

**B
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**BLACK
EDUCATORS
ASSOCIATION**

Investing In Our Future...



Working Towards A Better
Education

5 Year Strategic Plan

2012-2017



Prepared by:
Douglas Sparks, Executive Director
Black Educators Association

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Preface

The Black Educators Association (BEA) has been recognized as a community organization, dating back to 1969. The mission of the BEA is to monitor and ensure the development of an equitable education system, so that African Nova Scotians are able to achieve their maximum potential. BEA (formerly known as the Negro Education Committee or N.E.C.) initially held its meetings at the Department of Education and the Nova Scotia Human Rights Commission offices; later moving to a space in the North Branch Library. Early in the 1990's, BEA moved to an office in Cogswell Towers and eventually purchased its own property and building in 1995. Throughout these decades, with and without a building site, BEA has responded to challenges and ordeals faced by its members; created better opportunities for educators (when organizations and infrastructures did not) including those seeking a teaching job for the first time; offered second-to-none professional development opportunities too numerous to list herein; and sustains formidable programs or projects as evidenced in the Regional Educators Program (REP), Cultural Academic Enrichment Programs (CAEPs), *BEA Open*, *BEA Math Camp* and the *REP Provincial Spelling BEE* to name a few.

The strategic planning process provides an opportunity for an organization to apply its visions and objectives in a long-term planning exercise, which in turn, provides clarity and direction for its membership, staff and partners. A strategic plan gives a road map of activities, programs and services that will be achieved over a specific time-frame. Over the next five years (2012-2017), the Association will embark on an aggressive advertizing and branding campaign; create a meeting and membership structure that is more responsive to the membership; facilitate organizational re-structuring which will segue into a BEA Constitutional Convention reflecting a governance structure for true representation; and re-organize itself to further develop a cadre of educators offering first-rate professional development for Nova Scotia's teaching force, educational paraprofessionals, parents and others across Nova Scotia. BEA's Five-Year Strategic Plan will more clearly define BEA's educational platform in the province and ensure our research goals and aims are fulfilled for the good of our vision and mission.

The Black Educators Association held a retreat from October 21-23, 2011 with representatives of community education committees, staff, BEA's partners and its general members. The BEA Family Retreat was facilitated by Mr. Robert Upshaw and Mr. Brad Barton and group sessions were held on topics of challenges of the Association, both past and present, and the strategic planning framework. We discussed strategies on how to increase membership and create an affiliate structure that will work towards the mandate of the Association, with those specializing in the area of education. With the Regional

Educators Program (REP), African Canadian Services Division (ACSD) and the Council on African Canadian Education (CACE) in leadership roles, the delivery of professional development can be done on a broader scope.

After this weekend planning session, the responsibility was given to the Executive Director, with the assistance of the Communications/Strategic Initiatives Coordinator to analyze the data retrieved from the October 2011 BEA Family Retreat and develop a working document that consisted of the strategic directives, background, objectives, initiatives, time-frames and action plans. A draft strategic plan was presented to the Executive Committee for their feedback before the document was presented at the spring 2012 BEA Family Retreat. At each stage of the strategic plan's development, opportunities for feedback and revisions of the draft document was sought from members, staff and community stakeholders so that the final draft of the strategic plan was ready for presentation, acceptance and approval at the Association's June 2012 Annual General Meeting.

The Association's next five-year plan outlines six strategic directions involving focus and vision in the following areas:

