

2015

DARE TO LEAD  
PROFESSIONAL  
SERVICES

Principals  
Australia  
Institute  
*Learning. Leading.*

*Dare to Lead*

partnership builds success.



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## Introduction

Dare to Lead, as a part of Principals Australia Institute, is a project which supports school leaders and their teams to improve the educational outcomes of their Aboriginal and Torres Strait Islander students and to promote reconciliation amongst all students.

Dare to Lead is positioned uniquely in school leaders' professional learning space by:

- Providing access to a network of 5500+ schools who have made a commitment to improving outcomes
- Supporting a network of professional discussion across schools in all systems and sectors - colleagues working with colleagues
- Using the expertise of experienced principals as facilitators
- Facilitating a wide range of activities to suit the full range of school contexts
- Providing a planning framework for future action
- Offering flexibility in professional support to suit individuals' professional learning needs
- Being connected to jurisdictions but remaining independent of them
- Being profession-initiated and profession-led



**Collegial - Networked - Relevant - Strategic - Flexible - Experienced**

Increasingly, schools are engaging the Dare to Lead team to provide tailored services to individual schools and clusters

This brochure outlines some of the professional support services which will be available in 2015. Customising of support services is also available.

Schools and clusters are invited to consider the activities as described and also consider how Dare to Lead may be able to tailor them to suit a local context.



Since 2010 , Dare to Lead has facilitated more than 650 inservice activities, in excess of 850 Collegial Snapshots and worked in professional support partnerships with 20+ jurisdictions, regions and clusters.

## Dare to Lead Professional Services Links to themes

The Dare to Lead Professional Services link to key themes :

		Leadership	School Capacity	Community	Planning	Leading Change
1	Australian Curriculum: have we taken the right path?	✓	✓	✓	✓	
2	Collegial School Snapshots: whole-school focus	✓	✓	✓	✓	✓
3	Collegial School Snapshots: a personal focus on the school leader	✓	✓	✓	✓	✓
4	Developing quality leaders: Leadership Development Program	✓	✓	✓	✓	✓
5	School cluster approaches to school-community partnerships	✓	✓	✓		
6	Personalised Learning Plans: planning for personalised learning	✓	✓			✓
7	Enhancing partnerships with Aboriginal and Torres Strait Islander Staff	✓	✓	✓		
8	Building community engagement capacity	✓	✓	✓		

Other professional services are also available and can be tailor-designed to suit your school or network.

# 01 | Australian Curriculum: Where to now?

This interactive workshop begins to unpack the Australian Curriculum and look at how it can play a big part in building all students' knowledge and understanding of Aboriginal and Torres Strait Islander Australia. It takes account of the emerging Australian Curriculum environment.

This workshop provides a sense of 'the whole' and is equally useful to primary and secondary school settings just as it is to all enrolment profiles, including schools who have no Aboriginal and Torres Strait Islander students.

This workshop can be presented in an individual school or in a cluster; typically, a 2-3 hour workshop.

This workshop is well suited to whole-staff audiences.

## Links to the Principals Australia Institute L5 Framework

### Leadership:

Starts from within	✓✓
Is about influencing others	✓✓
Develops a rich learning environment	✓✓✓
Builds professionalism and management capability	✓✓
Inspires leadership action and aspirations in others	✓✓

## Links to National Professional Standard

Leading teaching and learning	✓✓✓
Developing self and others	✓✓
Leading improvement, innovation and change	✓✓✓
Leading the management of the school	✓
Engaging and working with the community	✓✓✓

### Australian Curriculum: Where to now?

What's in it for school leaders?

- Develops strategic knowledge and understanding of the Australian Curriculum and how it can play a wider role beyond the classroom
- Practical leadership and planning tools for school implementation

Typical cost: \$1,000 + GST

Cost by negotiation with regions, sectors, associations for bundled packages.



## 02 | Collegial School Snapshots: Whole School Focus

The Collegial School Snapshot is initiated by the school principal who invites the Dare to Lead Principal to investigate the school's current situation in Aboriginal and Torres Strait Islander education.

The process involves a series of carefully-structured discussions with Aboriginal and Torres Strait Islander students, parents and teachers as well as other students, parents, teaching staff, school executive and support staff. The process also includes an analysis of relevant, accessible school data.

