



FOCUSED

EDUCATION RESOURCES

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Strategic Plan 2023 - 2028



Message from the Board Chair

On behalf of the Board of Directors, it is with pride that we present the 2023 – 2028 Focused Education Resources Strategic Plan. This plan demonstrates our ongoing dedication to helping our K-12 members across B.C., Yukon and the Northwest Territories build capacity and access timely, relevant services and resources that support their ability to deliver excellence in education.

This five-year plan was developed with one core question in mind: How do we optimize the positive impact members realize from using our services? To answer this question, we conducted a comprehensive business review, consulted our members, collected input from our Professional Learning Team and Advisory Committees and dialogued with the Board and staff. I am grateful for the time and thoughtfulness provided by all.

Through this engagement process, we articulated the future direction of the organization, while at the same time focusing in on the most impactful member benefits; these key areas of priority emerged:

- **Sector Connections** Create opportunities to convene and connect, providing much-needed forums for knowledge-sharing and collaboration.
- **Be the “Go-To”** Tailored services, resources and qualified staff are in place and available to our members when they need us.

- **Anticipate Member Needs** Proactively provide new supports and resources to help members nimbly and effectively address emerging needs.

In working towards these key priorities, it was also evident that to fulfill this future direction, Focused Education must continue to develop its people and organizational capacity. This plan sets out clear priorities and goals to maintain and grow a dedicated and skilled team and Board, as well as a sustainable revenue model.

Focused Education’s 2023 – 2028 Strategic Plan strives to strengthen our ability to deliver on these key priorities, and the many other benefits to its membership. I am grateful to our board of directors, along with the team at Focused ED, for their work in guiding the development of this plan, and for the work they will do to realize this plan.

Again, we thank all who provided input to this plan. We look forward to continuing to serve you and will regularly invite member input to ensure this plan remains relevant and meets the evolving needs of our members.

Warm regards,
Mark Pearmain
Chair, Board of Directors
*Superintendent /
CEO Surrey School District*



Who is Focused Education Resources?

Focused Education Resources is a member-driven organization that is passionate about supporting excellence in the K-12 education sector. Our shared service offerings provide school districts, independent schools and First Nations schools with a comprehensive suite of services and resources created to help optimize every aspect of education delivery. With guidance from our Board and Advisory Committees, we work closely and collaboratively with our members, the Ministry of Education and Child Care and other K-12 stakeholders to build capacity and increase access to resources and supports to ensure equitable access to the best education possible for all students.



EDUCATION



PROCUREMENT



PRIVACY,
TECHNOLOGY &
CYBERSECURITY



LEARNING &
EVENTS

Our Impact

The shared services provided by Focused Education Resources add value, build capacity, increase efficiencies, and save time and money amounting to millions of dollars annually. Our services...

- Increase equity, quality, and service consistency for staff and students
- Create platforms and opportunities for the provision and exchange of ideas, best practices, and innovative approaches
- Reduce administrative variation, workload, and duplication
- Facilitate access to technology and IT security
- Promote and support the secure use of technology within schools
- Provide access to safe, curated, quality digital resources to support the delivery of the B.C. curriculum.
- Stabilize expenditures and reduce costs
- Enhance innovation, collaboration, and resourcefulness
- Support problem solving and systems thinking
- Foster long-term system sustainability
- Help avoid and mitigate risk

Focused Education contributes to the holistic advancement of education, helping to ensure that every student has equal opportunity to fulfill their potential and thrive in a rapidly changing world.

Development of the Plan

This plan reflects the input, ideas and aspirations of our members, the Board, staff and the management of Focused Education. Development of the strategic plan was preceded by a comprehensive Strategic Business Review that was conducted between July 2021 and July 2022. The review included a multi-faceted outreach and consultation process that saw input from every school district in B.C., the Yukon Public Schools system, the Ministry of Education and Child Care, Focused Education's Board of Directors and Advisory Committees, as well as multiple independent and First Nations schools. Consultation specific to the development of this Plan was initiated in the Spring of 2023.

Input collected led to several iterative drafts and the final strategic plan was presented and approved by the Board in September 2023. This engagement process inspired the development of new Vision and Mission statements and prompted a comprehensive review and update of the Values that underpin our organizational ethos and guide our work.

This inclusive approach ensures that this plan reflects the aspirations and priorities of our diverse educational system and sets a solid foundation for our collective efforts to deliver the highest quality K-12 education.

STRATEGIC PLANNING PROCESS





Our Vision

To be the leader of shared services and expertise to the K-12 education sector.

Our Mission

We support and strengthen K-12 education by providing innovative and responsive solutions.

Our Values

We believe in:

Ensuring Quality for Our Members

We are driven by the pursuit of providing services that support quality education, economies of scale, cost-effectiveness, and time-saving solutions, all with the primary goal of benefiting our members and optimizing their resources to achieve significant impacts and benefits.