1. **Membership:** BEA has continued to evolve as a membership organization since 1969 and can attribute its beginnings as a grassroots agency focused on the education of African Nova Scotians to quintessential black educators who offered their free time to work on behalf and for black children in the province. With the new affiliate and membership structure, BEA will develop itself as an agency which brings the governance of the organization closer to the membership, mobilizing more energy, intelligence and direct action toward the implementation of BEA's vision.
2. **Professional Development:** BEA has offered a wide-range of professional development to teachers, administrators, educational support staff, parents and others for more than four decades. With ever-changing technology and the lack of non-black educators skilled in teaching African Nova Scotian students effectively, BEA will be able to offer a wide-range of training opportunities for 'educators' and community members to ensure black children are prepared for their world by remaining current yet appreciating the Association's rich past.
3. **Operations/Organizational Structure:** BEA's general membership is the governing body of the Association. The general membership receives and acts on an annual report of the general body, reports of the general officers and all standing committees and the report of the Executive Director; determines dues; initiates amendments to the Constitution and the By-Laws; and proposes ideas and strategies

for the further development of the goals and objectives of the BEA. In 2012, the Association boasts more than 120 employees (up from two in 1994) making it the largest black employer in the province.

4. **Program Delivery:** The Association continues to design, implement and evaluate the substantive programs it delivers on an annual basis. BEA regularly monitors and evaluates its programs and services delivered for full efficiency and seeks ways to partner with organizations with similar goals; secure corporate and government support/sponsorship to effectively deliver programs and disseminate pedagogy about what it takes to stimulate and encourage African Nova Scotian students to want to learn and achieve and actually witness them doing it.
5. **Community Development:** BEA's membership and structure includes a community involvement committee (one of five standing committees) focused on mobilizing community members from its near 50 African Nova Scotian communities province-wide. While this committee remains committed to building community-capacity and on a grassroots level; the Association recognizes the need to establish a myriad of education committees reflective of the black communities it serves that may need to engage in corrective measures such as legal action.
6. **Communication:** With the Black Educators Association's network of individual members and partner organizations, a communication system is needed that will effectively serve its stakeholders in the conveying and transmission of information and those responsible for it. The Association will see further expansion of the BEA website making it more interactive; the introduction of internet teleconferencing (video, telephone and web-based) and design of a logo and other branding materials that makes the BEA wide-spread in public school systems in Nova Scotia as it is in historical black communities.

As the BEA prepares to engage in the five-year implementation phase of its strategic plan, we recognize the need to ensure that members, staff and stakeholders have been provided opportunities for educational discourse and training opportunities in regards to the successful application of each of the six-outlined directives. The Black Educators Association will monitor the on-going implementation and success of this plan.

Strategic Directive 1.0 - Membership

Rationale:

The Black Educators Association (BEA) has been recognized as a community grass-roots organization, dating back to 1969. For many community members, however, it continues to be seen as an organization solely consisting of teachers, as to its membership. This has resulted in the loss of potential members outside of the teaching profession and this has been reflective in the level of individual membership within the organization. Under this new strategic direction, it is hoped that we could increase membership to two hundred (200) strong and create an affiliate structure that is receptive to the various components of our communities that are working towards the mandate of the Association. Thus, open up a membership network that reflects not only teachers, but other educational professionals, such as student support workers, educational assistants, school administrators and education committees. Affiliate membership will allow for these various entities to have a direct say in the Association by giving affiliate groups a vote in the organization, but does not preclude individual membership.

Objectives:

- ❖ To evolve as a provincial body that includes educational professionals, parents, community members (e.g. Education Committees) (these particular organizations are recognized as regional affiliates)
- ❖ To identify the skill assets *and* needs of the Association
- ❖ Increase membership to 200 strong and allow for affiliate members
- ❖ To create changes in the BEA Constitution to reflect affiliate membership
- ❖ To make the Black Educators Association (BEA) a truly provincial organization that is reflective in its membership geographically

Initiative 1.1

Constitutional Convention

Action Plan: The Constitution and By-laws of the Black Educators Association need to be reviewed and updated to reflect the changes of the Association. The Operations Committee will be tasked with completing this review and presenting amendments to the membership for approval. This will be presented at or before the 2012 Annual General Meeting.

Time Frame: June 2012

Initiative 1.2

Annual Membership Retreat Schedule

Action Plan: In keeping with providing opportunities for the Black Educators Association's membership, staff and partners, to network at a professional and social level, we want to reflect on needs internally and externally to the communities we serve. This retreat will also provide an opportunity to interact with local communities and evaluate the progress of our five-year strategic plan.