At the end of the process the school principal will participate in a collegial feedback session with the Dare to Lead staff. A confidential report will then be provided within two weeks containing commendations and recommendations for further actions. Dare to Lead staff will also offer support to implement the recommendations.

The process for most schools takes one or two days, with one or two Dare to Lead facilitators, as negotiated according to the local needs.

Regions, clusters and sectors can negotiate their approach for their schools with Dare to Lead staff.

A return Snapshot (usually at a lower cost) after two to three years is also useful to measure the changes and achievements.

### Links to the Principals Australia Institute L5 Framework

#### Leadership:

Starts from within	✓✓
Is about influencing others	✓✓
Develops a rich learning environment	✓✓✓
Builds professionalism and management capability	✓✓✓
Inspires leadership action and aspirations in others	✓✓

### Links to National Professional Standard

Leading teaching and learning	✓✓✓
Developing self and others	✓✓
Leading improvement, innovation and change	✓✓✓
Leading the management of the school	✓✓✓
Engaging and working with the community	✓✓✓

### Collegial School Snapshots: Whole School Focus

What's in it for school leaders?

- Develops strategic knowledge and awareness in Aboriginal education across the whole school
- Practical leadership and planning tools for school implementation
- Provides independently-gathered data for your school's planning via the comprehensive written report
- Provides a safe, collegial and confidential process facilitated by principal colleagues
- Offers an effective Professional Development stimulus

Typical cost: From \$2,000 + GST

Cost by negotiation with regions, sectors, associations for bundled packages.



# 03 | Collegial School Snapshots: A Personal Focus on the School Leader

Unlike the whole-school Collegial School Snapshot which has a focus on evaluating the effectiveness of programs and strategies across the school, this Snapshot format focuses specifically on the actions and interactions of the leader individually.

This workshop asks: to what extent do the leader's actions and interactions enhance or impede the school's strategies in Aboriginal and Torres Strait Islander education?

This Collegial School Snapshot format is initiated by the school principal inviting Dare to Lead Principal staff to investigate the school's current situation in Aboriginal and Torres Strait Islander education and how it is led by the Principal. The process involves a series of carefully-structured interviews with Aboriginal and Torres Strait Islander students, parents and teachers as well as other students, parents, teaching staff, school executive and support staff. Unlike in a whole-school Snapshot, Dare to Lead staff will use a range of pre and post evaluation tools.

At the end of the process the school principal will participate in a collegial feedback session with the Dare to Lead staff. A confidential report containing commendations and recommendations follows.

The underpinnings link to current research in school leadership. This process will be of interest to school leaders who work in a performance management environment and may be useful as part of an individual's performance planning.

The process typically takes one day. A return Snapshot after two to three years is also useful to measure the changes and achievements.

Links to the Principals Australia Institute L5 Framework	
<b>Leadership:</b>	
Starts from within	✓✓✓
Is about influencing others	✓✓✓
Develops a rich learning environment	✓✓
Builds professionalism and management capability	✓✓✓
Inspires leadership action and aspirations in others	✓✓

Links to National Professional Standard	
Leading teaching and learning	✓✓✓
Developing self and others	✓✓
Leading improvement, innovation and change	✓✓✓
Leading the management of the school	✓✓✓
Engaging and working with the community	✓✓✓

### Collegial School Snapshots; A Personal Focus on the School Leader

What's in it for school leaders?

- Develops strategic knowledge and awareness in Aboriginal education across the whole school
- Practical leadership and planning tools for school implementation
- Provides independently-gathered data for your school's planning via the comprehensive written report
- Provides a safe, collegial and confidential process facilitated by principal colleagues
- Offers an effective Professional Development stimulus

Typical cost: \$2,000 + GST

Cost by negotiation with regions, sectors, associations for bundled packages.

overall, the process has been very rewarding for me.....

..I would have no hesitation on highly recommending this process to colleagues....

..the Personal Snapshot has helped to provide more substance and a practical dimension to the Standard.....

...as a reflective practitioner, I liked the concept of a 'personal review' of my leadership.....

Previous 360-degree feedback processes I have been involved were impersonal....unlike this one....

testimonials



# 04 | Developing Quality Leaders: Leadership Development Program

This workshop gives the opportunity for participants to build understanding and personal knowledge in the leadership of Aboriginal and Torres Strait Islander education across their sphere of school influence.

