

Welcome!



The Association Of International Schools in Africa

AISA 2019 Conference

21 - 23 November 2019
Cape Town, South Africa



Ever Consider Leading an International School?



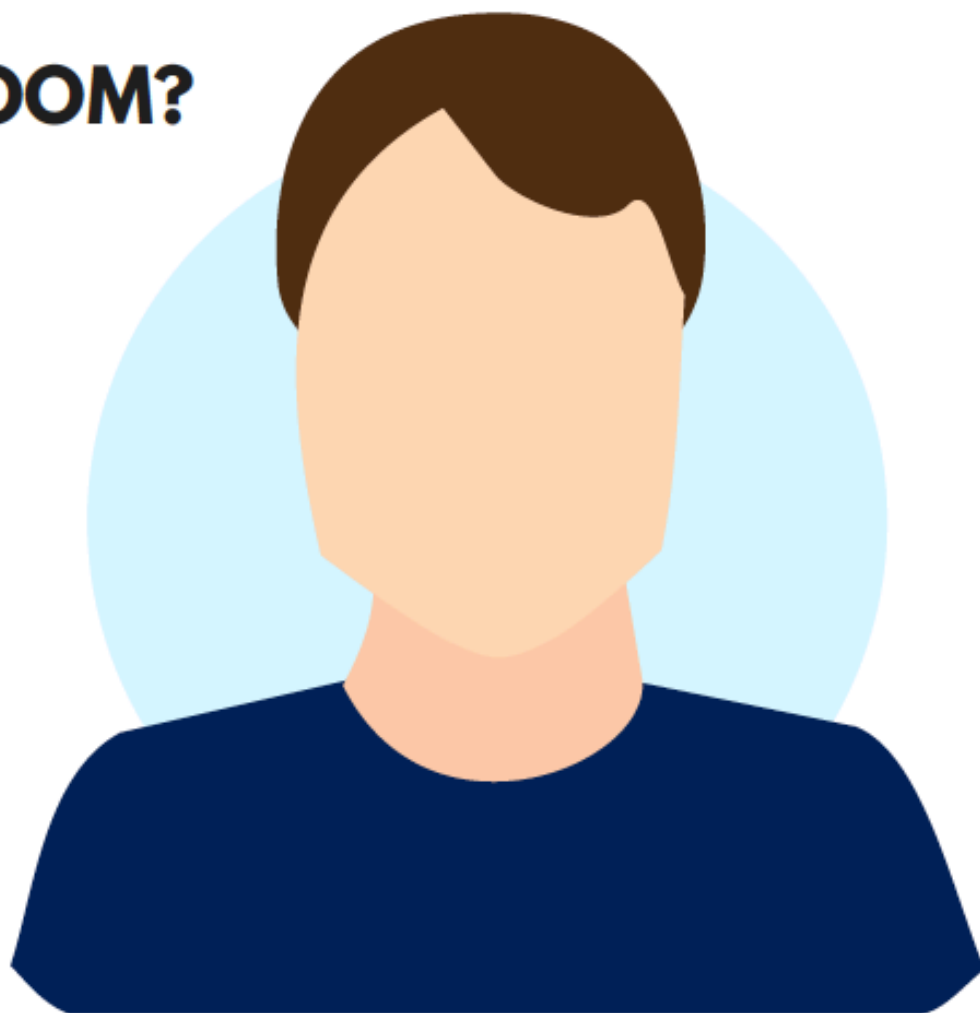
**Presented by Deborah Welch, CEO
Academy for International School Heads**

**Cape Town, South Africa
November 2019, AISA Conference**

WELCOME!

WHO IS IN THE ROOM?

Senior Leadership?
Principals? Deputy
Principals?
Department Heads?
Teachers?
Other?



