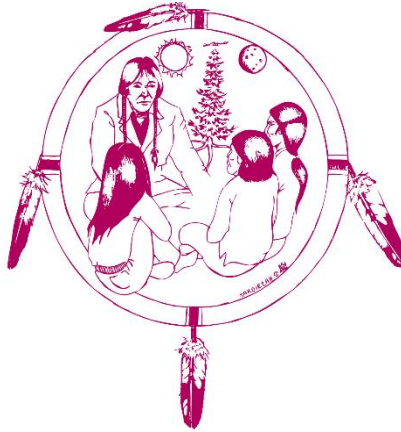


Ahkwesāhsne Mohawk Board of Education



POLICY 7

PLANNING

Please Note:

AMBE policies are governance documents that state the Board’s decision related to an area of operation by stating purpose, guiding principles, basic procedures, and key responsibilities.

AMBE senior management is accountable for implementing Board policies and expected to exercise good judgment when implementing the policies in the context of day-to-day operations. Where appropriate, senior management may decide to develop specific guidelines and procedures, Administrative Frameworks, to ensure the appropriate implementation of Board policy.

This policy was adopted for the first time by the Ahkwesāhsne Mohawk Board of Education (AMBE) on:

January 19, 2022

Subsequent amendments:

_____, 20__

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1 Purpose

The purpose of Policy 7: *Planning* is to provide the AMBE with the means to realize its mission, vision, and values through the process of strategic planning. The Strategic Plan is the tool that guides the AMBE in the development of effective and sustainable education systems, provides an equitable and inclusive educational context, and sets the path to lifelong learning for our community.

2 Definitions

In order of appearance.

2.1	Strategic Plan	The Strategic Plan is a governance document that guides the activities of the organization for a three-year period, and incorporates all of the key aspects of operations, most notably: Ministry orientations, key priorities, curriculum needs, and educational projects or initiatives. It includes, but is not limited to, background information, “paddles”, goals, outcomes, and strategies (initiatives, projects, activities). Basically, it is a “blueprint” for the next three to five years.
2.2	Board	Includes both Trustees (Elected Members) and Ex-officio Members (Portfolio Chiefs and the Director of Education).
2.3	Paddle (<i>priorities</i>)	The focal points, priorities and/or unifying themes that are key to the organization and lead to specific goals and outcomes.
2.4	Goal	The aims or targets that are tied to each paddle.
2.5	Annual Operation Plan (AOP)	The Annual Operational Plan is an administrative document that operationalizes the Strategic Plan, through specific outcomes and strategies. The AOP takes a short and medium term perspective, projecting 2 to 3 years into the future, and is reviewed and revised annually by the administration, remembering that the Strategic Plan is a “living document” that must take into consideration the AMBE’s changing needs and context.
2.6	Outcome	An outcome describes a desired end result. It is usually written in the present tense. For example: Parents are satisfied with the communication between home and school.
2.7	Strategy	Strategies are the specific initiatives, projects, and activities that make-up or relate to the outcomes.
2.8	Living Document	A document that is continually edited and updated based on the evolving and changing needs of the AMBE over the period of implementation of the Strategic Plan.
2.9	AMBE Community	Includes everyone actively engaged in ensuring academic, personal, and professional success of AMBE students. AMBE community is comprised of students, parents/guardians, staff, Board members, Elders, Knowledge Keepers, Members of the Mohawk Council of Akwesasne (MCA), and members from the Akwesasne Community.
2.10	Senior Leadership	Members of the Senior Leadership Team comprise of: <ul style="list-style-type: none">• Director of Education;• Associate Director of Post-Secondary and Continuing Education;• Superintendent of Student Services;• Superintendent of Mohawk Language and Culture;• Superintendent of Financial Operations; and• Transportation Supervisor.
2.11	Respect	Respect is a key requirement for a healthy work environment resulting in:

- Promotion of teamwork;
- Increased productivity and efficiencies in the workplace;
- Valuing staff for their skills, knowledge, contributions, and achievements towards the AMBE's success; and
- A positive work culture where employees are loyal, fulfilled, and motivated to perform at their best for the AMBE.

Those who are not respectful to others are considered to be unprofessional and a threat to the positive health of the AMBE.

2.12	Integrity	Being honest, ethical, and demonstrating strong moral principles consistent with Akwesasne Mohawk culture and traditions.
2.13	Equity	Treating students, parents/guardians, teachers, staff, management, and all members of the Ahkwasãhsne Mohawk Board of Education community with fairness, impartiality, and the principles of merit.
2.14	Inclusion	Inclusion is about consciously striving for equity through our policies, programs, services, and outcomes. It is about embracing, respecting, accepting, and valuing differences from an asset perspective.