This professional development activity builds participant leadership capacity so they can have a significant impact on whole-school change. The workshop is interactive, informative, discussion-based and stimulates personal reflection. During the process, participants have access to reflection tools, planning tools, exemplars of good practice and an opportunity to transfer this learning to their own school setting through identifying and investigating current school practices.

The workshop extensively uses the Principals Australia Institute L5 statements, draws on current research and the Aboriginal and Torres Strait Islander Education Action Plan. The workshop model is highly engaging and interactive.

This professional learning is delivered in a **three-day** format, comprised of two initial days of learning experiences followed by a ten-week workplace based inquiry and then a third day of sharing and further challenges. There is also a **two-day** format.

The audience for this session typically includes school leaders, middle managers, aspiring leaders, school Aboriginal and Torres Strait Islander Committee members and regional staff.

Links to the Principals Australia Institute L5 Framework	
<b>Leadership:</b>	
Starts from within	✓✓✓
Is about influencing others	✓✓✓
Develops a rich learning environment	✓✓✓
Builds professionalism and management capability	✓✓✓
Inspires leadership action and aspirations in others	✓✓✓

Links to National Professional Standard	
Leading teaching and learning	✓✓✓
Developing self and others	✓✓✓
Leading improvement, innovation and change	✓✓✓
Leading the management of the school	✓✓✓
Engaging and working with the community	✓✓✓

### Developing Quality Leaders: Leadership Development Program

What's in it for school leaders?

- Develops leadership density in Aboriginal and Torres Strait Islander education across the whole school
- Provides tools and knowledge to explore school based issues with your team
- Fosters the sharing of effective practice from other schools, systems, states and sectors
- Provides practical leadership and planning tools for school implementation

Typical cost: \$600 + GST per participant for full program ; \$500 for a two-day format pp

Cost by negotiation with regions, sectors, associations for bundled packages.



# 05 | School Cluster Approaches to School-Community Partnerships

The program was developed to support clusters of schools working together. The learning experience gives participants strong evidence about their leadership of Aboriginal and Torres Strait Islander education.

This program builds leadership capacity to work effectively in partnership with community and other principal colleagues and develops capacity to implement actions as a collegial cluster.

The process builds on and develops capacity to inspire actions in others as part of the cluster by developing a formal partnership agreement.

This program is tailored to suit a localised context. The program is delivered within a cluster of schools over a three month period.

The various components of the program *include*:

- + individual school collegial Snapshots
- + presentation of a cluster Snapshot report showing commonalities of strengths and challenges
- + dedicated professional development sessions
- + community partnership planning day
- + further planning to support the partnerships.

Each step of the process includes various school and community participants.

Links to the Principals Australia Institute L5 Framework	
<b>Leadership:</b>	
Starts from within	✓✓✓
Is about influencing others	✓✓✓
Develops a rich learning environment	✓✓✓
Builds professionalism and management capability	✓✓✓
Inspires leadership action and aspirations in others	✓✓✓

Links to National Professional Standard	
Leading teaching and learning	✓✓
Developing self and others	✓✓✓
Leading improvement, innovation and change	✓✓✓
Leading the management of the school	✓✓✓
Engaging and working with the community	✓✓✓

