



Strategic Plan

2017 - 2018 to 2019 - 2020

Executive Summary

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The B.C. Principals' & Vice-Principals' Association is a strong community of educational leaders from every region of British Columbia, who have a significant impact on school culture and student achievement. Over its history, the Association has had many successes and, as it approaches its 30th year, this Strategic Plan acknowledges this history and builds on our strengths.

The foundation for the 2017/2020 Strategic Plan is the Association's mission statement "*serving members by supporting effective leadership in education through representation, advocacy and leadership development*" and the purposes of the Association stated in its Constitution. Four strategic goals have been identified for the upcoming three school years:



These goals will be the focus of the Association, in addition to providing its core services, such as contract and legal support, the provision of professional learning/development opportunities for members throughout their career, and ensuring that the views of principals and vice-principals are heard and understood on all education matters.

Management staff will update the Board on the progress of the plan as it is implemented. A 2017/2018 operational plan has been developed to inform the Board of actions and measures of success to facilitate monitoring its progress. The BCPVPA Strategic Plan is a dynamic document that is continuously monitored and altered as challenges and opportunities appear. Staff will advise the Board if they foresee the need to revise the plan based on past performance, input from members, and unanticipated changes.

Background

A strategic plan for the upcoming three school years (2017/2018 to 2019/2020) has been developed during the 2016/2017 school year. In addition to regular direction and feedback from the Board of Directors, input for the Plan has included results from the 2015/2016 membership survey; feedback from the Contract Advisory, Professional Learning and Budget committees; input from Chapter Representatives at the February 2017 Chapter Council meeting; day-to-day contact management staff has with members and educational partners; President Chapter visits and meetings with educational partners; and, a SWOT analysis of the Association's strengths, weaknesses, opportunities, and threats.

Plan Foundation

When developing the plan, consideration was first given to documentation that describes why the Association exists. These are the foundations of the plan. This includes BCPVPA's mission statement "*servicing members by supporting effective leadership in education through representation, advocacy and leadership development*" and the purposes stated in the *B.C. Principals' & Vice-Principals' Association Constitution*:

The Purposes of the Society are to:

- *Represent, develop and promote the professional and economic interests and welfare of its members;*
- *Foster education leadership as a means of promoting and advancing education at all levels and for all people;*
- *Encourage wide communication and involvement among members;*
- *Maintain a strong organization through constant assessment of efficiency and effectiveness of its activities;*
- *Promote excellence in personnel practices;*
- *Render assistance to members on any matter, upon request and when not inconsistent with the policies of the Association; and,*
- *Support and coordinate professional development activities for members.*

Four Strategic Goals

Goal 1

Achieve contract provisions and total compensation that reflect the skills, responsibilities, and needs of Principals and Vice-Principals

Objectives

- Achieve and support the implementation of the regional grids as presented in the BCPSEA/Exempt Staff Compensation Working Group's report *Realities, Risks and Rewards*.
- Achieve an improved benefits package for Principals and Vice-Principals.
- Achieve a common provincial contract framework in identified and limited areas.

This goal and its objectives are a continuation of groundwork that has already been accomplished. Its foundation was the compilation of data to provide compelling evidence that there were compensation issues to be addressed. The Exempt Staff Compensation Working Group issued *Realities, Risks and Rewards* that recommended that salary grids be implemented for principals and vice-principals to provide an appropriate alignment between teacher compensation and the compensation for principals and vice-principals to address thoroughly documented shortfalls. The *Report* also acknowledged total compensation, which includes benefits. The Association will continue to build relationships and work with its education partners to advance our case for fully-funded adjustments to compensation for our members.

Pursuing a common provincial contract framework in identified and limited areas would ensure a fair standard of treatment for all members in significant areas, such as term and termination. Many employment contract terms would continue to be determined locally in recognition of the uniqueness of the province's districts. It is also anticipated that achieving limited common provisions would provide better allocation of Association's legal and contract resources.

Four Strategic Goals

Goal 2

Support Principals and Vice-Principals in building their leadership capacity

Objectives

- Secure long-term funding of a Ministry- and partner-supported provincial leadership strategy.
- Support Principals and Vice-Principals in skills and competencies development.
- Support Principals and Vice-Principals within their leadership roles with regards to emerging trends and issues.
- Create a framework of scaffolded professional learning and development that may be used for credentialing.

This goal and its objectives are grounded in the *Leadership Standards for Principals and Vice-Principals in British Columbia*. Two types of programs/activities will be pursued: (1) programs/activities to support principals and vice-principals to develop skills and competencies (such as a Short Course/Level Two) and (2) activities/programs to support principals and vice-principals as they fulfill their dynamic leadership roles (such as implementation of the new curriculum, incorporating Aboriginal content, emerging health/safety issues, etc). The goal also aligns with the work of the Leadership Development Working Group to encourage the government to adopt a provincial leadership strategy for the K – 12 system.

Four Strategic Goals

Goal 3

Support the efficacy of school leadership provided by Principals and Vice-Principals.

Objectives

- Provide the evidence that will inform policy, practice, and resource allocation related to the role and efficacy of Principals and Vice-Principals.
- Advance a strategy to support member well-being.
- Advocate for Principals and Vice-Principals to have the time, resources, and support to be effective educational leaders.
- Advocate for contract language aligning with and supporting the role.
- Inform the Ministry of Education, senior board management, and school board trustees on the role, responsibilities, and requirements of the Principal and Vice-Principal.
- Advocate for legislation which accurately reflects the role of school-based leadership.
- Advocate for increased engagement of Principals and Vice-Principals as members of district management teams.

This goal and its objectives highlight the importance of the Principal's leadership to student learning. A proliferation of managerial tasks has decreased the available time for Principals and Vice-Principals to lead. In a 2015/2016 survey of the BCPVPA membership, 91.1% of respondents either agreed (45.2%) or strongly agreed (45.9%) with the statement, "*I find that I must sacrifice time devoted to educational leadership in order to deal with management tasks in my school.*" In support of this goal, the Association will engage an established educational research consultant to review current practice and resource allocations. Strategies will then be developed to meet the goal's objective

Four Strategic Goals

Goal 4

Strengthen the engagement of members with the Association and each other.

Objectives

- Broaden and increase member engagement and connectedness.
- Expand services to rural and isolated members.
- Improve support for the unique needs of district Principals and Vice-Principals.
- Review the Association brand.

As the Association has a long and successful history of engaging its members, this goal and its objectives will review current methods and initiatives and explore new ways to provide additional avenues of engagement. One strand acknowledges the need to meet the unique challenges of rural, remote members, and district positions. This goal also anticipates a consultant-review of the BCPVPA's branding to increase our presence with members and partners.

Summary

These strategic goals were used to develop the Association's 2017/2018 operating plan and budget. The operating plan provides activities to undertake, along with their success indicators, to move towards attaining the goals. Staff will report on the progress of the plan to the Board. The plan will regularly be revisited, with consideration being given to past performance, input from members, and changes in the environment the Association operates in. This will enable the Association to revise the plan as necessary so it can continue to support its members in providing quality leadership in education.