Time Frame: Annually in October

Initiative 1.3
Annual General Meeting

Action Plan: As part of our constitutional requirements and operations of the organization, the annual general meeting will take place in June of that given year. However, focus may be given to having the annual general meeting in community settings, (e.g. community centers, church halls, etc.), where we could support local businesses and community groups and heighten visibility of the Association.

Time Frame: Annually in June

Initiative 1.4
Develop Strategies to Mobilize Regional Affiliates

Action Plan: Recognizing the potential in the increased membership to the Association through affiliate membership, the Black Educators Association will create an affiliate structure within the Constitution of the Association. Obvious affiliate membership would consist of the various education committees across the province, school administrators, retired educators, student support workers and other educational professionals. By reaching out to these potential affiliates, the BEA could work to address their respective professional development needs, goals and objectives. Promotional communications will be required to these targeted groups.

Time Frame: June 2015

Initiative 1.5
Skills Inventory & Needs Assessment

Action Plan: A Skills Inventory & Needs Assessment will be developed and administered to the Black Educators Association (membership and affiliate groups). This data will be tabulated to assist in creating professional development opportunities, programs, services and a roster of potential facilitators for the delivery of these services.

Time Frame: December 2012

Initiative 1.6
Videoconferencing Featuring Virtual Classrooms (DOE)

Action Plan: Under the leadership of the African Canadian Services Division (ACSD) of the Department of Education (DOE) to provide videoconferencing services to remote communities. The videoconferencing mechanism will assist the Association with general membership, committee, executive and staffing meetings in order to effectively include representation province-wide to partake in the operations of the Association. These virtual sites will also allow for participants from across the province to take advantage of lectures or training opportunities as part of distance education.

Time Frame: August 2012

Initiative 1.7

General Membership Meetings in Rural Settings

Action Plan: The Black Educators Association has been committed to having a provincial scope and it is important to act upon visiting communities outside of Halifax Regional Municipality (HRM) or Metro. One membership meeting will take place in a rural community yearly and with *Initiative 1.6*, BEA will work to have most of its meetings accessible at those video conference sites.

Time Frame: September 2012

Strategic Directive 2.0 - Professional Development

Rationale:

The Black Educators Association has had a long history in developing professional development for its members, as well as, delivering various workshops in the community to parents and learners. In recent years, however, with the increase in staff under the Regional Educators Program and other agencies taking on leadership roles (such as ACSD and CACE); professional development has been more broadly delivered to those in the educational profession as well as the community. The BEA membership needs to reach out and take on a greater leadership role in the development and delivery of professional development. The Association needs to also identify the professional needs of its membership and that of the community.

Objectives:

- ❖ To establish training needs and develop a professional networking platform for all staff, members and community members as it relates to education
- ❖ To host and partner in the delivery of professional development opportunities for staff, BEA members and community members
- ❖ To have training certified and recognized by professional institutions
- ❖ To develop curriculum content that can be used by the Black Educators Association's programs and the general public

Initiative 2.1

Host Professional Development (PD) Sessions to Effectively Engage Parents and Families

Action Plan: In keeping with the ever-changing scope of public education, current trends, practices and curriculum delivery, the Association will maintain and expand the parenting workshops provided by the African Canadian Services Division (ACSD), and delivered by the Black Educators Association (BEA) staff, members and education committees. As well, BEA will design, implement and evaluate additional parent and family sessions (symposiums, roundtables, lectures and summits, etc.) that support African Nova Scotian families in the area of professional and personal development. Where appropriate, BEA

will work in partnership with the above and the Delmore “Buddy” Daye Africentric Learning Institute (DDALI) and will utilize the virtual sites established by the DOE in those rural communities.