Overview

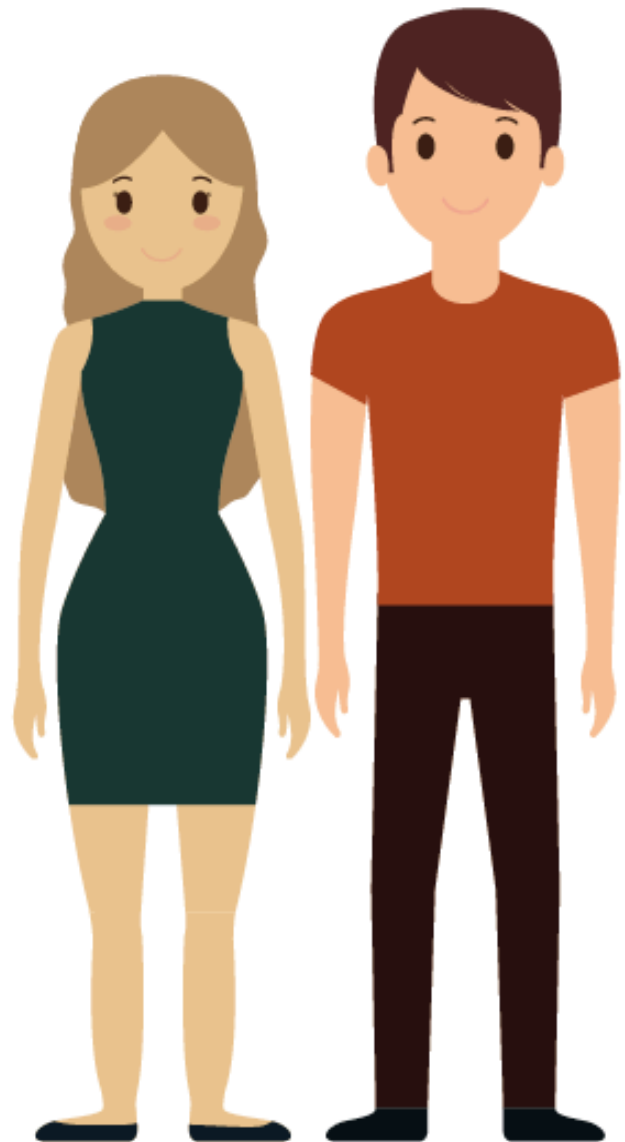
What attracts you to the Headship?

Market Projections

What is the position of Head of an
International School?

How might you best prepare?

"Greatest Joys and Hardest
Moments"



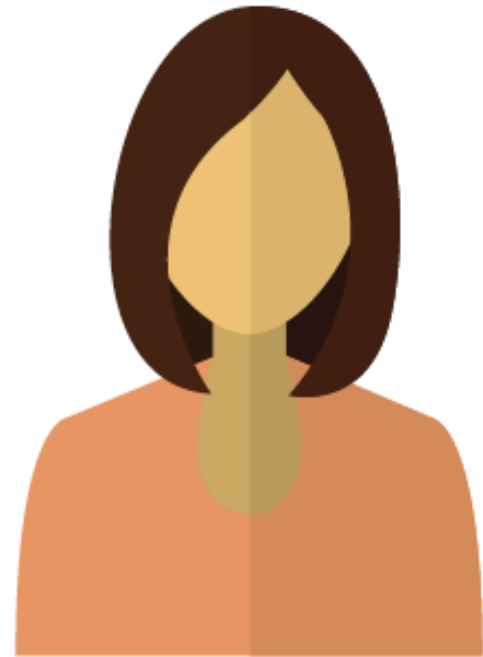
AISA's Essential Understandings



- We are here to collaborate as we learn; the experts are all those in the room.
- We value the diversity of our region and of the people working in our schools.
- All voices have equal worth and the same right to be heard.
- Difference in opinion and thought is something we value.
- Learning should be fun, there is fun in learning.