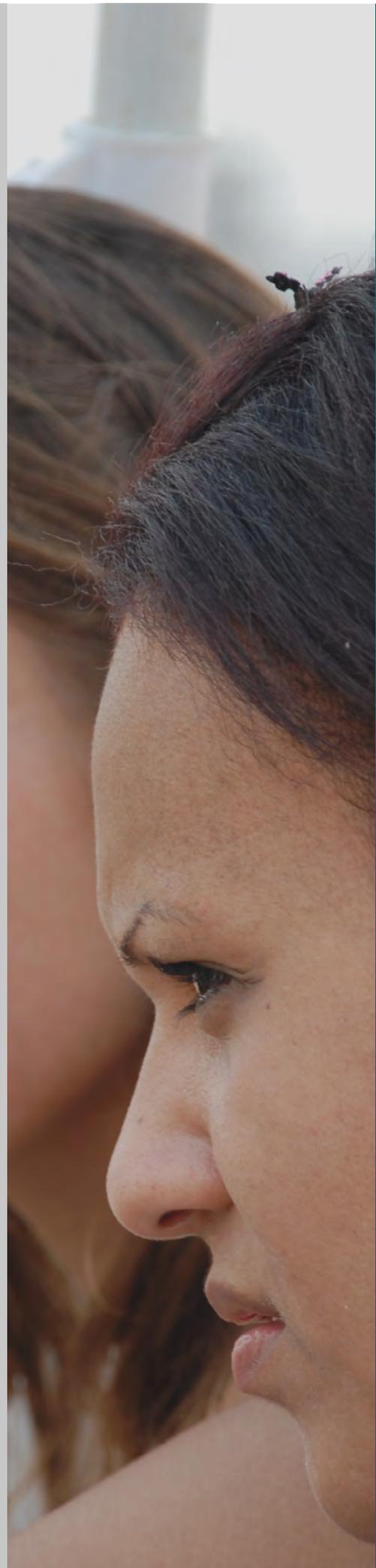
### School Cluster Approaches to School-Community Partnerships

What's in it for school leaders?

- Provides school leaders with a process to develop school-community partnership
- Provides tools and knowledge to engage in discussion with all stakeholders
- Enables opportunities to share effective practice from other schools, systems, states and sectors
- Builds practical tools for school implementation and collaboration

Typical cost: Est \$2,000 per day + GST

Cost is negotiated with each cluster. Cost depends on number of schools.



## Personalised Learning Plans: Planning for Personalised Learning

This workshop builds clear understanding and personal knowledge in the leadership and effective implementation of Personalised Learning Plans (PLPs). It builds leadership capacity to influence and support others during the PLP process.

Personalised Learning Planning enhances the holistic learning of students and this session builds leadership capabilities needed to embed this practice.

The workshop is interactive, informative, discussion-based and provides for personal reflection. A planning segment is included during the session which readies participants to lead effective implementation of PLPs in each local school context.

During the process, participants have access to reflection tools, planning tools, exemplars of good practice and an opportunity to transfer this to their own setting, while identifying and embedding it within existing school practices.

This session can be delivered in a two-hour workshop, a half-day workshop or be incorporated into a full-day program which includes other Dare to Lead products. The program can also be delivered to whole-school staff meetings.

The audience for this session typically includes school leaders, classroom teachers and support staff.

Workshops may also be run for parents, carers and community members.

### Links to the Principals Australia Institute L5 Framework

#### Leadership:

Starts from within	✓✓✓
Is about influencing others	✓✓✓
Develops a rich learning environment	✓✓✓
Builds professionalism and management capability	✓✓
Inspires leadership action and aspirations in others	✓✓

### Links to National Professional Standard

Leading teaching and learning	✓✓✓
Developing self and others	✓✓
Leading improvement, innovation and change	✓✓✓
Leading the management of the school	✓✓✓
Engaging and working with the community	✓✓

### Personalised Learning Plans: Planning for Personalised Learning

What's in it for school leaders?

- Simplifies an often-misunderstood concept
- Provides tools and knowledge to explore the issues with your team
- Opportunities to share effective practice from other schools, systems, states and sectors
- Gives practical tools for school implementation

Typical cost: \$1,000 + GST

Cost by negotiation with regions, sectors, associations for bundled packages.



# 07 | Enhancing Partnerships with Aboriginal and Torres Strait Islander Staff

This is a highly-interactive workshop where the participants are led to explore the key conversations which should occur between the school leader and their Aboriginal and Torres Strait Islander staff

It fosters conversations such as (IEW, AEA, AEIO, KESO etc)

- Do we know each other's views and dreams about Aboriginal and Torres Strait Islander education at the school?
- Do we have the same expectations and understandings as each other?
- What skills and capabilities do we have that we can enhance for the benefit of our students?

Participants have access to a range of post-workshop activities to keep the relationship-building conversations going.

This session can be delivered in a minimum two-hour workshop, a half-day workshop or be incorporated into a full day program. The program can also be delivered to cluster, regional or combined IEW staff gatherings.

This workshop is best suited to the principal and the key Aboriginal Education Worker in the school who is responsible for community connection, participating as a school team. Other combinations would also benefit from participation eg DPs with AEWs etc.