3 Guiding Principles

3.1 Foundational Principles

In the context of our respect and understanding for our Ahkwasãhsró:non and Hotinoshon:ni principles and Kanien'keha language, a thoughtful and robust plan will:

- 3.1.1 Reflect what has been learned from the past, rather than what has been done in the past;
- 3.1.2 Ensure that together we create an inclusive and equitable quality education system that promotes lifelong learning for all;
- 3.1.3 Provide a context for everyone in the AMBE community to share ownership in our students' success and have a meaningful impact on their lives; and
- 3.1.4 Consider and anticipate the impact of our changing landscape to ensure our educational system enables members of our community to effectively respond to future opportunities as we grow and evolve as a Nation. (*e.g., future work force competencies [Policy 42]*)

3.2 Planning Principles

- 3.2.1 The Strategic Plan is the Board's responsibility and sets the direction for the AMBE for a three to five year period through clearly articulated paddles (*strategic priorities*) and goals.
- 3.2.2 Based on the Board's approved Strategic Plan, the AMBE administration will develop Annual Operational Plans that will identify clearly articulated outcomes and strategies.
- 3.2.3 *Strategic and Annual Operational Plans* are "Living Documents" that can be adjusted and changed as the organization grows and evolves, where *outcomes* and *strategies* can be adjusted, added, or deleted as needed.
- 3.2.4 The Strategic Plan ensures that:
 - Everyone understands how the AMBE will live its Mission, Vision, and Values in service of the AMBE Community.
 - All staff have a clear sense of purpose and understand their specific role in fulfilling AMBE's Mission, Vision, and Values;
 - The AMBE Board and Senior Leadership have a clear context for all decision-making, avoiding short-term reactions to emergent opportunities and challenges;

- Transparency drives the decisions of the AMBE Board and Senior Administration; and
- The allocation of the AMBE resources will enable the successful implementation of the AMBE strategic paddles (*strategic priorities*) and goals.

3.3 Operational Principles

Effective Strategic and Annual Operational Plans will:

- 3.3.1 Set the context for ongoing conversations about education within the AMBE Community;
- 3.3.2 Protect and promote the principles of respect, integrity, equity, and inclusion to ensure personal and professional wellbeing for all (*see Policy 14 and 15*);
- 3.3.3 Provide the context for professional collaboration amongst staff to the benefit of students, families, and AMBE Community as a whole;
- 3.3.4 Provide the context for creating a measurably better future for the AMBE Community; and
- 3.3.5 Enable AMBE to leverage its resources to achieve the measurably better future for all.

4 Procedures

It is important to note that there is an overlap in the implementation and planning processes; in the first year of the planning cycle, the AMBE will be implementing the final year of the current plan. In the final year of the planning cycle, it will begin planning for the next planning cycle. (*see Annex A*)

Development of Next Strategic Plan

4.1 Preparation and Training

YEAR 1 AUGUST TO OCTOBER

- General information sent to the AMBE Board, Senior Leadership, and Managers.
- Professional development sessions for the AMBE Board, Senior Leadership, and Managers:
- Planning expectations and overview
- Strategic planning process
- Best practices and lessons learned from the current AMBE Strategic and Annual Operational Planning.

4.2 Setting Priorities and Goals

YEAR 1 NOVEMBER - DECEMBER

- The AMBE Board with the Director of Education set priorities in the context of the MCA and AMBE community priorities and goals.
- Board priorities forwarded to Senior Leadership for feedback.

4.3 Development of the Draft Strategic Plan

YEAR 1 JANUARY TO MARCH

- Plan developed by Senior Leadership based on Board priorities and goals.
- Draft Plan reviewed and revised by Board and Senior Leadership.

4.4 Validation

YEAR 1 APRIL TO MAY

- Development and distribution of general information to the AMBE Community.
- Consultation with the AMBE Community.
- Plan revised based on feedback from the AMBE Community and forwarded to the Board for feedback.
- Plan revised based on Board feedback and forwarded to the Board for consideration and approval.
- Initiation of the development of the Annual Operational Plan for the coming year.

4.5 AMBE Board Consideration and Approval

YEAR 1 JUNE

- Strategic Plan forwarded to the Board for consideration and approval.
- Development and distribution of general information to the AMBE Community.

Implementation of Approved Strategic Plan & Annual Operational Plan

4.6 Implementation and Reporting

YEAR 2 & 3 JULY TO AUGUST

- Finalization of the Annual Operational Plan.
- Review at *Annual August Start-up Meetings*.

YEAR 2 & 3 SEPTEMBER TO MAY

- Implementation of the Annual Operational Plan with quarterly updates to the Board.