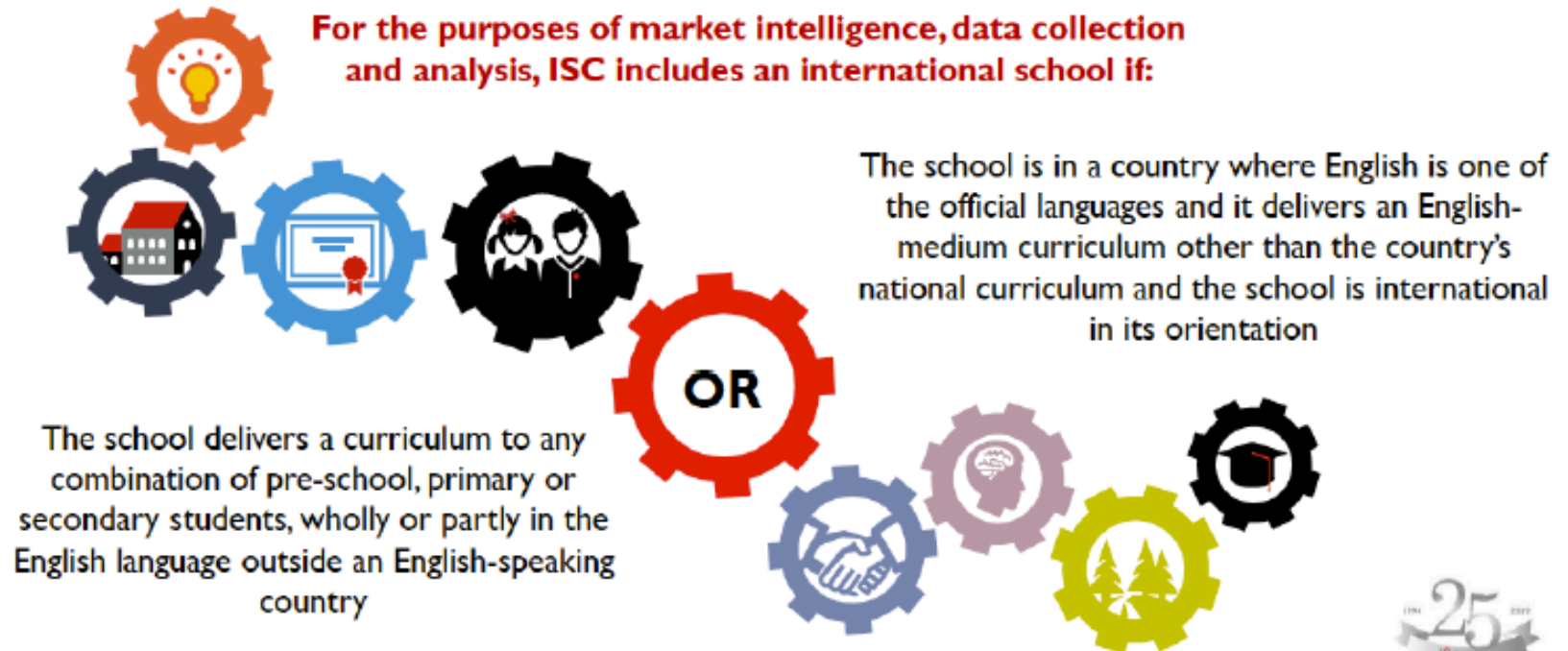
What attracts you to the Headship?

What leads you to believe you might be an effective Head of School?



Projections

ISC CRITERIA



HOW HAS THE INTERNATIONAL SCHOOLS MARKET CHANGED IN THE LAST 30 YEARS?



Student Demographics



1989



Student Demographics



2019



INTERNATIONAL SCHOOL MARKET

CURRENT GROWTH DRIVERS

- Demand from local families
- Demand from Asian expatriate professionals
- Demand for mid-price schools
- Demand for school brands
- Demand for bilingual learning
- Continued demand for English-medium learning, globally-recognised qualifications and reliable pathways to higher education



KEY TREND

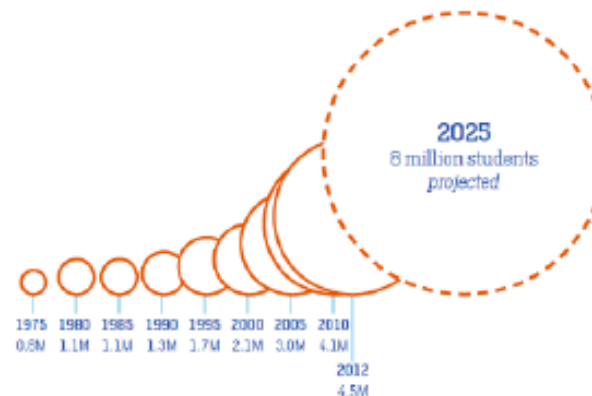
GLOBAL UNDERGRADUATE DEMAND

Global higher education student mobility at an all-time high & will continue to grow...

