



# STRATEGIC PLAN 2021 - 2025

Innovation and equity in education.





HEADWATER  
LEARNING SOLUTIONS

# MISSION

We empower learner achievement by delivering customized education models through partnerships and our interdisciplinary network of specialists.

# VISION

To be a catalyst for learning excellence and innovation.

At Headwater Learning Solutions, we believe...

1

we are all learners, continuously redefining what is possible.

2

the skills learners need to thrive in and lead the world of tomorrow are constantly evolving.

3

educational leadership to transform teaching practices and build capacity is critical to improving outcomes for underserved learners.

4

innovation is central to positively impacting the future of learning and education.

5

every learning community is unique.

6

authentic relationships and forward-thinking collaborations amplify our impact.

# INTRODUCTION

With a history interwoven with supporting Calgary Academy's focus on serving unique learners, Headwater Learning Solutions has evolved into an outreach organization. With an original focus on broadening its impact on education and shaping the future of learning, Headwater Learning Solutions began to see a distinct trend in the unmet needs of learners, and the vision around improving equity and innovation in education solidified. Utilizing and adapting the learning systems that makes Calgary Academy students successful, Headwater Learning Solutions helps other marginalized learners—specifically in underfunded inner-city schools and on-reserve schools.

The 2021-2025 Strategic Plan charts an ambitious future for this growing organization. With a mandate and vision to improve equity and innovation in education, Headwater Learning Solutions will grow its projects to support a greater number of learning communities, while simultaneously bringing customized learning products to market and initiating thought leadership conversations on the future of education across Canada and the United States. Ongoing communication and collaboration with its partner organizations Calgary Academy and Headwater Learning Foundation will strengthen the connection between the organizations and rally the community around improving learner achievement in a rapidly changing world.



**GREG BASS**  
President & CEO



**GARY PURCELL**  
Board Chair



# OVERVIEW

By 2025, Headwater Learning Solutions will spark national action to improve under-served learner outcomes and educator efficacy.

## GOAL ONE

Authentic relationships expand our community

## GOAL TWO

Innovation and equity in education are advanced

## GOAL THREE

Knowledge is shared and amplified

To achieve these three goals, HLS must embed these elements in all that it does:

1. Innovation and creativity
2. Professional learning
3. Leadership
4. Reconciliation
5. Researched, evidence-based action
6. Culture of philanthropy
7. Strong governance



## GOAL **ONE**

# Authentic relationships expand our community

Central to any learning community are relationships: between educator and learner, between education partners, and between the education system and society. Through intentional collaboration and efforts to grow and connect a variety of networks, Headwater Learning Solutions will expand its diverse network in service of creating opportunities for and magnifying project impact.

**OUTCOME 1**

**Diverse networks are connected and fostered.**

**STRATEGIES**

Year 1 (complete) Expand the network of education and business partners.

Year 2 Continue to expand the network of education and business partners to develop HLS' client pool.

Year 3 (Draft) Facilitate sister-school partnerships within the HLG network.

Year 4 (Draft) Expand offerings into business consulting.

**OUTCOME 2**

**Project-driven growth creates flexible staffing opportunities.**

**STRATEGIES**

Year 1 (complete) Create organizational design structures within HLG network to create agile staffing opportunities.

Year 2 Develop a project repository to identify past, current, and possible future work.

Year 3 (Draft) Leverage experts to grow the train-the-trainer model.

Year 4 (Draft) Launch an innovation incubator project.



GOAL  
**TWO**

# Innovation and equity in education are advanced

Headwater Learning Solutions believes education can be better, for all learners. A primary focus of this work is the Indigenous Education Initiative, which strives to improve equity and access for Indigenous youth. Simultaneously, work continues nurturing innovation and building an inclusive, transformative vision for the future of learning that meets the needs of all learners.



## OUTCOME 1

### **Creativity is a precursor to innovation and entrepreneurship.**

#### STRATEGIES

Year 1 (complete)      Develop an innovation action plan and decision-making framework grounded in equity and impact.

Year 2      Refine the innovation incubator approach.

Year 3 (Draft)      Create an innovation community and explore options to connect and share learnings

Year 4 (Draft)      Refine and expand the innovation action plan.

## OUTCOME 2

### **Indigenous youth succeed in a changing global society.**

#### STRATEGIES

Year 1 (complete)      Pursue additional funding opportunities to grow the number of partnerships in the Indigenous Education Initiative.

Year 2      Expand the Indigenous Education Initiative.

Year 3 (Draft)      Continue to solicit funding opportunities to grow impact on learning communities.

Year 4 (Draft)      Continue to expand the Indigenous Education Initiative.

A person wearing a bright yellow sweater is pointing at a document on a laptop screen. The document has a blue bar chart and a pink sticky note. The background is blurred, showing other people in an office setting.

## GOAL **THREE**

# Knowledge is shared and amplified

A small team can do great work; a small team with a global network can change the world. The work being done through Headwater Learning Solution and its partners is too important to be limited by in-person access. Sharing learnings, results, and programs ensures the greatest number of learners and learning communities are impacted as quickly as possible.

## OUTCOME 1

### Educational tools and services are effective and empowering.

#### STRATEGIES

Year 1 (complete) Promote and showcase Literacy Links.

Year 2 Expand evidenced-based service offerings.

Year 3 (Draft) Develop a digital platform to share professional learning.

Year 4 (Draft) Continue to expand digital learning offerings.

## OUTCOME 2

### Knowledge is shared with our global learning community.

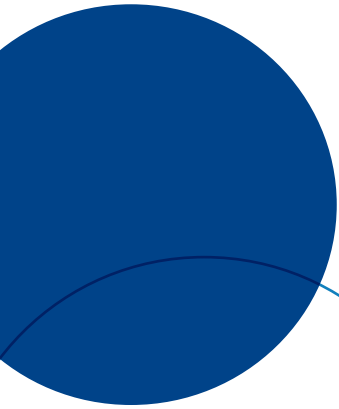
#### STRATEGIES

Year 1 (complete) Develop educational thought leadership offerings.

Year 2 Execute in-person and virtual thought leadership offerings.

Year 3 (Draft) Support competency development with the HLG network.

Year 4 (Draft) Continue to grow thought leadership series into new topics and markets.



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