

ACSTA 2025 - 2027 Strategic Plan

A. Mission, Vision & Core Purpose

Mission Statement

Celebrate, preserve, promote and enhance Catholic education.

Vision Commitment

That all have access to a publicly funded Catholic education.

Core Purpose

We are committed to a unified voice providing spiritual and political leadership for publicly funded Catholic education.

B. SWOT Analysis

Strengths (Internal)	Weaknesses (Internal)
<ul style="list-style-type: none"> ❖ Good leadership that listens and responds to board feedback. ❖ Good governance by a diverse board with different perspectives. ❖ Strong commitment to the common good and Catholic worldview. ❖ Positive relationships with educational leaders and our Catholic partners. ❖ Effective committee structure. ❖ Increasing confidence in communication practices. 	<ul style="list-style-type: none"> ❖ Challenges in media communication and misrepresentation. ❖ Need for more timely and clearer directives from bishops during crisis situations ❖ Dependency on a few individuals for a substantial workload.
Opportunities (External)	Threats (External)
<ul style="list-style-type: none"> ❖ Strengthening relationships with GrACE and educational partners. ❖ Engaging non-Catholic students and families in Catholic values. ❖ Education opportunities to teach through Catholic social teaching. ❖ Profiling successful trustee alumni and promoting Catholic school achievements. ❖ Enhancing best practices and succinct reporting for better communication. 	<ul style="list-style-type: none"> ❖ Scope creep and lack of understanding what our mandate is. ❖ Misinformation & misconceptions about Catholic education ❖ Potential legislative changes. ❖ Declining number of Catholic teachers impacting school identity.

C. Goals

- I. **Single Voice:** Empowered to be the single Catholic Education in Alberta/Yukon/NWT system voice in legal and political advocacy so as to protect constitutional rights without compromise. This includes oversight of policy, legislation, system wide funding, legal issues, and any other threats/obstacles that could potentially hinder the delivery of an authentic, publicly funded, Catholic education in Alberta/Yukon/NWT.
- II. **Profile and Brand Awareness:** Accountable to ensure profile and brand awareness for Catholic Education in Alberta/Yukon/NWT with established communication plans for both internal and external stakeholders

including media outreach and public/government relations. The Catholic narrative is profiled/promoted on appropriate landscapes with authority.

- III. **Unified Direction:** Empowered to provide a vehicle for communication and collaboration leading to a unified direction for Catholic education by being the central body where all entities involved in Catholic education gather to collaborate, provide support, and seek direction. This is aligned to support excellence in publicly funded Catholic education.
- IV. **Professional Development/Faith Formation:** Ensures that there is a coherent plan that facilitates professional development/faith formation for trustees, educators, and all involved in Catholic education so as to nurture and grow our individual and collective Catholic identity. Provide resources on Catholic identity. Ensure that elected Catholic trustees understand and act upon the rights, obligations, and authority invested in them as stewards, advocates, and guardians of publicly funded Catholic education.
- V. **Discernment and Thought Leadership:** Provides discernment and raises the profile for respected contributions to social dialogue via writing position papers, philosophies and messaging based on solid research for overarching issues as determined necessary and timely by the collective membership. These documents will emerge as guiding principles from a Catholic lens.
- VI. **Vehicle to Engage the Catholic Church:** Provides a vehicle for healthy engagement on challenging issues (e.g. faith teaching in conflict with public funder’s direction/social issues) on behalf of Catholic Education in Alberta/Yukon/NWT to allow for discernment and exploration of all sides of challenging issues with the Sponsor/Catholic Church while gaining the clear spiritual and ecclesial guidance to ensure our unique Catholic identity.

Definitions:

Objectives: Specific, Measurable, Attainable, Relevant, Time-bound. Directly relate to and support the goals. Developed by the BoD.

Strategies: Support objectives. Leverage opportunities/strengths OR mitigate weaknesses/threats. Developed by BoD.

Tactics: To-do list. Operational, developed in consultation with administration. More flexible, 'living'.