Time Frame: March 2013

Initiative 2.2

Skills Inventory & Needs Assessment

Action Plan: Refer to *Initiative 1.5*

Time Frame: Refer to *Initiative 1.5*

Initiative 2.3

Negotiation of October Africentric Professional Development (PD) Session

As a recognized Association of the Nova Scotia Teachers Union (NSTU)

(refer to K. Fells, Principal, GCJH)

Action Plan: Nova Scotia’s teaching force is recognizably not reflective of the African Nova Scotian family (student) population. With this, comes the reality that those teaching black children in Nova Scotia may not necessarily be equipped to effectively deliver and evaluate culturally-relevant pedagogy. Annually, in October, for more than 15 years, GCJH has hosted an Africentric Professional Development (PD) Day for educators. Yearly, attendance has grown since its inception. The October PD Day is currently offered but is not included within the scope of the Nova Scotia Teachers Union (NSTU) program. BEA would like to negotiate with the NSTU to recognize the training event as a session offered for the provincial PD day.

Time Frame: October 2013

Initiative 2.4

Host ANSSBM/EPA/RCH/RE/SSW Seminar Series

Action Plan: The Black Educators Association in partnership with other stakeholders (ACSD, CACE & ALI) through its affiliate members (educational support staff) develop seminars, workshops and present guest speakers to assist these BEA affiliate groups in professional development; creating more collegial working relationships in order to effectively address the needs of the African Nova Scotian community.

Time Frame: Annually there will be at least one seminar

Initiative 2.5

Establishment of an Administrative Mentorship Program

Action Plan: The Black Educators Association will work with the various school boards across the province in identifying and providing mentorship opportunities for potential African Nova Scotian candidates who are seeking administrative responsibilities. Past and present African Nova Scotian administrators will be called upon to facilitate this initiative.

Time Frame: August 2015

Initiative 2.6

Internet Course Delivery System Set-up

Action Plan: The Black Educators Association will seek opportunities with its membership and public or private industry to develop relevant curriculum content that can be accessed through the internet. Some areas of consideration would consist of cultural competency, adult education and resources for the Cultural Academic Enrichment Programs.

Time Frame: September 2017

Initiative 2.7

CAEP Annual Training Schedule

Action Plan: To ensure the smooth operation of BEA's Cultural Academic Enrichment Programs, a key component to success is providing Program staff with a wide-range of appropriate, relevant and cutting-edge training opportunities. BEA will design professional development training to be delivered to the full staffing complement twice annually. Additionally, the Association will host regional training sessions for CAEP staff.

Time Frame: Annually in the fall (September/October) and Winter/Spring

Initiative 2.8

Education Committee Summit

Action Plan: As a grass-roots organization in providing educational support to the African Nova Scotian community, education committees have been the vehicle used to address educational issues at the local level. It is important to bring members of the education committees together in order to develop their advocacy and leadership skills so that they are more effective in meeting the goals and objectives of their education committees in local communities.

Time Frame: Annually or bi-annually in October commencing in October 2012

Initiative 2.9

Junior High/High School Skill Enhancement Workshops

Action Plan: Recognizing the low numbers of junior high and high school aged students who take advantage of the CAEPs, there is a need to find alternative means to support their academic success. The BEA will develop and deliver weekend workshops across the province in the areas of study skills; how to write a paper, understanding the research process; and career-planning.

Time Frame: Spring of 2013

Strategic Directive 3.0 – Operations/Organizational Structure

Rationale:

The Black Educators Association, since its inception, has seen many changes as it has played a greater role in the educational development of the African Nova Scotian community. In 1994, the staff complement of the Association increased from two to ten additional full-time staff and over 100 part-time and term positions, with the addition of the Regional Educators (REP) Program and the Cultural Academic Enrichment Programs. Today, the Association has eighteen full-time staff, making us the largest black employer in

the province. With this increased responsibility came the requirement to manage the operations of this structure through sound policies and procedures. In the next five years, the Black Educators Association will focus on providing greater services effectively and efficiently to the community we serve in a professional manner.

