

# ICP



Edition 1  
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## LINKING LEADERS MAGAZINE

**SUSTAINABLE  
LEADERSHIP**

**GLOBAL CHANGE  
MANAGEMENT**

**Ethics**

**AI**

**DATA**



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ACT LOCALLY  
THINK GLOBALLY







# 2019

As we are about to end the 4th month of 2019, schools in the northern hemisphere will be looking forward to their summer break, whilst schools in the southern hemisphere are settling into the academic year and entering winter.

People across the world will remember the start of 2019 for different reasons. For some of our ICP members it will be remembered for the positive things that happened such as the reduction of conflict in war torn countries, thus enabling children to return to school. Others will remember the natural disasters that struck certain countries, the massacre in New Zealand and the tragedy of Ethiopian Airline Flight 302, which crashed. Our sincere condolences are extended to you, if you had to deal with the tragic loss of loved ones and countrymen. I trust that whatever we have experienced in the first quarter of the year, and when the pain subsides, we will find the inner resolve to continue to be the hope generators for future generations.

I sincerely hope that the first quarter of the year has also brought rich experiences for principals across the world as ICP associations invested in the professional development, enrichment and support of its members.

The ICP executive too has been very busy participating in various programmes and ensuring that our profile and impact continues to grow. This newsletter highlights our participation in these events. Our thanks and appreciation are extended to those organisations and individuals, who have opened the doors for ICP.

As leaders of schools and associations, we are all very aware of the injustices and high levels of corruption in our world today and the impact it has on the young people we serve. As I commence my term in office as ICP president, my desire is that Ethical Leadership will become our focus for 2019, coupled with collaborative efforts of ICP members to work for the greater good.

I invite you to join ICP member associations from across the world in Shanghai for the council meeting, where we will discuss the work of ICP and how we can all contribute to making a difference in our world.

Thank you for the work you are doing to 'brighten the corner where you are.'  
Alta van Heerden  
ICP President



You may remember that 18 months ago ASCL brought together an Ethical Leadership Commission, including representatives of other leadership associations, faith leaders, governors and the English Chief Inspector of Schools. To avoid a narrow focus on UK issues, I was delighted to be asked to represent ICP on the Commission.

Since then the Commission has come a long way, exploring a variety of ways in which ethical challenges facing schools and their leaders can be addressed. ICP members have contributed to the process by sharing ideas and suggestions, completing a Moral DNA survey and through the active involvement of ICP executive in seminars during ASCL's conference in Birmingham in March. Carolyn Roberts, a London head teacher who chairs the Commission, also led an ICP webinar on the topic in May 2018.

The final framework produced by the Commission can be found on the ICP website. A few weeks ago I was delighted to be part of a very successful launch event at London University, an event which was also attended by our Past President, Fiona Forbes.

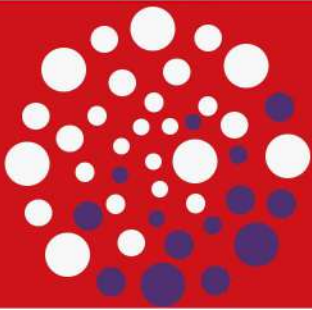
Speaking to a packed room, Carolyn gave an eloquent keynote exemplifying what each element of the framework meant in practice, explaining why ethical leadership mattered so much. Carolyn was supported by government representatives and the Chief Executives of the National Governors Association and the College of Teaching, both of whom will be taking forward the continuing project. At the end of the event, I was part of a panel which attempted to address a series of ethical dilemmas posed by members of the audience (for example, what is the ethical way to deal with an underperforming teacher, how can one address questionable behaviour by a leader in another school and what can one do to encourage schools to work together for the common good?)

I was struck how some of the leadership behaviours discussed by the code were demonstrated during the launch. The event was certainly full of the optimism that it suggests leaders should display and there were repeated reference to the need for the qualities of courage and honesty which are frequently referenced in the document. I am pleased to say the the framework also emphasises the need for leaders to show kindness and a spirit of service and this approach to leadership underpinned the whole event.

Ethical leadership is a continuing part of ICP's strategic plan and over the coming months we will explore further how elements of ASCL's project can be transferred to our broader international dimension.







# ICSEI

**International Congress for  
School Effectiveness and Improvement**

Those who attended ICP Council in Killarney last year will remember the powerful keynote from Dr Karen Edge. During her presentation, Karen talked about the power of leadership organisations to be advocates on behalf of their members. As part of this she suggested that a group of ICP member organisations should consider presenting a paper at the International Congress for School Effectiveness and Improvement which was being held in Stavanger, Norway in January 2019.