Actions: Detailed task list. Developed by administration

Objectives		Strategies	Tactics	Evaluation & Key Performance Indicators (KPIs)
Description	Goal #			
Maintain internal Association and Board unity; i.e. the existing roster of member school boards year over year.	I, III	<p>Enhance communication, transparency, and connection between ACSTA and association membership.</p> <p>Board retreat.</p> <p>Review and refine Association governing documents.</p>	<ul style="list-style-type: none"> ● Biennial in-person Executive Committee visits to member boards (including to the CEAY and YCS). ● Quarterly 'Key Messages' to member boards (vis-a-vis ACSTA Directors). ● Continue social media profiling of ACSTA activities (as appropriate). ● Weekly memo and media stories to the membership. ● Executive Committee to attend and facilitate events with membership (i.e. school openings). ● ACSTA to issue welcome letters to all Catholic school trustees following their election. ● Launch an annual in-person Board of Directors' retreat led by the Education Bishop Liaison (or his designate/alternate, as required). ● By November 2026, develop a regular review schedule for all Bylaws, Policies and Administrative Procedures. ● Deliver a hard copy of the Annual Report to membership. ● Monthly 'President's Update' directly to the membership. 	<ul style="list-style-type: none"> ● Maintenance of membership roster. ● Annual survey of membership satisfaction (looking specifically at: advocacy, finance, communication, governance, PD & faith formation). ● Report to Board on member feedback to the Executive Committee (biennial visits).

<p>Annually deliver, expand and enhance upon the quality of the existing programme of professional development and faith formation opportunities for the association membership.</p>	<p>III, IV</p>	<p>Arrange events containing talks about topics relevant to Catholic trusteeship.</p> <p>Develop a high quality media training program for Catholic trustees.</p> <p>Work with NTC to refine the Certificate in Catholic Trusteeship.</p>	<ul style="list-style-type: none"> ● Review and reform the Certificate in Catholic Trusteeship ● Provide an Orientation for newly elected Catholic school trustees (November 2025). ● Provide an annual onboarding session for the ACSTA Board of Directors. ● Cache recorded and written content related to PD and faith formation in the members' section of the website. ● Deliver annual SPICE & Blueprints retreats. ● Expand media training for Executives to Directors, and the Membership on Catholicity issues ● Facilitate a provincial symposium on Catholic school trusteeship in February 2025. ● Deliver 10 'Catholic Ed Talks' speaker series annually. ● Dedicate an ACSTA PD meeting day to learning about the implications of growing numbers of non-Catholic students in Catholic schools (legal, cultural, political); explore the possibility of a future Symposium on the topic. 	<ul style="list-style-type: none"> ● Event attendance numbers. ● Evaluation survey results. ● Traffic in the members' section of the website.
<p>Enhance the Catholicity of Catholic school trustee elections in Alberta's 2025 general municipal election.</p>		<p>Develop a 2025 election package.</p> <p>Engage in and facilitate events related to the 2025 election.</p>	<ul style="list-style-type: none"> ● Provide 3-6 pre-election information sessions on Catholic school trusteeship for prospective candidates across Alberta. ● Revise and reissue <i>Serving as a Catholic School Trustee: A Handbook for Prospective Candidates</i>. ● In conjunction with the Alberta Bishops, develop and share recommendations for appropriate parish actions to encourage participation in the election. 	<ul style="list-style-type: none"> ● Catholics only serving as Catholic school trustees. ● No vacancies on separate boards immediately after the 2025 election.
<p>Increase collaboration with provincial Catholic education partners; i.e. the Education Liaison to the Alberta Bishops, CCSSA, GrACE, and CCSTA.</p>	<p>I, III, VI</p>	<p>Increase communication, engagement and collaboration frequency between provincial Catholic education partners.</p> <p>Identify the 'big problems' facing Catholic education and consider how to facilitate problem solving at the system-level.</p>	<ul style="list-style-type: none"> ● Quarterly meetings of the Catholic education partners. ● Attendance at partner board meetings, events, etc. ● Regular correspondence, engagement, and collaboration between executives and staff. ● Continue joint coordination of Catholic Education Week ● Continue to work with CCSSA and the Bishops (and their communications teams) on media messaging regarding contentious topics, best practices in engaging with media, and develop a shared list of media contacts. ● Jointly develop a strategy document for how to bring parishes and Catholic schools closer together (for distribution to superintendents, trustees and Bishops). ● Publish the report on the 2024 ACSTA Symposium <i>Teachers As Missionary Disciples: Forming witnesses for Catholic Schools</i>; distribute the report to all Alberta superintendents, trustees and Bishops; formally explore ACSTA's role helping trustees and superintendents in enhancing teacher faith formation. 	<ul style="list-style-type: none"> ● Document and report on the occurrence of meetings with partners, participation at their events, and staff collaboration. ● Review and add to ACSTA's strategic plan in light of the Symposium report after its release.
<p>Prior to the 2027 provincial election, ensure an awareness among Alberta MLAs of the ACSTA and the constitutional protections on the separate school system, and strive for a demonstrable year-over-year increase in bipartisan support for publicly funded Catholic</p>	<p>I, II</p>	<p>Increase engagement with key government officials.</p> <p>Develop and adopt Association advocacy position statements at AGMs.</p> <p>Develop and distribute key</p>	<ul style="list-style-type: none"> ● Quarterly Executive Committee meetings with Alberta's Minister of Education. ● Annual Meetings with Yukon Minister of Education ● Annual Meetings with the NWT Education Minister. ● Monthly meetings between the Executive Director and the Chief of Staff to the Minister. ● Correspondences with government Ministers (as required). ● Meetings between the Executive Director and Chiefs of Staff (as required). ● Regular attendance at government/partisan events. ● Facilitate annual ACSTA MLA Reception. ● Provide messaging/briefing materials to assist with 	<ul style="list-style-type: none"> ● Documented meetings, correspondence and attendance at events. ● MLA Reception attendance numbers and evaluations. ● Spreadsheet to track meetings: attendees, date, topics, support.