Links to the Principals Australia Institute L5 Framework	
<b>Leadership:</b>	
Starts from within	✓✓✓
Is about influencing others	✓✓✓
Develops a rich learning environment	✓✓
Builds professionalism and management capability	✓✓✓
Inspires leadership action and aspirations in others	✓✓

Links to National Professional Standard	
Leading teaching and learning	✓
Developing self and others	✓✓✓
Leading improvement, innovation and change	✓✓
Leading the management of the school	✓✓✓
Engaging and working with the community	✓✓✓

### Enhancing Partnerships with Aboriginal and Torres Strait Islander Staff

What's in it for school leaders?

- Clarifies and enhances an often misunderstood relationship
- Provides tools and knowledge to explore the relationship between the IEW and the principal
- Empowers Aboriginal and Torres Strait Islander staff
- Strengthens the school's links to its community
- Builds teamwork

Typical cost: From \$1000 + GST for workshop; *cost to individual schools depends by number of schools involved.*

Cost by negotiation with regions, sectors, associations for bundled packages.



# 08 | Building Community Engagement Capacity

This workshop gives the opportunity for participants to build understanding and personal knowledge in the leadership of more-effective Aboriginal and Torres Strait Islander community engagement in their whole-school environment.

This professional development activity builds leadership capacity to develop the levels of community influence in the school and to support staff and community during the development process.

The workshop is interactive, informative and discussion-based. It provides stimulus for personal reflection. A planning segment is included during the session which will assist participants to lead their colleagues to plan effectively for community engagement in each localised school setting.

During the process, participants will have access to reflection tools, planning tools, exemplars of good practice and an opportunity to transfer this knowledge to their own school setting, while identifying and investigating their existing school practices.

This program will be tailored in various ways to suit a localised context.

This session can be delivered in a minimum two-hour workshop, a half-day workshop or be incorporated into a full-day program which could be made up of other Dare to Lead products. The program can also be delivered to whole-school staff meetings.

The audience for this session includes school leaders, classroom teachers, community members, agency staff, outside organisation staff and other support staff.

Links to the Principals Australia Institute L5 Framework	
<b>Leadership:</b>	
Starts from within	✓✓✓
Is about influencing others	✓✓
Develops a rich learning environment	✓✓✓
Builds professionalism and management capability	✓
Inspires leadership action and aspirations in others	✓✓✓

Links to National Professional Standard	
Leading teaching and learning	✓
Developing self and others	✓✓
Leading improvement, innovation and change	✓✓
Leading the management of the school	✓✓
Engaging and working with the community	✓✓✓

## Building Community Engagement Capacity

What's in it for school leaders?

- Simplifies an often-misunderstood concept
- Provides tools and knowledge to explore the issues with your team and community
- Shares effective practice from other schools, systems, states and sectors
- Offers practical tools for school/ community implementation and collaboration

Typical cost: \$1,000 + GST for part-day format

Cost by negotiation with regions, sectors, associations for bundled packages.



# Other Professional Learning Activities Available from Dare to Lead

## Executive Collegial Support

This program provides school leaders and aspiring leaders with access to an experienced colleague from the Dare to Lead team, at Principals Australia Institute.

This 'colleague coach' will provide a confidential service tailored to meet the particular needs of the school leader in the Aboriginal and Torres Strait Islander context of their own school environment.

The school leaders and coach will use a suite of tools to develop a personalised Action Plan with agreed goals and targets. The collegial approach will involve face-to-face school based situations as well as the use of various technologies.

The program typically provides support to principals, administration teams and aspirants over a 12 to 24 month period. This program is implemented over a 6, 12 or 24 month period depending on the agreed targets of participants.

Cost: By negotiation

Other professional services are also available and can be tailor-designed to suit your school or network.

We can 'bundle' packages to meet the professional learning needs of your community

# Contact Us

Using Dare to Lead as a professional conduit, schools and school leaders from across sectors and systems can work together to share practice and professional discussion.

We welcome your contact at any time to arrange for these professional services to be delivered in your school or network

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## Principals Australia Institute

Principals Australia Institute (PAI) provides quality professional learning, leadership development and support to principals and school leaders throughout the country.

PAI's programs and services help build effective, inspirational and sustainable leadership in Australia's 10,000 government, Catholic and independent primary and secondary schools.