Karen was true to her word and proposed the seminar to the organising committee of ICSEI and a group from ICP was duly invited to attend. Hence after an introduction from Karen, Executive Member Peter Kent was able to spend around ten minutes describing the work of ICP and the crucial part that it plays in bringing together leadership organisations from across the world. Newly elected Executive Member Maria Doyle from Ireland and Ian Anderson from Australia then spoke about their home associations and the role that they had played as advocates for leaders within their system.

Whilst the seminar came towards the end of the conference and so was attended by a relatively select group, it raised the profile of ICP and member organisations at a conference which until then had been largely focused upon university based research. The process of preparing the seminar was also hugely valuable, highlighting future opportunities for university academics and school leaders to collaborate in ongoing research.

The value of having authentic testimony from practitioners is now recognised as an essential element in research fora since the application of outcomes from such research is highly dependent on school leaders for success. It was very evident at ICSEI that networks of academics share valuable information on the application of a diversity of global challenges which are translated into system reform in many countries. Professional associations supporting and advocating for school leaders globally have used networking to great effect over many years and through these connection many have influenced systemic change in their own countries. There can be no doubt that a collaborative union between academics and leadership organisations can produce meaningful and credible research papers that can influence and motivate system change globally.

ICP is fully committed to supporting and progressing this collaborative approach to global change management into the future thus ensuring more equitable opportunities and outcomes for students globally through enhancing quality school leadership. Powerful partnerships, nurtured at national and international level will assist school leaders and academics working together to make for a better future. This will undoubtedly be enhanced by 'Acting Locally and Thinking Globally'.

## STAVANGER, NORWAY







# BETT 2019

On January 24th 2019 ICP presented collaboratively with the Microsoft Team at a half day workshop as part of BETT 2019. The workshop was a resounding success with about 100 people attending. Anthony Salcito, Vice President of Education at Microsoft, opened the workshop with a very informative presentation on Demystifying AI in School. The second segment of the workshop saw Drs Maria Langworthy and Cathy Cavanaugh present on Data Analytics and the use of analytics as tools to aid teaching and learning. The final segment was a workshop facilitated by the ICP on leading AI and Data Analytics in schools with an ethical approach. This section of the workshop had participation from Carl Ward Past President ASCL, Sheree Vertigan ICP Executive Secretary and Fiona Forbes ICP Past President. While each of the segments was discreet, together they told a story about the critical role that leadership must play in shaping a school-based response to AI and data analytics. The workshop was designed to be interactive and for each participant to connect the information back to their own setting through identifying processes and procedures that they could use when they returned to their school or system position. The participants' task was quite

challenging but the feedback was extremely positive and commented on the need for rich dialogues with colleagues. This collaboration was a follow up from previous meetings with Microsoft and a desire to find, 'Schools of the Future: Leading with AI (artificial intelligence) and Data Analytics,' some common ground to consciously bring ICP members into the EduTech space through our Microsoft Partnership. As a result, ICP will continue to find ways to collaborate with Microsoft in 2019 to ensure that our members have a work stream on EduTech into the future in ICP activities.





# W I S E ALL-IN NETWORK

On 19th February 2019 WISE held the final of a three-part series of WISE ALL-IN meetings that began in 2018. Reports on ICP's attendance and participation in this series of meetings has been featured in previous 2018 communications to members.



The February meeting was a direct build from the New York Meeting in September 2018. The All-IN network is a purposeful network of WISE selected leadership organisations of which ICP is one. The focus of the Paris meeting was to develop work plans for the areas that were identified in New York. Although the membership of the Network has remained constant, we were joined by some additional leadership organisations and thought leaders who had not previously attended. Their input added to this meeting and led to some very rich conversations as well as some very interesting sharing sessions about leadership programs from around the globe. There were sessions about leadership development in Morocco, India, Lebanon, South Africa and Kenya. These are being run by NGOs. In addition to this there were sessions from OPC/ISL, Bastow Institute in Victoria Australia, NISL USA and The Hong Kong Institute.



The day was facilitated by Dr Simon Breakspear, with input from Beatriz Pont, OECD, Steve Munby UK and Tony MacKay USA/Australia.

WISE@Paris summit followed the next day with its theme Education Futures; Fostering Learning Societies. Some of the main presenters were Andreas Schleicher, Audrey Azoulay DG of UNESCO, plus panel discussions and workshops on school leadership as well as decrypting the future of work and cultivating global citizenship.





# SUSTAINABLE LEADERSHIP



IPPN CEO, Páirc Clerkin

Sustainability is the theme of our conference and I believe it is the key to unlocking the potential of school leadership. A crucial element of sustainability in our schools is the wellbeing of all the people in the school community, including the school leader.