<p>education in Alberta.</p>		<p>messaging and information pamphlets regarding critical issues.</p> <p>Review and renew Association branding.</p> <p>Explore more grassroots-oriented approaches to political advocacy.</p>	<p>meetings.</p> <ul style="list-style-type: none"> ● Quarterly Executive Committee meetings with the Education Critic. ● Review, analyze and report on all provincial legislation, regulation or policy for possible impact on Alberta’s publicly-funded Catholic education system. ● Continue to engage the provincial government on matters of particular consequence to Catholic separate schools. ● Develop an official compilation of position statements ratified by the membership to guide ACSTA’s advocacy efforts. Share, as appropriate, with relevant stakeholders. ● Renew website, logo, colour palette, document templates, fonts, etc. by September 2026. ● Starting October 2025, facilitate annual ACSTA MLA Luncheon at the Alberta Legislature. ● Develop a plan (subject to Board approval) to procure and develop a database of supporters that can be activated for provincial political advocacy purposes. 	<ul style="list-style-type: none"> ● Regular reports on proposed and enacted legislation, regulation, and policy. ● Documented advocacy work regarding relevant provincial and territorial legislation (and a record of positive outcomes). ● Develop an Association position statement regarding charter schools.
<p>Ensure profile and awareness of ACSTA among provincial education associations and the constitutional protections on publicly funded Catholic education.</p>	<p>II</p>	<p>Regular engagement with provincial education associations.</p>	<ul style="list-style-type: none"> ● Quarterly meetings with ASBA, PSBAA, FCSFA, ATA, AISCA ● Annual meetings with ASCA and ASBOA ● Regular quarterly (or more, as appropriate) correspondence with all education associations. ● Regular quarterly (or more, as appropriate) attendance at education association events. 	<ul style="list-style-type: none"> ● Documented meetings, correspondence and attendance at events.
<p>Initiate annual engagement with other Catholic organizations that hold provincial presence.</p>	<p>VI</p>	<p>Meetings and correspondence with provincial Catholic organizations.</p>	<ul style="list-style-type: none"> ● Correspondences, as appropriate. ● Attendance at events, as appropriate (SMU, SJC, MCI, CSS). ● Encourage and support the delivery of a 2026 academic conference in Alberta on the topic of Catholic education. ● Annual executive meetings (NTC, SJC, SMU, KoC, CWL, CSS, Covenant Health, Bishops of Alberta, the Yukon & NWT) 	<ul style="list-style-type: none"> ● Documented meetings, correspondence, attendance at events, collaboration.