(currently 5.5 million students)
... a major driving factor for international school campus development.



Long-term growth in the number of students enrolled in higher education outside their country of citizenship

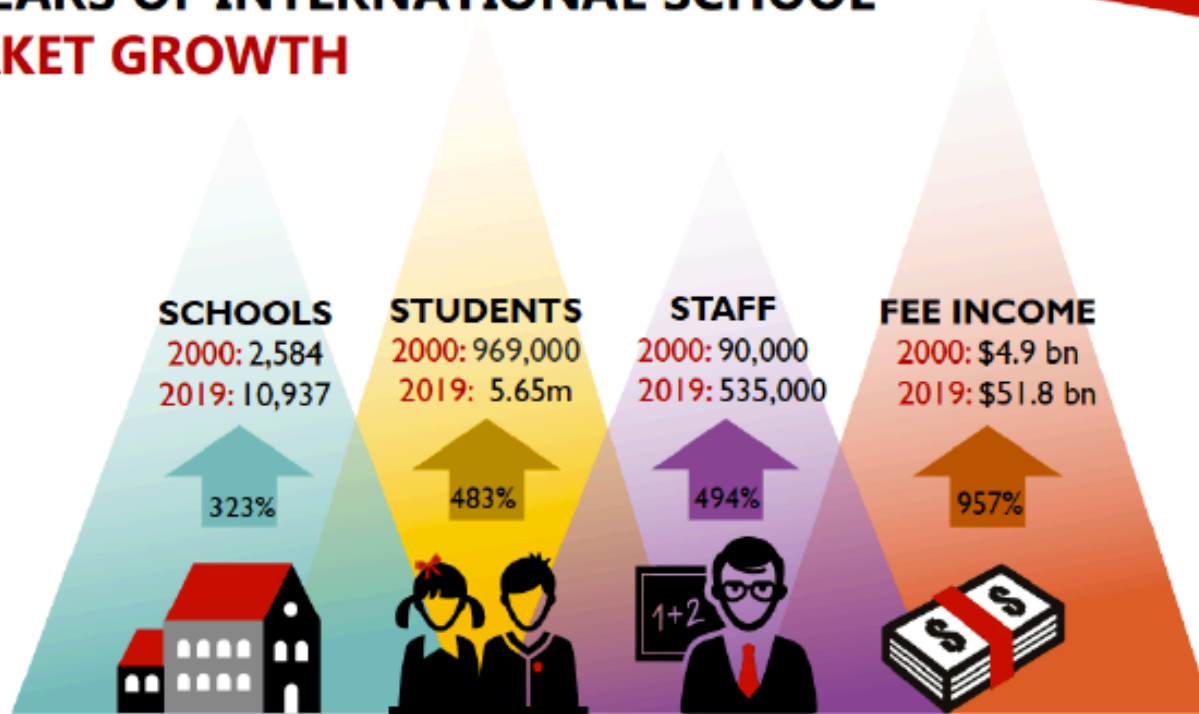


NOTE: International Students include degree-seeking and non-degree-seeking students.
SOURCE: OECD, Education at a Glance. Figure retrieved from Institute of International Education, Project Atlas