A Commitment to Trust and Accountability

The trust bestowed upon us by our members is a privilege. We are committed to serving them with the utmost respect, transparency, and accountability, ensuring that their needs and aspirations are at the forefront of our efforts.

Responsiveness and Flexibility that Leads to Innovation

Responsiveness and flexibility are the cornerstones of our approach in support of our members. We look for innovative solutions and lead the way by bringing new ideas and opportunities to the forefront, enhancing, and strengthening K-12 education.

The Value of Our Exceptional Staff

We deeply value the capabilities, expertise, and capacity of our staff, recognizing that they are the bedrock of service and support for our members. We prioritize their well-being, foster a sense of belonging, and empower them to continuously grow and excel in their roles.

Communicating and Connecting to Drive Collaboration

At the heart of our work lies the belief that communication and connection drives collaboration. Through convening and connecting, we unlock a wealth of ideas, possibilities, and solutions, enriching the experience for all members.

Creating a Better Society

We believe that a quality education is the catalyst for building a better society for all. This passion permeates every facet of our work, driving us to invest wholeheartedly in our members and partners.

OUR STRATEGIC PRIORITIES



Address the current and emerging needs of the K-12 education sector

Focused Education proactively identifies and responds quickly and efficiently to the evolving needs of the K-12 education system. By leveraging its expertise and resources, the organization firmly establishes itself as the “go-to” and develops tailored solutions, services and resources that empower school districts and schools to deliver the highest quality education possible.



Connect and convene the sector

As a centre of support and expertise for K-12, Focused Education fosters collaboration and knowledge sharing among school districts, and schools. Through outreach and by organizing workshops, conferences, and a wide variety of networking opportunities, the organization creates platforms for the provision and exchange of ideas, best practices, and innovative approaches, ultimately strengthening the collective capacity of K-12.



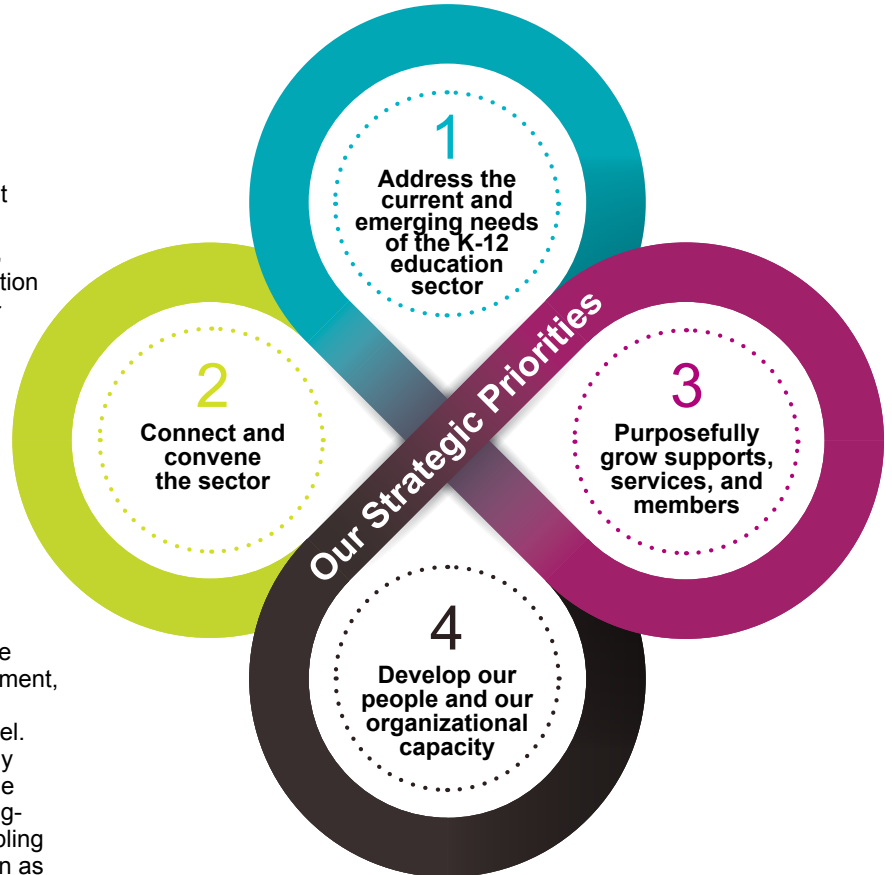
Purposefully grow supports, services, and members

Focused Education aims to grow and adapt its range of support services and offerings to meet the diverse needs of its members, and new members to come. By continuously evaluating, refining, and growing its services, the organization is recognized as an indispensable resource for its K-12 stakeholders.



