

#16 Stakeholder Engagement

BOARD POLICY

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| Board Approval: | June 23, 2020 |
| Effective Date: | Sept 1, 2020 |
| Amendment Date: | November 26, 2025 |
| Review Date: | November 26, 2028 |

PURPOSE

HLG engages richly with our Stakeholders to positively contribute in a collaborative manner to the broader educational context.

DEFINITIONS

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

Participants – Stakeholders that participate in an engagement process.

Stakeholders – Students, Employees, Board Members, Parents, community members, and individuals who have a direct or indirect interest in the school's mission, success, and operations.

Stakeholder Engagement – A process by which the values, needs, and concerns of the community are considered in decision-making.

GUIDELINES

1. HLG will align the Stakeholder Engagement process in a manner consistent with the requirements of the Private Schools Regulation, the Funding Manual for School Authorities, and the School Council Regulation.
2. HLG recognizes learning is maximized when Stakeholders are engaged and aligned in pursuit of a common vision.
3. HLG seeks to ensure meaningful, impactful, comprehensive and outcome-driven engagement when opportunities for Stakeholder participation arise.
4. HLG believes engagement is actualized through the reciprocal sharing of ideas and resources, and seeks to recognize the voices, expertise and benefits a broad network affords.
5. HLG recognizes that Stakeholder Engagement is essential to improving the quality of and accountability for education.
6. HLG ensures the purpose of the Stakeholder Engagement process, and the role of the Participants is clearly communicated. The outcome of the Stakeholder Engagement process will be reported back to the Participants.
7. HLG strives to involve, collaborate, and empower our Stakeholders as much as appropriate during decision-making processes (see Appendix A: Levels of Stakeholder Participation).

REFERENCES

Education Act, 2012, c E-0.3, as amended
Private Schools Regulation, Alta Reg 127/2022
Funding Manual for School Authorities
School Councils Regulation, Alta Reg 94/2019

CROSS-REFERENCE

Board Policy - Belief Statements
Board Policy - Privacy and Security of Information
F-10 - Records Retention and Disposal Procedure
Calgary Academy Annual Education Results Report (AERR)
Calgary Academy Strategic Plan

APPENDIX A

Levels of Stakeholder Participation

(Adapted from IAP2's *Public Participation Spectrum*)

| LEVEL | PURPOSE FOR PARTICIPATION | COMMITMENT TO HLG STAKEHOLDERS |
|--------------------|--|---|
| INFORM | To provide Stakeholders with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions. | To keep Stakeholders informed. |
| CONSULT | To obtain Stakeholder feedback on analysis, alternatives, and/or decisions. | To keep Stakeholders informed, listen to, and acknowledge concerns and aspirations. Where appropriate, feedback will be provided to Stakeholders on how input influenced the decision. |
| EVOLVE | To work directly with Stakeholders throughout the process to ensure that concerns and aspirations are consistently understood and considered. | To work with Stakeholders to ensure that concerns and aspirations are directly reflected in the alternatives developed. Where appropriate, we will provide feedback on how Stakeholder input influenced the decision. |
| COLLABORATE | To partner with Stakeholders in each aspect of the decision, including the development of alternatives and identification of the preferred solution. | To look to Stakeholders for advice and innovation in formulating solutions and incorporate ideas and recommendations into the decisions to the maximum extent possible. |
| EMPOWER | To place final decision-making in the hands of Stakeholders. | To implement the decisions of Stakeholders. |