YEAR 2 & 3 MARCH TO MAY

- Third quarter results review.
- Review of progress towards the achievement of the Strategic Plan Paddles and Goals
- Development of the Annual Operational Plan for the coming year

YEAR 2 & 3 JUNE

- Annual reporting and updates to the Board and AMBE Community regarding results, adjustments, additions, and/or deletions.

4.7 Final Results Reporting

YEAR 3 JULY TO SEPTEMBER

- Final information and results collected.
- Results Report developed.
- Results Report shared with the Board and AMBE Community.

Start Planning for Next Strategic Planning Cycle

4.8 Planning Process for Next Strategic Plan

YEAR 3 JULY TO SEPTEMBER

- Implementation of 4.1 – 4.5 above.

5 Responsibilities

5.1 Board Members

The Board Members will:

- 5.1.1 Oversee the development of the Strategic Plan;
- 5.1.2 Participate in any related training;
- 5.1.3 Ensure consultation of the AMBE Community;
- 5.1.4 Ensure reporting to the AMBE Community;
- 5.1.5 In the context of the Strategic Plan being a “living document”, consider any recommendations for adjustments, additions, and/or deletions, to the Strategic Plan; and
- 5.1.6 Approve final Strategic Plan.

5.2 Director of Education

The Director of Education will:

- 5.2.1 Coordinate the development of the Strategic Plan and Annual Operational Plan;
- 5.2.2 Coordinate and participate in any related training;
- 5.2.3 Ensure consultation of the AMBE Community at all stages of the development and approval phases of the Strategic Plan;
- 5.2.4 Oversee the development of the Annual Operational Plans based on the Strategic Plan paddles and goals;
- 5.2.5 Oversee the quarterly reporting on the Annual Operational Plans;
- 5.2.6 Oversee the annual review of the Annual Operational Plans;
- 5.2.7 Oversee the annual update of the Strategic Plan based on the results of the Annual Operational Plans;
- 5.2.8 Ensure quarterly reporting on the advancement of the Annual Operational Plans to the Board;
- 5.2.9 Ensure annual reporting on the advancement of the Strategic Plans to the Board and AMBE Community; and
- 5.2.10 In the context of the Strategic Plan being a “living document”, consider and coordinate the presentation of recommendations for adjustments, additions, and/or deletions, to the Strategic Plan.

5.3 Senior Leadership

The Senior Leadership will:

- 5.3.1 Participate in any related training;
- 5.3.2 Based on Board feedback, suggestions, and recommendations, assist in the drafting of the Strategic Plan for consideration and approval by the Board;
- 5.3.3 Based on the Board approved Strategic Plan, facilitate the drafting of the Annual Operational Plans with input from Principals and Managers;
- 5.3.4 Ensure the implementation of the Annual Operational Plans;
- 5.3.5 Prepare quarterly reporting on the advancement of the Annual Operational Plans for their areas of responsibility for the Director of Education for the Board; and
- 5.3.6 In the context of the Strategic Plan being a “living document”, consider and make recommendations for adjustments, additions, and/or deletions, to the Strategic Plan.

5.4 Principals and Managers

Principals and Managers will:

- 5.4.1 Participate in any related training;
- 5.4.2 Provide feedback on the draft *Strategic Plan*;
- 5.4.3 Based on Board approved Strategic Plan, actively participate in the drafting of the Annual Operational Plans;
- 5.4.4 Assist in the AMBE Community consultations;
- 5.4.5 Implement the Annual Operational Plans;
- 5.4.6 Prepare quarterly reporting on the advancement of the Annual Operational Plans for their areas of responsibility for the Director of Education for the Board; and
- 5.4.7 In the context of the Strategic Plan being a “living document”, consider and make recommendations for adjustments, additions, and/or deletions, to the Strategic Plan.

5.5 AMBE Staff

Staff will:

- 5.5.1 Review and be familiar with the Strategic Plan and Annual Operational Plans;
- 5.5.2 Be familiar with their role, responsibilities, and expectations, and actively support the successful implementation of the Strategic Plan and Annual Operational Plans;
- 5.5.3 Actively participate in all consultations, trainings, and implementation meetings related to Strategic Plan and Annual Operational Plans;
- 5.5.4 Provide relevant data and feedback as required related to quarterly reporting on the advancement of the Annual Operational Plans for their areas of responsibility in a timely fashion; and
- 5.5.5 In the context of the Strategic Plan being a “living document”, consider and provide suggestions for adjustments, additions, and/or deletions, to the Strategic Plan.

5.6 AMBE Community

AMBE Community will:

- 5.6.1 Review and be familiar with the Strategic Plan;
- 5.6.2 Actively participate in the AMBE Community consultations, providing feedback on the draft AMBE Strategic Plan;
- 5.6.3 Actively support where possible the successful implementation of the Strategic Plan; and
- 5.6.4 In the context of the Strategic Plan being a “living document”, consider and provide suggestions for adjustments, additions, and/or deletions, to the Strategic Plan.