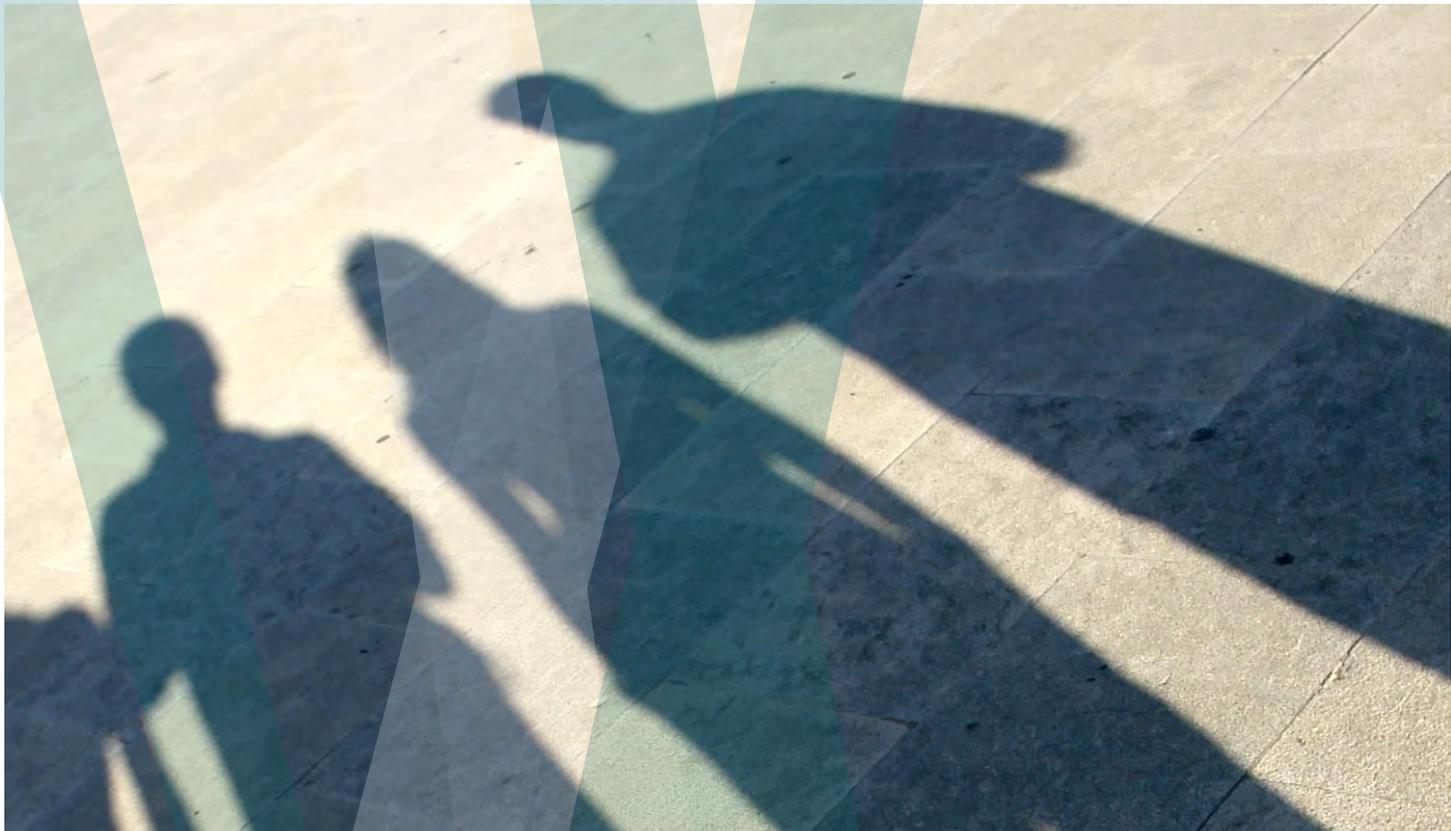
PAI helps school leaders to achieve the best possible outcomes for their students and school communities using resources that reflect the best evidence available.

**Dare to Lead** is one of a number of national programs administered by PAI.

To find out more go to [www.pai.edu.au](http://www.pai.edu.au)



photograph courtesy of The Central Western Daily



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