Objectives:

- ❖ To develop a receptive and transparent organizational structure that takes into consideration constitutional needs, staffing allotments and program delivery services
- ❖ To use technology to increase the efficiency operation of the Association
- ❖ To become more visible in the African Nova Scotian community in support of community facilities
- ❖ To upkeep the physical structures of the Association
- ❖ To secure funding to maintain the staffing requirements of the Association

Initiative 3.1

Constitutional Convention

Action Plan: Refer to *Initiative 1.1*

Time Frame: Refer to *Initiative 1.1*

Initiative 3.2

Development of Information Technology/Services Delivery Province-Wide

Action Plan: The Black Educators Association will develop an internal network that would house all of our information technology through a central server which will provide the infrastructure to communicate and process documents with all employees and members across the province (emails, document compositories, and activity calendar). With virtual classrooms, (*see Initiative 1.6 & 1.7*), being established in rural and remote locations, the BEA will utilize these facilities for meetings with staff and membership and training sessions.

Time Frame: September 2012

Initiative 3.3

Regional Educator Offices Site Changes

Action Plan: The Strait and Cape Breton regional offices will be moved to the Upper Big Tracadie Church Hall and the Menelik Hall in Whitney Pier. This strategy will improve the Black Educators Association's visibility in both regions as we work directly out of these African Nova Scotian communities. Thus, this will provide some financial stability in sustaining these community centers, in coordination with the virtual classrooms and other programming.

Time Frame: July 2012

Initiative 3.4

**Regional Educator Staff Configuration – Increase of One Minimum
(Southwest & Metro region are crucial considerations)**

Action Plan: As reported in the 2008 VALE & Associates Report, on the review of the Regional Educators Program, it was recommended that additional staffing for the positions of regional educators be considered. In July of 2011, a proposal for the position of Communications and Strategic Initiatives Coordinator was developed for a one-year period, however; long term funding is required for this position. Additionally, with well over 120 employees and members within the Association, there is a need to have at least a part-time dedicated staff member to address the technology issues of the Association. The Black Educators Association will have ongoing discussions with the Department of Education (DOE) to secure long term funding in support of these initiatives.

Time Frame: March 2016

Initiative 3.5

Central Office Beautification Project and Library Upgrade

Action Plan: In 2011, the BEA financed extensive renovations to the Halifax Central Office. With the ownership of this location, there is an ongoing maintenance and space utilization consideration. In consultation with the Site Committee, a list of maintenance priorities and renovation projects will be presented.

For a number of years, the Association has maintained a space for a user-friendly library. Ideally, this media and reference centre would contain a collection of resources with a wide-range of topics of interest pertinent to people of African descent. Currently, BEA's information centre (library) has a limited number of periodicals, articles and book collections. The intent for the library upgrade is to create an inviting space that members may use or reserve for research projects; personal interest and/or committee work and to increase the available resources of which members could use on-site or sign-out. This beautification project would also feature changes to the existing cabinetry, IT station, light fixtures and window treatments.

Time Frame: April 2013

Strategic Directive 4.0 - Program Delivery

Rationale:

An assessment of the programs and services of the Association has been carried out; with the addition of the Communications and Strategic Initiatives Coordinator (CSI), the center of attention has been on reviewing program delivery under the Association. This past year, we have seen the creation of seven pilot sites for our Cultural Academic Enrichment Programs (CAEP) Programs, as we move towards revitalizing the quality of the program provided. In looking at the financial resources given to this particular initiative and others, it has become quite evident we are asked to do more with less. The Association needs to be able to document the qualitative as well as the quantitative successes of our programs to justify warranting additional funding. Thus, the Association will continue to evaluate and

monitor programs and services for full efficiency. In addition, we will seek to create and re-initiate programs and services and to seek other sources of funding in the development of program proposals.