6 Policy Review and Revision

6.1. Principles and Directives

- It is important for the policies of the Akwesāhsne Mohawk Board of Education to remain current and serve the best interest of Akwesasne students and the Akwesasne community.
- The Board of Trustees recognizes that this policy should be reviewed at a minimum of every 5 years and/or when the legal or regulatory requirements of the Mohawk Council of Akwesasne change or the Board must meet new government obligations.

6.2. Procedures

- The Board of Trustees will establish a timeline for the regular review of this policy that requires the policy be reviewed at a minimum 5 years from the date of approval by the Board or as required by new circumstance or obligations.

6.3. Roles and Responsibilities

Board of Trustees will:

- Establish a timeline for the regular review of this policy and ensure that it is respected; and
- Ensure that this policy is reviewed at a minimum every 5 years from the date of approval, or when the legal or regulatory requirements of the Mohawk Council of Akwesasne change or the Board must meet new government obligations.

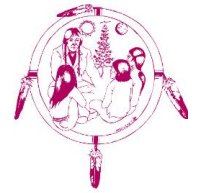
The Director of Education will:

- Initiate a review of this policy at a minimum every 5 years from the date of approval, or when the legal or regulatory requirements of the Mohawk Council of Akwesasne change or the Board must meet new government obligations.

ANNEX A: AMBE 3-YEAR PLANNING CYCLE

Ahkwesāhsne Mohawk Board of Education

AMBE 3-YEAR PLANNING CYCLE



AMBE STRATEGIC PLANNING PROCESS		
PHASE	ACTIVITIES	TIMING
4.1 Preparation & Training	<ul style="list-style-type: none"> General information sent to the AMBE Board, Senior Leadership, and Managers. 	YEAR 1 August to October
	<ul style="list-style-type: none"> Professional development sessions for the AMBE Board, Senior Leadership, and Manager: <ul style="list-style-type: none"> Planning expectations and overview Strategic planning process Best practices and lessons learned from the current AMBE Strategic and Annual Operational Planning. 	
4.2 Setting Priorities & Goals	<ul style="list-style-type: none"> The AMBE Board with the Director of Education to set priorities in the context of the MCA and AMBE community priorities and goals. 	November to December
	<ul style="list-style-type: none"> Board priorities forwarded to Senior Leadership for feedback. 	
4.3 Development of the Draft Strategic Plan	<ul style="list-style-type: none"> Plan developed by Senior Leadership based on the Board priorities and goals. 	January to March
	<ul style="list-style-type: none"> Draft Plan reviewed and revised by the Board and Senior Leadership. 	
4.4 Validation	<ul style="list-style-type: none"> Development and distribution of general information to the AMBE Community. 	April to May
	<ul style="list-style-type: none"> Consultation with AMBE Community. 	
	<ul style="list-style-type: none"> Plan revised based on feedback from AMBE Community and forwarded to the Board. 	
	<ul style="list-style-type: none"> Plan revised based on Board feedback and forwarded to the Board for consideration and approval. 	
	<ul style="list-style-type: none"> Initiation of the development of the Annual Operational Plan for the coming year. 	
4.5 AMBE Board Consideration and Approval	<ul style="list-style-type: none"> Strategic Plan forwarded to the Board for consideration and approval. 	June
	<ul style="list-style-type: none"> Development and distribution of general information to AMBE Community. 	
4.6 Implementation and Reporting	<ul style="list-style-type: none"> Finalization of the Annual Operational Plan. 	YEAR 2 AND 3 July to August
	<ul style="list-style-type: none"> Review at Annual August Start-Up Meetings. 	September to May
	<ul style="list-style-type: none"> Implementation of the Annual Operational Plan with quarterly updates to the Board. 	
	<ul style="list-style-type: none"> Third quarter results review. 	March to May
	<ul style="list-style-type: none"> Review of progress towards the achievement of the Strategic Plan Paddles and Goals. 	
	<ul style="list-style-type: none"> Development of the Annual Operational Plan for the coming year. 	
	<ul style="list-style-type: none"> Annual reporting and updates to the Board and AMBE Community regarding results, adjustments, additions, and/or deletions. 	June
4.7 Final Results Reporting	<ul style="list-style-type: none"> Final information and results collected. 	YEAR 3 July to September
	<ul style="list-style-type: none"> Results Report developed. 	
	<ul style="list-style-type: none"> Results Report shared with the Board and AMBE Community. 	
4.8 Planning Process for Next Strategic Plan	<ul style="list-style-type: none"> Implementation of 4.1 to 4.5 above. 	July to September