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19 YEARS OF INTERNATIONAL SCHOOL MARKET GROWTH



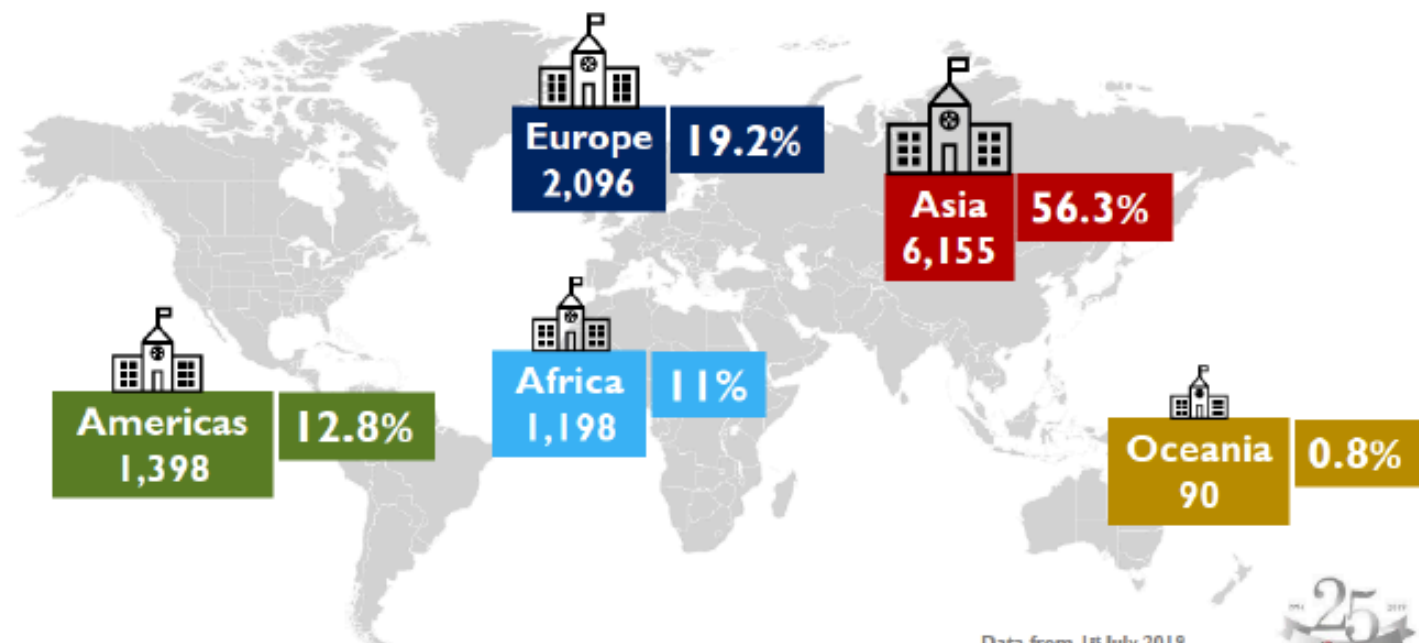
Data from 1st July 2019



Data and intelligence on the world's K-12 international schools market

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GLOBAL MARKET BY REGIONS



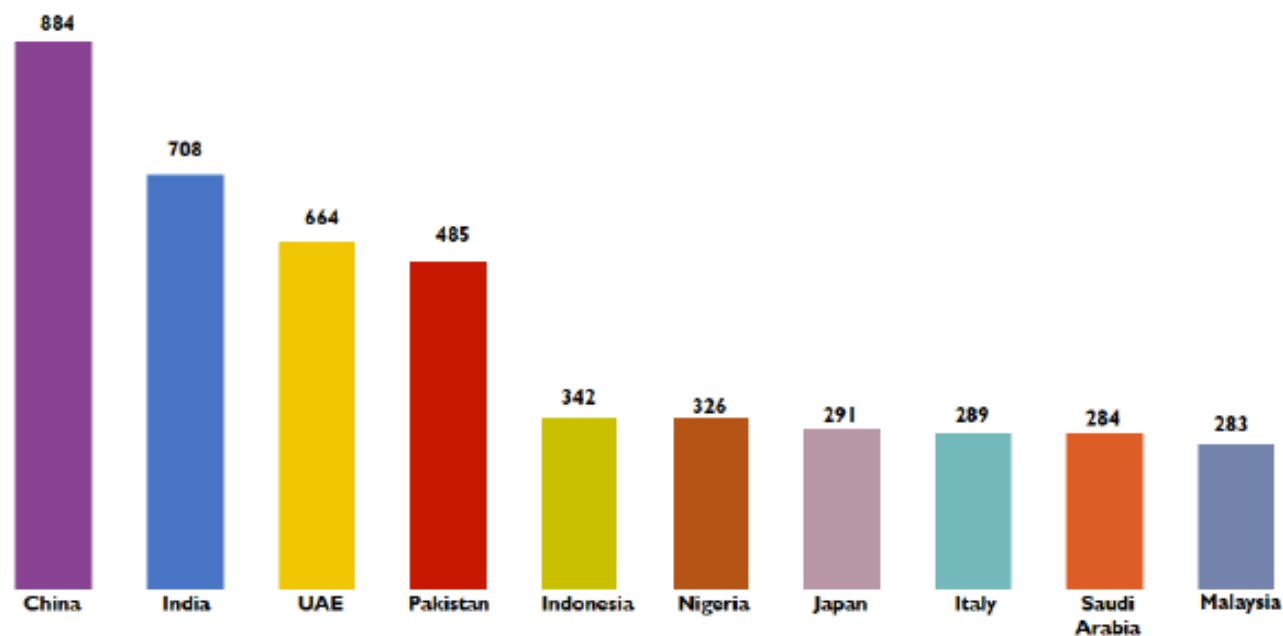
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TOP TEN COUNTRIES INTERNATIONAL SCHOOLS IN 2019