Objectives:

- ❖ To secure sufficient funding for human resources in the delivery of high calibre programs that empowers participants to their full potential under the mandate of the Black Educators Association
- ❖ The Black Educators Association will seek to partner and find other sources of funding for program delivery
- ❖ The BEA will monitor and develop program standards and provide professional development of its programs
- ❖ To develop resources to support programs

Initiative 4.1
Career Jam

Action Plan: In the past, the Black Educators Association delivered a highly successful Career Jam for grade 10 and 11 high school students that exposed them to various career options and to help them in navigating through their career choices. These sessions consisted of using role models from the African Nova Scotian community, delivery of workshops in the area of accessing scholarships, bursaries and dealing with racism. This initiative will be reinstated in 2012. We will work to develop a joint partnership with the First Nations community in this endeavour, as we have common challenges in barriers towards motivating our learners to the importance of gaining a meaningful career.

Time Frame: Annually November 2012

Initiative 4.2
Pilot Elementary Recreational & Cultural Camp (Grades 4-6)

Action Plan: In partnership with ACSD, Brain Power will be expanded to other communities to enhance grades 4, 5 and 6 students' academic success. It is proposed that a cultural and recreational camp be provided for one week that would target grades four through six. Participants of this program would learn about their African Nova Scotian heritage and be introduced to leadership skills to aid in positive work and career experiences for their future. The Black Educators Association has various programs that generally target the primary to twelve (P-12) grades. A group that is under-served, and it appears to be timely in motivating them, now with the fast-paced world they are growing up in, is fourth to sixth graders (4-6) and BEA will collaborate with ACSD in ensuring expansion of its current programs.

Time Frame: July 2012

Initiative 4.3
CAEPs Annual Training Schedule and Regional Training

Action Plan: Refer to *Initiative 2.7*

Time Frame: Annually in fall (September/October) and Winter/Spring

Initiative 4.4

Education Committee Summit

Action Plan: Refer to *Initiative 2.8*

Time Frame: Annually or Bi-annually in October commencing in October 2012

Initiative 4.5

IT-Service Delivery

Action Plan: Refer to *Initiative 3.2*

Time Frame: September 2012

Initiative 4.6

REP Provincial Spelling BEE Instructor's Kit & Branding Materials for BEE Supportive of Our CAEPs model

Action Plan: In May 2006, in celebration of National Teachers Week, BEA hosted the first private screening of *Akeelah and the Bee* at Empire Theatres (Halifax, Nova Scotia) for its black communities, members, staff and stakeholders across the province with over 250 guests in attendance. Simultaneously, BEA introduced African Nova Scotian students and their parents and families to the idea of designing and implementing our own elementary language enrichment program --- *BEE Supportive of Our CAEPs*. The following year, in May 2007, BEA launched its flagship province-wide competition, the inaugural *REP Provincial Spelling BEE* with competitors from CAEPs, public and private schools and/or those who were being home-schooled. The challenging academic competition opened to up-to-100 students is a community-based activity outside the province's regular school curriculum. Its purpose is to focus on English language basics, foster learning of African Nova Scotian students studying the English language and to introduce and encourage students to compete in regional, national and international finals. In May 2011, BEA celebrated the Program's fifth year of success.

To ensure a high degree of program integrity and longevity, an instructor's kit will be developed which will be provided to site coordinators enabling them to deliver the program more effectively and in a more consistent manner. Additionally, materials will continue to be developed that emphasize its components and brand the program.

Time Frame: Annually on the fourth Saturday of May

Initiative 4.7

RCMP Educational Enhancement Project Model

Action Plan: In 2011, the Black Educators Association, in partnership with the RCMP and the African Canadian Services Division (ACSD) delivered an academic upgrading program

to prepare potential RCMP candidates to take the entry examination for joining the RCMP. This program has proven to be successful and through our Adult Education Coordinator, we'd like to continue to deliver this program on an annual basis. This can also be greatly achieved across the province with the use of Initiative 1.6.

