EDUCATION: PROGRAMS

Policy 512.14.1-G
(previously 602.14.1-G)

Leadership Guidelines

Introduction

Leadership is everyone's business. Through our individual and collective actions we can positively influence the lives of others and the environment around us. Specifically, leaders model the way, inspire a shared vision, innovate and create, enable others to act, and celebrate success. Effective leaders continually ask "what structures, knowledge, and skills are needed to create a culture where everyone shows leadership, takes responsibility for results, and demonstrates high performance?" Our success in environmental leadership depends on our School District's capacity to enhance, build and sustain collaborative relationships amongst our students, staff, parents, and community partners to transform our shared vision into actions.

Effective Leadership Practices at the District Level
- Empower the Richmond Sustainability Action Team to develop and implement the 5-year dynamic District Sustainability Action Plan
- Empower School and site based Green Teams to create a brief statement of purpose and plans of action that align with the Environmental Stewardship Policy and the District Sustainability Action Plan
- Develop a three year action plan to enhance environmental stewardship leadership development
- Create networking opportunities for staff, students, community partners to share effective best practices in order to inspire, celebrate, educate, and plan for succession
- Ensure there is District environmental stewardship staff to develop, coordinate, and implement Environmental Stewardship initiatives in the various Guidelines of Effective Practice and District Sustainability Action Plan
- Inspire students, parents, staff, stakeholders, and community to become environmental stewards

Effective Leadership Practices in School/Site

Collaboration
- Invite, involve, and collaborate with students, teachers, support staff/custodians, administrators, parents, and community groups to build ownership and shared responsibility and to develop a shared purpose and plans of action
- Develop and agree on the guidelines for effective collaboration e.g. mutual respect, activate all voices, active listening, trust, shared responsibility for results, commitment to continuous improvement, regular meetings
- Liaise and collaborate with the District Environmental Sustainability Action Team

Continuous Improvement
- Commit to a Plan-Do-Study-Act model to continuous improvement with a goal of leading to consistent and behavioural changes in two areas: leadership development and green development
- Begin by collecting baseline data on leadership development and green development

- Develop action plans with SMART (specific, measurable, attainable, realistic, timely) goals/short term and long term performance targets as well as activities, timelines, roles and responsibilities, resources, budget, assessment and evaluation tools, communication tools, etc.
- Use the District Eco-Wise Assessment Tool to document and evaluate progress regularly e.g. September/October, January/February, May/June; submit year end progress report to the District Sustainability Action Team

Commitment to the Triple Bottom Line Assessment
- Assess your Green Team's effectiveness and whether projects have Educational/Social impact:
  - What is the Green Team trying to do? Is it working? How do we know? What will we do next?
  - How does being involved on the Green Team enhance environmental knowledge, skills and attitudes?
  - How does this project enhance environmental stewards development and leadership capacity?
- Assess your project plan for Environmental impact:
  - How does this project decrease the school/site's ecological footprint through conservation and restoration?
- Assess your project plan for Economical impact:
  - How does this project reduce overall use of resources and funds?

Leadership - "Be the Change that you want to see in the World"
- Create an environment and culture where everyone shows leadership, takes responsibility for results, and demonstrates high performance
- Create multiple entry points for people to lead
- Create leadership development programs to build leadership capacity for student and staff
- Create a communication initiative which regularly communicates results, acknowledges commitments, and identifies and celebrates successes, culminating in an annual report to the District Sustainability Action Team; have a Green Team Sustainability Contact to liaise with the staff, a Green Team Student Council Contact to liaise with the Student Council, and a Green Team Contact to liaise with the District Sustainability Action Team
- Inspire students, parents, staff, and community to become environmental stewards
- Empower a site Green Team with the following responsibilities: develop a brief statement of purpose (shared vision); develop, coordinate, and implement the site's Green Action Plan with its SMART goals/performance targets, budgets, activities, timelines, evaluation tools (as aligned with the Environmental Stewardship Policy and the District Sustainability Action Plan); commit to meet regularly to develop as a group; use the District's Green Team Leadership Development Tools; reflect on the responsibility of representing stakeholder voices in decision making; define roles and responsibilities; use the Eco-Wise Assessment Tool; and develop succession strategies

Learning for All
- Capitalize on the teachable moments of the Green Projects e.g. curriculum connections, social responsibility objectives, 21st Century Learning/Personalized Learning, ecological literacy
- Engage everyone in environmental sustainability education through collaborative opportunities, networks, study groups, workshops, presentations, etc.
- Provide regular opportunities for sharing and communicating progress to everyone through regular updates at staff and departmental meetings, student council meetings, PAC meetings, athletic events, school-wide assemblies, local and global conferences, electronic message boards, etc.

- Document student environmental stewardship learning in electronic portfolios and course credit as well as leadership/volunteerism commitments in service hours
- Organize cross district networking opportunities to share on two levels: effective practices for supporting Green Teams and successes and challenges of green projects

Project Plan for Developing A Green Team

Developing a successful Site Green Team takes time and begins with a plan. Remember that groups go through a number of phases such as 'form, storm, norm and perform' so be patient as your Green Team evolves and develops over time.

Step 1: Form your Green Team by inviting interested students, staff, parents, and community members to join. Use teambuilding strategies to create a safe, supportive, caring, trusting, creative, and inspiring environment that values all members and activates all voices.

Step 2: Create a shared vision/statement of purpose as aligned to the Environmental Stewardship Policy.

Step 3: Assess and determine focus by using the Eco-Wise Assessment Tool to help identify what's working, what's not working, and next steps

Step 4: Collaborate, innovate, develop and implement two Plans of Action. Develop one plan to support Green Team Development and one plan to support Green Project Development

Step 5: Assess and revise the two Plans of Action: Green Team Development and Green Project Development

Step 6: Celebrate successes and extend appreciation

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Appendix 1 – Practical Actions for Leadership Development

- Create awards to give to school/site Green Team Champions
- Establish secondary-elementary feeder school partnerships
- Establish succession and mentorship opportunities
- Organize end-of-year leadership development opportunities and "passing of the torch" for Green Team
- Lead school-wide campaigns with performance targets at the classroom and school levels:
  - Meatless Monday
  - Trashless Tuesday
  - Walk to School Wednesday
  - Paperless Thursday
  - Triple Sweater Friday