Data from 1st July 2019

Data and intelligence on the world's K-12 international schools market







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Professional capital will be the biggest challenge..."

Gaskell, ISC Research

GLOBAL PROJECTIONS THE MARKET IN 10 YEARS

	2000	2019	by 2029
 Schools	2,584	10,935	18,929
 Students	970,000	5.66 million	10.6 million
 Staff	88,000	536,000	1.03million
 Fee Income USD	\$4.9 billion	\$51.8 billion	111,500

Data from July 2019



Data and intelligence on the world's K-12 international schools market

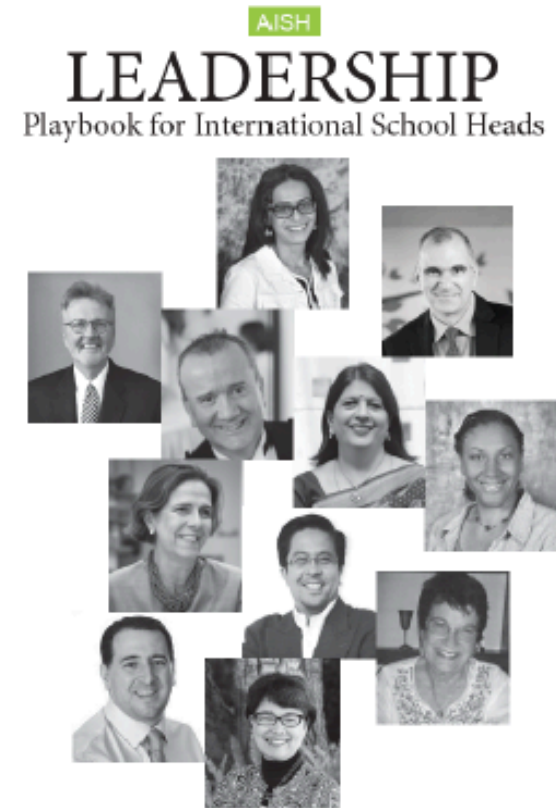


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What is the position of Head of an International School?