Time Frame: Annually March to June

Initiative 4.8

Junior High/High School Skill Enhancement Workshops

Action Plan: Refer to *Initiative 2.9*

Time Frame: Refer to *Initiative 2.9*

Strategic Directive 5.0 - Community Development

Rationale:

The Black Educators Association needs to refocus its attention to our grass-roots affiliation in the way of education committees, by empowering them to become effective advocates at the local, regional and provincial level. The Association, from its earliest beginnings, prided itself on being actively involved in the communities, by loading up members' vehicles and visiting African Nova Scotian communities across the province to deliver workshops (course selection, study skills and parents rights in approaching schools), information sessions and responding to racial issues within the educational system. The Black Educators Association was in the forefront of assisting the communities of Preston and Digby, in launching complaints against their respective school boards with the Nova Scotia Human Rights Commission. With the implementation of Race Relations and Cross Cultural Human Rights policies across all school boards, the achievement gap, seemingly, continues to get larger for our learners.

The African Nova Scotian community has placed great hope in the education system addressing the needs of our learners, this has not been the case, and the community will have to explore and likely act on legal action to rectify the continued inequalities confronting African Nova Scotian learners. The Black Educators Association will have to take initiative and provide that leadership. Opportunities have to be provided in building the skill-sets of education committee members so that they become true advocates for their communities and learners. The Black Educators Association has to seek ways to be widely visible in the community, through our Regional Educators Program, as well as membership, in the delivery of workshops, information sessions and programming.

Objectives:

- ❖ To provide leadership and advocacy workshops for community members
- ❖ To build capacity to mobilize the African Nova Scotian community on educational issues
- ❖ To research and develop strategies to launch legal action against school boards
- ❖ To establish regional committees enabling communities to address local and regional issues

Initiative 5.1

Formation and Revitalization of Education Committees to Effectively Represent the Black Educators Association's (BEA) Regions within Nova Scotia

Action Plan: The Black Educators Association will work through the Regional Educators in the formation and revitalization of education committees across the province. Professional development will be given to all Regional Educators to assist in establishing these committees with expected outcomes in their respective annual goals and plans.

Time Frame: August 2014

Initiative 5.2

Census of the Black Community and Its Learners

Action Plan: A major issue confronting the Black Educators Association is the ability to identify our African Nova Scotian community and its students. The Black Educators Association will collect data and develop a database of African Nova Scotian learners across the province that would renew at least every three years. This will consist of working with local school boards and communities to identify these learners and their parents. This will also require the BEA to work through the politics of self-identifying as a major barrier to collecting data.

Time Frame: Spring of 2013

Initiative 5.3

The Formation of Regional Education Committees

Action Plan: To address the local educational issues, each region will form a regional education committee that will consist of representatives from each local education committee, inviting the African Nova Scotian school board member and school board staff, along with the regional educator. This group would meet quarterly.

Time Frame: April 1st of 2013

Initiative 5.4

Education Committee Summits

Action Plan: Refer to *Initiative 2.8*

Time Frame: Refer to *Initiative 2.8*

Initiative 5.5

Advocacy

Action Plan: Recognizing that the achievement gap for African Nova Scotian learners appears to have gotten larger, and that regional school boards have not been as receptive to addressing the needs of our children, the Black Educators Association must take the lead in mobilizing the communities through our education committees to seek legal action against school boards to force them to address the educational needs of African Nova Scotian learners. This would entail including political, as well as; monetary resources that will assist in researching and identifying test cases to be placed before our judicial system.

Time Frame: 2017

Initiative 5.6
Regional Educator Offices Site Changes

Action Plan: Refer to *Initiative 3.3*

Time Frame: Refer to *Initiative 3.3*

Strategic Directive 6.0 - Communications

Rationale:

In the past, it was quite clear who our audience was, in regards to the African Nova Scotian communities. Today, however, with the ever-increasing integration of people of African descent and bi-racial relationships throughout the province, it has proven a challenge to target and to rely solely on the traditional ways in which we have communicated to our communities. With the daily use of technology in our everyday lives, the Black Educators Association needs to take advantage of these technologies to communicate and brand the Association. This recent year, the BEA has updated its website presence; however; it further requires development. Because of our history, many in the general public have heard of the Black Educators Association but know little about what we do and the Association needs to inform the greater society of the variety of accomplishments, programs and services that we provide.