In my view, our key responsibility as school leaders is to nurture positivity within the school environment – for everyone working and learning within it. It's not only about a culture of wellbeing. If the system, and we as school leaders, work to make the role more sustainable it will have a direct impact on our wellbeing. But you have to be able to sustain yourself first and foremost. 'A tree with strong roots can withstand the most violent storm. But the tree can't grow roots just as the storm appears on the horizon'. We need to work on developing those roots now in our schools and we need to make it a priority - for the sake of our own wellbeing and the wellbeing of everyone around us.

To make school leadership sustainable, we must develop a culture of shared leadership, a genuine sharing of responsibility and accountability. For that to work, middle leadership posts must be restored in all schools - having a full complement of assistant principals is critical. The work we put into middle leadership reaps rewards in the long-term. Development of leadership capacity in our schools should take priority over most other objectives. To focus on leading teaching and learning, school leaders also need to be supported by a highly-skilled and well-paid administrator to take ownership of school administration.

All change must be sustainable. If we are forced to take on too many initiatives or if we take on too much ourselves, if we proceed too quickly, if we don't prioritise appropriately, then the change becomes counter-productive. Managing change is one of the great challenges we face as school leaders – as is knowing when and how to say no!



# SUSTAINABLE LEADERSHIP

Looking back over my own time in school, if there is one thing I would do differently it would be to develop my communication skills to help my school community understand and appreciate why we need to prioritise and why we must say no at times. When a staff member or a parent comes to me suggesting that we take on another initiative, I would explain that we are already working on agreed priorities to improve the school. Ultimately we need to respect our own plan if we want others to respect it!

We also need to demand a system which itself plans in advance, communicates those plans clearly to schools, respects school autonomy and acknowledges school leaders who prioritise. The work of the Primary Education Forum will be crucial in terms of planning and managing system change more effectively. As Andy Hargreaves said at our recent symposium, we need fewer initiatives, and more initiative! As part of our own involvement in the Forum, we will continue to push for a system that focuses on sustainability for schools, and for school leaders.

IPPN also plays a crucial role in promoting sustainable leadership for our members. Since 2000, IPPN has been supporting and advocating for Irish primary school leaders.

While we have advocated loudly and relentlessly in relation to the very challenging role of the Teaching Principal right from the beginning, we have placed increased focus on this since September 2015 when we stated that achieving one Leadership and Management Day per week for all teaching principals was our top priority. The progress hasn't been what we had hoped and we understand that pay parity was prioritised in the last budget. One leadership and management day has to become the norm for every teaching principal. This will continue to be our top priority until it has been achieved.

We need to let go of that tendency towards perfectionism. For some things, 'good enough' has to be good enough! You can do this job but you cannot do it all and you certainly can't do it all on your own.

We are acutely aware of the issues school leaders are dealing with. We collaborate closely with the education partners to agree joint lobbying initiatives and are collectively working to improve the situation on the ground for our members. Progress is being made. We are hearing the right things from key people that they 'get' the issues and are working towards solutions. And I want to assure you that we will continue to work tirelessly on your behalf.





# INTERNATIONAL EXECUTIVE LEADERS PROGRAM (ELP)

Over the past twelve months the ICP Executive has worked with NESLI [www.nesli.org](http://www.nesli.org) to bring our members an exciting new development for School Leaders. Over the past few months we have sent out a lot of information about the opportunity, which we hope you have shared with your members.

The intent is that the International Executive Leaders Program (ELP) is more than just another course. It is a way to bring networks of leaders from around the globe together in a shared learning experience in leadership - this is something uniquely ICP.

We are seeking your support as a member of ICP to send at least one or two of your members who are senior leaders - either within your organisation, your department of education or indeed schools, to be part of the inaugural cohort. We hope that you will select and support these leaders to participate and in turn they will give you clear and salient feedback about the course. This cohort will also be offered a group slot to do a presentation about their experiences on the course at the Shanghai Convention, 23 – 25 October 2019.

The first cohort will be the trailblazers and to this end we have arranged some significant scholarships to make it more affordable to participate. As a result ICP will forgo all royalties from the first cohort in order to pass these directly onto you our members. The new fee for participation will be \$3500US (\$5000AUS).

We have had great feedback about the content of the course and have attracted some significant Thought Leaders' participation.

Prof Brian Caldwell (Melbourne Uni)

Prof Phil Riley (Australian Catholic University)

Dr Karen Edge (UCL)

Dr Beatriz Pont (OECD)

Steve Munby (UK)

Prof Allan Walker (Hong Kong Institute)

Prof Pedro Noguera (UCLA)

Dr Cathy Cavanaugh, from Microsoft provides an IT lens and questions for each of the modules.

The course begins in early May and registration can be made by using the URL below.

<https://www.nesli.org/elp.html>

We sincerely hope that you are able to support ICP in this new and exciting venture as we embark on one of our dreams - to lead leaders through our collective networks and enhance the profession.