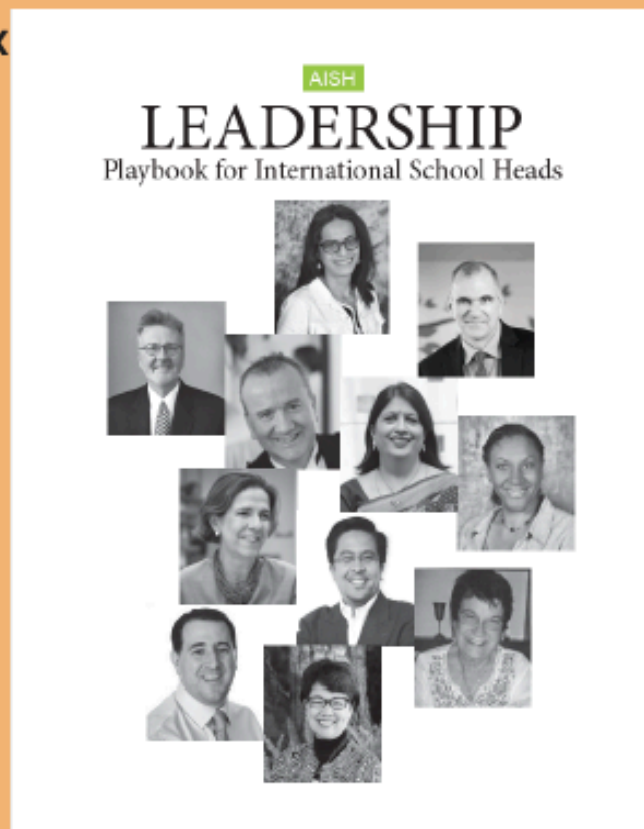
www.academyish.org

What are the responsibilities of the work as well as the skills and practices of leaders that enable a school community to thrive?



"Say Something"

1. We'll divide the group into six conversation groups.
2. Go to the Standards on pages 7-8. Skim the six different Standards so that you have an understanding of the six areas.
3. Then as a group, you'll be given one area to explore in further depth. Read the indicators (bullets).
4. Allow time for each person to "Say Something" about the leadership area. This could be a question, example, experience, insight, memory...
5. Be prepared to report out about your Standard to the larger group. Provide a summary of the area and examples.



Threads of Leadership

The Threads run throughout our actions as leadership practices that enable us to achieve extraordinary results. Whatever our play, it is the Threads that take us beyond the basics to achieve our mission-driven goals.

Model the Way

International School Heads serve as Lead Learners and show people how to “walk the talk” each step of the way towards the school’s purpose. They co-create standards of exemplary behavior based on the school’s core documents (mission, vision, values, and learning outcomes). They treat others the way that they wish everyone in the organization be treated and intentionally set and demonstrate behavioral norms for all to follow.

Inspire a Shared Vision for Learning

Heads should lead with a clear, brave vision in mind, preferably one that is co-created with the school community. With this compass, Heads relentlessly articulate, motivate, and interpret the desired future state of the learning organization, encouraging individual and collective learning along the way. Every interaction is an opportunity to both clarify the vision, measure and reinforce actions that move us the intended direction.

Challenge the Process

Lifting people’s sights beyond the status quo toward a compelling future is the Head’s daily task. They support innovative ways for the school community to design its future, establishing a safe and trusting culture in which thoughtful risk-taking is the norm. Seeking ever-improved systems and welcoming divergent views are embraced as part of the constant learning ethos.

Enable Others to Act

School leaders intentionally build collaborative communities in which all members’ views are sought and respected. Power is thoughtfully shared in order to demonstrate trust and maximize the potential of both individuals and the group. Teams are intentionally constructed to reflect the diversity that the community represents, and they are given real responsibility to effect progress towards the desired goals.

Encourage the Heart

Heads nurture the collective international community spirit of the school by inviting members to be active participants, honoring and recognizing the unique contributions that each member brings to the group. With empathy and compassion, leaders guide students and adults to be reflective, positive contributors, motivating each individual to be their best self in the service of the school’s mission.

Adapted with permission: *The Five Practices of Exemplary Leadership Model*, JAMES M. KOUZES and BARRY Z. POSNER, *The Leadership Challenge*, John Wiley & Sons, Inc., Hoboken, New Jersey, 2017.

Threads of Leadership



Andy Page-Smith

Coreen Hester

Tim Carr

**As you reviewed
the Standards and Threads...**



**...what has become clear to you
about the position of Head of
School?**

Imagine you are interviewing for a Headship position...



Which areas would you list as strengths?

What questions do you have about the non-strength areas?

You have been flown into a school as a finalist for the Head of School position...



...and introduced to the Board's search committee. You've told the group a bit about your background. Now is the time for questions from the committee.

