



# #16 Stakeholder Engagement BOARD POLICY

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

## PURPOSE

HLG is committed to engaging richly with our families and community as we seek to maximize learning and opportunities for all Stakeholders, positively contributing to the broader educational context.

## DEFINITIONS

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

**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.

**Parent** – a parent or legal guardian of a student of Calgary Academy

**Participants** – members of the Stakeholder Community that participate in an engagement process

**Representatives** – directors and contractors of HLG

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

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

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

## GUIDELINES

1. HLG recognizes learning is maximized when the Stakeholder Community is engaged and aligned in pursuit of common vision.
2. HLG seeks to ensure meaningful, impactful, comprehensive and outcome-driven engagement when opportunities for community participation arise.
3. HLG believes engagement is actualized through reciprocal sharing of ideas and resources, and seeks to recognize the voices, expertise and benefits a broad network affords.
4. HLG recognizes Stakeholder Engagement is essential to improving the quality of and accountability for education.
5. HLG will ensure the purpose of the Stakeholder Engagement process and the roll of the Participants is clearly communicated. The outcome of the Stakeholder Engagement process will be reported back to the Participants.
6. HLG will strive to involve, collaborate and empower our Stakeholders as much as appropriate during decision making processes (see Appendix A: Levels of Stakeholder Participation).

## REFERENCES

## CROSS-REFERENCE

Board Policy – Belief Statements

Board Policy – Privacy and Security of Information

F-10 Records Retention and Disposal Procedure

## APPENDIX A

### Levels of Stakeholder Participation

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

LEVEL	PURPOSE FOR PARTICIPATION	COMMITMENT TO HLG STAKEHOLDERS
<b>INFORM</b>	To provide Stakeholders with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To keep Stakeholders informed.
<b>CONSULT</b>	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.
<b>EVOLVE</b>	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.
<b>COLLABORATE</b>	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.
<b>EMPOWER</b>	To place final decision-making in the hands of Stakeholders.	To implement the decisions of Stakeholders.