Develop our people and our organizational capacity

Focused Education recognizes that supporting excellence in education requires a dedicated and skilled team and Board, as well as a sustainable revenue model. To achieve this, the organization will invest in professional development, talent retention, organizational capacity and efficiency along with a strong governance model. Focused Education will also continue to actively explore and implement a mixed and sustainable revenue model. This approach ensures the long-term financial stability of the organization, enabling it to deliver its services and maintain its position as a valuable and trusted partner for K-12 education.



ADDRESS THE CURRENT AND EMERGING NEEDS OF THE K-12 EDUCATION SECTOR



STRATEGIC PRIORITY 1

Address the current and emerging needs of the K-12 education sector

Focused Education proactively identifies and responds quickly and efficiently to the evolving needs of the K-12 education system. By leveraging its expertise and resources, the organization firmly establishes itself as the “go-to” and develops tailored solutions, services and resources that empower school districts and schools to deliver the highest quality education possible.

GOALS

1

Data and evidence support the identification of targeted system-wide solutions and decisions on services, resources and other initiatives.

2

The role and the value of Focused Education is clearly understood by its members and other educational stakeholders.

3

Focused Education actively listens and seeks out information and understanding of the issues facing K-12 to make informed decisions.



CONNECT AND CONVENE THE SECTOR

**STRATEGIC PRIORITY 2**

Connect and convene the sector

As a centre of support and expertise for K-12, Focused Education fosters collaboration and knowledge sharing among school districts, and schools. Through outreach and by organizing workshops, conferences, and a wide variety of networking opportunities, the organization creates platforms for the provision and exchange of ideas, best practices, and innovative approaches, ultimately strengthening the collective capacity of K-12.

GOALS**1**

Focused Education is the K-12 sector connector, enhancing knowledge, capacity and collaboration.

2

Key working relationships are in place within the K-12 sector to strengthen and foster collaborative approaches.

PURPOSEFULLY GROW SUPPORTS, SERVICES, AND MEMBERS

**STRATEGIC PRIORITY 3**

Purposefully grow supports, services, and members

Focused Education aims to grow and adapt its range of support services and offerings to meet the diverse needs of its members, and new members to come. By continuously evaluating, refining, and growing its services, the organization is recognized as an indispensable resource for its K-12 stakeholders.

GOALS**1**

Focused Education has supports and services to meet the evolving needs of its members and stakeholders.

2

Member utilization of Focused Education services and resources has increased.



DEVELOP OUR PEOPLE AND OUR ORGANIZATIONAL CAPACITY



STRATEGIC PRIORITY 4

Develop our people and our organizational capacity

Focused Education recognizes that supporting excellence in education requires a dedicated and skilled team and Board, as well as a sustainable revenue model. To achieve this, the organization will invest in professional development, talent retention, organizational capacity and efficiency along with a strong governance model. Focused Education will also continue to actively explore and implement a mixed and sustainable revenue model. This approach ensures the long-term financial stability of the organization, enabling it to deliver its services and maintain its position as a valuable and trusted partner for K-12 education.

GOALS

1

Focused Education has the systems and revenue in place to deliver quality services and supports to members.

2

High-quality staff with the skills and expertise are in place to deliver the services and supports required.

3

Professional learning, leadership and skill development for all staff is promoted, encouraged and supported.

4

Focused Education has the governance structure and policies in place to support and grow the organization

Board Acknowledgement

Our Board of Directors is comprised of seven members, including representatives from BCSSA, BCASBO and the Ministry of Education and Child Care. They generously give their time and expertise to guide the direction, strategy, governance, and overall finances of our organization.

Mark Pearmain

Chair

*Superintendent,
SD 36 Surrey*

Ray Velestuk

Director

*Secretary-Treasurer / CFO,
SD 34 Abbotsford*

Angus Wilson

Vice Chair

*Superintendent,
SD 75 Mission*

Melanie Stewart

Director

*Associate Deputy Minister,
Ministry of Education and Child Care*

Teresa Downs

Director

*Superintendent / CEO,
SD 42 Maple Ridge-Pitt Meadows*

Eleanor Liddy

Director

*Assistant Deputy Minister /
Chief Informational Officer,
Ministry of Education and Child Care*

Trina Cassidy

Director

*Secretary-Treasurer,
SD 73 Kamloops Thompson*



Land Acknowledgement

Focused Education Resources, its Board of Directors, members and staff are grateful and honoured to live, work, and be in relation with Indigenous peoples from across many traditional and unceded territories. We are committed to meaningful reconciliation and building relationships as we move forward.



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EDUCATION RESOURCES

Be In Touch

We support excellence in K-12 education.
To do this we need to understand member needs.

Focused Education Resources

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Keep current on our latest resources and updates at:

www.focusedresources.ca