A Board member asks, "As succinctly as possible, why should we hire you? What are your greatest strengths and give us one improvement area."

Do a one minute video on your phone or laptop of your response and share it!

How might you best prepare?

Keith Cincotta, Senior Leadership
Executive, International School Services

Norma Hudson, Senior Consultant,
Search Associates

Pauline O'Brien, Director of Career &
Recruitment Services, Council of
International Schools

Fred Wesson, Senior Search Consultant,
Carney, Sandoe & Associates



Panel of International Heads of School



Mary Ashun
Ghana International School

Caroline Brokvam
American School of Antananarivo

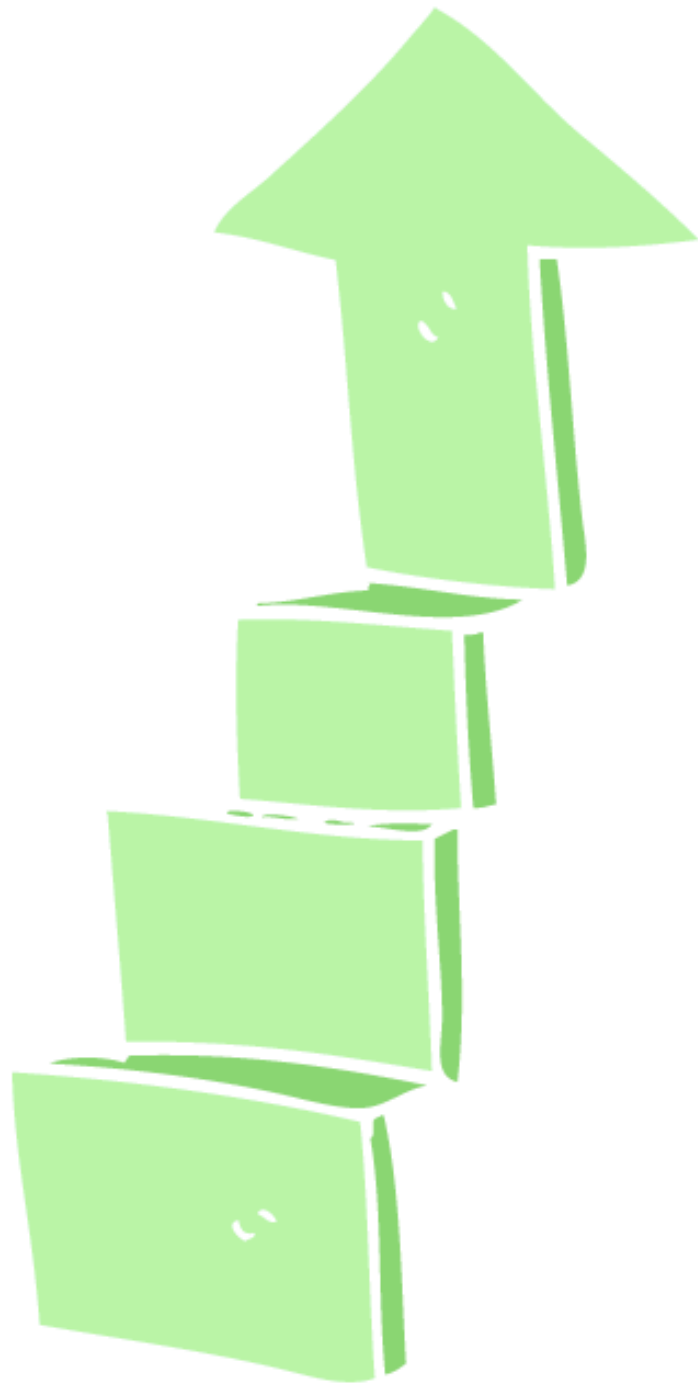
Bridget Davies
Khartoum American School

Alan Knobloch
International School of Dakar

Andy Page-Smith,
American International School of
Johannesburg

Next Steps

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Save the Date



Thank you for joining us at
AISA's 50th Anniversary
Conference

We hope to see you next year:

Cape Town

19 – 21 November 2020