Objectives:

- ❖ To promote the services and programs that BEA provides
- ❖ To take advantage of technologies in the communication of the Association and its branding
- ❖ To inform the community of educational issues and activities of the Black Educators Association
- ❖ To strengthen internal communications in the smooth operations of the Association

Initiative 6.1
Quarterly Newsletter

Action Plan: The Black Educators Association will produce a quarterly newsletter which will be delivered as a hard copy and electronically. The newsletter will consist of the promotion of regions, education committees, BEA membership, programs and pertinent issues as they arise. Also, it will keep our communities informed of BEA's activities.

Time Frame: August 2012

Initiative 6.2
Interactive Calendar of Events

Action Plan: Utilizing the Black Educators Association website, we will create an annual calendar of events and coordinate with our educational partners to inform the membership and communities of the various programs and services offered by the Association.

Time Frame: 2012

Initiative 6.3
Promotional Web-based Video Clips

Action Plan: The BEA will embark on creating a number of video vignettes to promote BEA's *Math Camp*, the *BEA Open*, CAEPs, *BEA Career Jam*, education committee summits, the *REP Provincial Spelling BEE* and others.

Time Frame: July 2013

Initiative 6.4
Branding of the Black Educators Association (BEA)

Action Plan: Steps will be taken to breakdown the inconsistency with the images used to represent the Association. The Black Educators Association will respond to educational issues as they relate to African Nova Scotian learners and our communities, by establishing protocols that research the topic and provides clear and precise information by way of press releases.

Time Frame: Ongoing

Initiative 6.5
Video Communications

Action Plan: Refer to *Initiative 3.2*

Time Frame: September 2012

Initiative 6.6
Securing funding for the position of Communications/Strategic Initiatives Coordinator

Action Plan: Refer to *Initiative 3.4* (with a focus towards the Communications/Strategic Initiative Coordinator)

Time Frame: Long Term

Conclusion

The strategic planning process has provided us with an opportunity to have meaningful dialogue with all who are affiliated with the Black Educators Association. Through this dialogue, ideas for the direction that the Black Educators Association will take, is an exercise in consensus building. The Association has a clear vision as to the direction that it wishes to take in the next five years and that can be easily communicated internally and to our external partners. We would like to thank all of those who have participated in the development of BEA's vision for success in the next five years.

2012-2017 Five Year Strategic Plan
Time Frame Summary

	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
2012			4.7	4.7	4.6, 4.7	1.1, 1.3, 3.1, 4.7	3.3, 5.6, 4.2	1.6, 6.1	1.7, 3.2, 4.5, 6.5	1.2	4.1	1.5, 2.2, 6.2

2013			2.1, 2.9, 4.7, 4.8, 5.2	3.5, 4.7, 5.3	4.6, 4.7	1.3, 4.7	6.3			1.2, 2.3	4.1	
2014			4.7	4.7	4.6, 4.7	1.3, 4.7		5.1		1.2	4.1	
2015			4.7	4.7	4.6, 4.7			2.5		1.2	4.1	
2016			3.4, 4.7	4.7	4.6, 4.7	1.3, 4.7				1.2	4.1	
2017			4.7	4.7	4.6, 4.7	1.3, 4.7			2.6	1.2	4.1	5.5

- A) Initiative 2.4 – Annually
- B) Initiatives 2.7, 4.3 – Annually September/October and Winter/Spring
- C) Initiatives 2.8, 4.4, 5.4 – Annually or bi-annually in October, commencing in October 2012
- D) Initiative 6.4 – Ongoing
- E) Initiative 6.6 – Long Term