ICP Executive





# **African Confederation of Principals' Council meet in eSwatini (Swaziland)**

On 21 and 22 February 2019, The African Confederation of Principals (ACP) Council meeting was held at eSwatini (formerly known as Swaziland) and was chaired by the ACP President, Indimuli Kahi from Kenya. Countries represented at the meeting were Nigeria, Kenya, Ghana, Uganda, eSwatini, Lesotho and South Africa. The meeting was honored with an address by the Inspector for French in the Ministry of Education of eSwatini. She applauded the positive contribution of Principals Association in education and pledged the support by the Ministry as eSwatini will host the ACP Conference in 2022. Present was Africa Representative at ICP, Thembi Ndlovu who encouraged all African Associations to be members of ICP. The strategy 'Each-One-Reach-One' to recruit more African Associations to be members of ACP and ICP was discussed.

The next ACP CONFERENCE will be held in Nigeria on 24 - 28 August 2020 in Abuja, International Conference Centre. Registration will be announced in due course.

Thembi Ndlovu  
ICP Representative for Africa



ACP Council in eSwatini traditional attire



Council members sitting with the eSwatini Director of French in the Ministry of Education, Anelisa Stofels





# ISRAEL

On my recent trip to Israel in March I was most fortunate to meet with two school principals who are starting the first school leaders only association in Israel. They are calling their association Manhigim and they will be representing school leaders from all sectors in Israel. It is a very exciting venture and Orit and Yoav are two passionate current practicing school leaders co-leading its development. They will also be joining ICP in May when the association is more operational. I was invited by Principal Yoav to visit his school dance extravaganza on my last night in Tel Aviv. It was a world class set of performances that drew from all ages in the senior high school. Pieces were choreographed by the students with their teachers and others were well known dance routines. There was ballet, as well as contemporary dance but all of it was of the highest quality. Some pieces were the students' exam pieces. A thoroughly enjoyable evening and one that I will never forget not only for the performances which were a huge credit to the students, the teachers and the school community, but for the warmest welcome I received given by Yoav and Orit and all who I met in my short time in Tel Aviv and Jerusalem.

Fiona Forbes  
Immediate Past President







*ICP aspires to encourage a sense of belonging and active participation in the worldwide education community by promoting and improving educational outcomes globally.*

*The strength of ICP comes from the active participation of over 40 membership organisations in rich conversations about school leadership, thus strengthening advocacy opportunities and the dissemination of research findings to a global audience.*

*In January 2019, representation on the ICP Executive saw some changes in personnel. Peter Kent (ASCL) has taken over the General Representative role while Thembekile Ndlovu (SAPA) is the newly elected African Representative. It is my honour and privilege to hold the position of Europe Representative on the ICP Executive for the next two years. As Thembi and I have significant experience as school leaders in South Africa and Ireland we are proud to be part of a high quality global school leadership organisation and are determined to progress with a focused drive to attract more principal associations in Europe and Africa to join ICP.*

*We look forward to having focused conversations with European and African school leaders on matters that affect them in the execution of their leadership roles and making purposeful connections to grow the ICP community.*

*By growing a dynamic membership, ICP can provide opportunities for school leaders to contribute to global conversations and influence policy in areas that directly impact on them. We therefore encourage European and African school leadership associations to contact us to exchange ideas that can support and promote school leadership globally. We look forward to having some rich and challenging conversations.*

*Maria Doyle  
President of Irish Primary Principals Network  
(2015/2017)  
Europe Representative to Executive of ICP  
(2019/2020)  
e-mail: maria.doyle@ippn.ie*

*Thembi Ndlovu  
President of the South African Principals' Association  
(2016/2018)  
President of ACP (2016/2017)  
Africa Representative to Executive of ICP (2019/2020)  
e-mail: thembekile2@gmail.com*





**CONNECTING LEADERS  
CREATING THE FUTURE**

**2019 INTERNATIONAL CONFEDERATION  
OF PRINCIPALS CONVENTION**

**23 - 25 OCTOBER 2019**

**EAST CHINA NORMAL UNIVERSITY,  
SHANGHAI, CHINA**

**EARLY BIRD REGISTRATION, 30 APRIL '19**

**ONLINE REGISTRATION PORTAL,  
18 DECEMBER 2018 - 30 SEPTEMBER 2019.**

<https://gems.eventsair.com/icp2019/online-registration>

<https://gems.eventsair.com/icp2019>

**INVITED SPEAKERS**

**JACK MA  
MICHELLE GIBBINS  
STEVE MUNBY  
VICKI PHILLIPS**

**PROF. YONG ZHAO  
ANDREAS SCHLEICHER  
EMERITUS PROF. MARK BRAY**