are articulated in the Annual Business Plan submitted to the Department of Education and Early Childhood Development.

## 2.0 Alignment

- 2.1 The Strategic Plan will be realized through alignment with the following:
  - 2.1.1 Annual Business Plan
  - 2.1.2 Annual Board Budget
  - 2.1.3 School-based Student Success Plans
  - 2.1.4 Staff Growth and Appraisal Plans
  - 2.1.5 Provincial plans and goals mandated by the Department of Education and Early Childhood Development.

## 3.0 Scope

- 3.1 The Strategic Planning Process will be a four year cycle
  - 3.1.1 Year 1 will be plan development
  - 3.1.2 Years 2-4 will be implementation of the plan
- 3.2 The Strategic Plan will include the following:
  - 3.2.1 Vision statement
  - 3.2.2 CCRSB mission statement
  - 3.2.3 System beliefs
  - 3.2.4 System-wide goal(s)
- 3.3 The Strategic Plan should provide overall direction and vision for CCRSB as a high-level planning document which outlines system-wide goals.
- 3.4 Goals tied to the Strategic Plan should be realistic, results-oriented, measurable and achievable within the four-year cycle.
- 3.5 The number of Goals will be limited to no more than four and will include any common goals established provincially among school boards or mandated by the Department of Education and Early Childhood Development.
- 3.6 The Goals of the Strategic Plan will directly inform the Priorities, Measures and Targets that are the basis of the Annual Business Plan.

## 4.0 Steering Committee

- 4.1 At the end of the fourth year of a Strategic Plan cycle, the Governing Board Chair will strike a Steering Committee, to last no longer than one year, to act in an advisory capacity to senior staff during the planning year.
- 4.2 The Superintendent of Schools is a member of the Steering Team. Other senior staff will be added to the committee, at the discretion of the Superintendent, based on need.
- 4.3 The Steering Committee will meet a maximum of 6 times, and no fewer than 3 times, during the planning year.
- 4.4 The Steering Committee will provide input to the outline of the planning process and identify key opportunities for consultation.

## 5.0 Planning Process (Year 1)

- 5.1 The method of facilitation of the planning process will be determined by the Steering Committee, in collaboration with the Superintendent.
- 5.2 The specific timeline of data collection, consultations and plan development will be determined collaboratively by the Superintendent, facilitator(s) and the Steering Committee.
- 5.3 Initial steps in the planning process will include:
  - 5.3.1 Review current beliefs to confirm relevance and make changes, additions or deletions as deemed appropriate.
  - 5.3.2 Conduct a vision development process including stakeholder input or review existing vision to confirm relevance and make changes, additions or deletions as deemed appropriate.
  - 5.3.3 Review the current Mission Statement to confirm relevance and update as deemed appropriate.
- 5.4 The Steering Committee will work with the Superintendent of Schools and designated staff to outline the data to be considered during the planning process. Data to be considered may include, but not be limited to:
  - 5.4.1 Board and School level data on academic achievement
  - 5.4.2 Board and School level data on climate and well-being
  - 5.4.3 Results from provincial assessments
  - 5.4.4 New approaches or changes in pedagogy
  - 5.4.5 Technological trends
  - 5.4.6 Socio-economic and demographic characteristics
  - 5.4.7 Results of surveys and consultative forums
  - 5.4.8 Human resources summary reports
  - 5.4.9 New provincial regulations and legislative changes
- 5.5 Data analysis and planning sessions will be facilitated during Standing Committees, Committee of the Whole, and possibly a Strategic Planning Retreat.
- 5.6 Finalized Goals of the Strategic plan must be accompanied by measures to determine whether or not the goals are being met.
- 5.7 Measures and Targets connected to each goal will be communicated through subsequent Annual Business Plans.

## 6.0 Monitoring and Reporting (Years 2-4)

- 6.1 A full and comprehensive report will be provided on an annual basis through the Superintendent's Annual Report.
- 6.2 Business Plan implementation update reports will be provided to the governing board and made public three times per year.
- 6.3 A schedule of monthly reports will be aligned to the Program and Student Services Assessment Calendar.
- 6.4 Regular reporting will allow for flexibility to modify or abandon actions through the annual process of Business Plan development.

## 7.0 Communication

- 7.1 Planning (Year 1)
  - 7.1.1 The planning year should involve stakeholder consultation with CCRSB's internal and external stakeholders.
  - 7.1.2 Consultation should take advantage of a variety of forums, both in person, and through technology to ensure that a wide range of views and perspectives are considered.
  - 7.1.3 Equitable representation will be supported through deliberate efforts to connect with voices not traditionally heard during consultation.
  - 7.1.4 A Communication Plan will be developed and actioned to ensure full participation and awareness of the planning process.
- 7.2 Implementation (Years 2-4)
  - 7.2.1 All reports and updates received by the governing board will be shared publicly.
  - 7.2.2 Annual consultations with School Advisory Councils will be summarized and reported to the governing board as a means of monitoring feedback, trends and emerging issues related to the Strategic Plan.
  - 7.2.3 The Superintendent's Annual Report will be delivered as early as possible in the fall of each year, to summarize progress on each goal of the Strategic Plan and to share data and trends related to each measure of the plan.

## 8.0 Responsibilities

- 8.1 It shall be the responsibility of the Governing Board Chair to strike the Steering Committee of the Strategic Plan.
- 8.2 It shall be the responsibility of the Superintendent to ensure these procedures are followed.