



# #15 Leadership

## BOARD POLICY

**Board Approval:** June 23, 2020  
**Effective Date:** Sept 1, 2020  
**Amendment Date:** N/A  
**Review Date:** Sept 1, 2022

## PURPOSE

HLG expects that exemplary leadership flourishes at all levels of the organization.

## DEFINITIONS

**Board** – the Board of Directors of HLG

**Characteristics of Leadership** – the noticeable qualities or features belonging to leaders, making them recognizable

**Competency** – an interrelated set of knowledge, skills and attitudes developed over time and drawn upon and applied to a particular context

**Employee** – an individual who is working under an employment relationship with HLG

**HLG** – Headwater Learning Group, the term for three independent charitable organizations-Calgary Academy Society, Headwater Learning Foundation, and Headwater Learning Solutions Foundation

**Leadership** – empowering others to surpass their potential and creating future leaders

**Stakeholders** – employees, representatives, students, parents, community members, or individuals who share a common interest in HLG

**Student** – a Student enrolled in Calgary Academy

## GUIDELINES

1. HLG strives to provide formal and informal leadership opportunities and initiatives for all members of the organization.
2. HLG recognizes leadership is a set of competencies, developed continuously throughout one's life.
3. HLG supports Employees in developing leadership competencies that are flexible and adaptable to emergent situations and opportunities.
4. Characteristics of exemplary leadership are to be supported and nurtured throughout all facets of HLG.
5. Leadership at HLG supports the personal and professional growth of Employees.
6. Leaders at HLG are committed to building relationships, trust and collaboration between Stakeholders, with an aim to enhance and promote all aspects of teaching and learning.
7. Reflective leadership recognizes the shared responsibility of all Stakeholders, and action from reflection is critical for positive student learning outcomes.
8. HLG supports Student leadership programs which offer opportunity for development of leadership competencies. Student leadership fosters responsibility and promotes an inclusive and respectful learning environment for all Stakeholders.

## REFERENCES

Teacher Quality Standard, Alberta Education

Leadership Quality Standard, Alberta Education

Superintendent Leadership Quality Standard, Alberta Education

## CROSS-REFERENCES

Board Policy – Belief Statements

Board Policy – Respectful Learning and Working Environments

Procedure – Characteristics of Exemplary Leadership

Support Staff Quality Standard

Support Staff Leadership Quality Standard