

# MIDDLE LEADER CERTIFICATE PROGRAMME

## 2023-2024



FOR THOSE  
*who desire*  
TO CREATE  
**IMPACT!**



SCHEDULED  
ONLINE



BESPOKE  
IN-PERSON | ONLINE



SCHOOL TEAMS  
IN-PERSON

[WWW.ECIS.ORG/MIDDLE-LEADER](http://WWW.ECIS.ORG/MIDDLE-LEADER)

# WELCOME TO ECIS

Founded in 1965, ECIS (the Educational Collaborative for International Schools) is a non-profit global membership organisation & exists as a professional life-force for members, a vibrant network of thoughtful doers & change-makers.

Our membership represents more than 500 membership communities & 40,000+ passionate educators & leaders in over 80 countries.

ECIS members are privy to an abundance of inspiration, bright ideas & daringly innovative projects that can help shape & enhance your own objectives.

By becoming a member, you remain at the forefront of trends & big picture thinking that affect the education sector, & you have quick access to cutting-edge products & services that support education.

ECIS is focused on skill development & creating a culture of lifelong learning. We want to ensure that all students at ECIS member schools know they can become the doers of the future, by encouraging them to be thinkers. We believe that education should be personalised, immersive, embedded, connected, evolutionary, & diverse.

Through the power of commonality & inclusion, we are committed to social justice & equity through diversity, inclusion & intercultural understanding.

All our work is guided by our commitment to social justice & equity as an essential component to a meaningful & lasting international education for all students.



**40K+**

EDUCATORS

**500+**

MEMBERSHIP  
COMMUNITIES

**85**

COUNTRIES

## YOUR EXPERT MIDDLE LEADER FACILITATORS



**Cindy Vega's** career as an educator spans 40+ years in the United States, Spain, & the Czech Republic. She taught in an international elementary & middle school in Spain where she served as the Director of the school before leaving to complete her EdD in Curriculum & Instructional Leadership at Vanderbilt University.

**Nancy Lhoest-Squicciarini** is the Lead Facilitator & Trainer for ECIS, & the facilitator for ECIS Studio, which provides professional learning opportunities for international educators. She is a trainer for the Principals' Training Center & the ECIS Middle Leaders Certificate Programme with a true passion for supporting the development of teacher leadership.



**Helen Morgan** provides training, coaching & educational expertise in a range of different contexts. Her portfolio is underpinned by over 20 years of experience as a teacher, local authority consultant & Headteacher. As a local authority consultant, Helen led on the implementation of the National Strategies for English & Literacy across the curriculum.

**Nunana Nyomi** is passionate about developing communities where everyone can thrive as their full selves & helping students find career pathways which allow them to fulfil their potential. Nunana currently serves as University Advisor & DEIJ Coordinator at Leysin American School (LAS) in Switzerland.



**Jimena Zalba** is an experienced & accomplished educational leader with over 19 years serving international schools in the Czech Republic, Romania & Cambodia as a PYP coordinator, Associate Elementary Principal & Elementary Principal. Jimena has, in close collaboration with other educators, led the design & implementation of innovative school improvements with a high impact on student learning.



## THE MLC LEARNING JOURNEY

We define Middle Leaders as teachers & coordinators in schools (Preschool-Grade 12) who have a specific area of responsibility that involves leading & collaborating with teams.

Middle Leaders are the change agents of a school; they work with teachers to ensure great learning happens. Effective professional learning builds on the competencies of Middle Leaders to support their roles & responsibilities within the context of their schools.

These programmes are sustained & multidimensional to meet the array of needs of a Middle Leader. ECIS is thrilled to present a holistic learning journey for approach to the development of Middle Leadership professional learning.

### THE OBJECTIVES ARE TO:

- **Provide** differentiated approaches to meet the needs of middle leaders within our international school community to positively impact student learning & teacher practice.
- **Create** a culture of learning which promotes peer collaboration & connection, to elevate pedagogies that positively impact student learning & teacher practice.
- **Establish** a platform for continuous professional learning, avoiding the typical “one size fits all” approach.
- **Highlight** ongoing research that expands Middle Leaders’ understanding of effective leadership practices & team effectiveness.
- **Elevate** mentoring possibilities to empower Middle Leaders to make sustained & transformative changes within their schools.

# A COMMITMENT TO CONTINUOUS LEARNING

These four areas of the journey provide Middle Leaders choice in time commitment, areas of growth, experience level, & format. A fundamental component for each respective offering is active participation with a commitment to continuous learning.



**The Middle Leader Certificate Programme** courses translate quality research around teacher leadership into a credible professional pathway. The programme identifies & nurtures the skills & behaviours needed to be an effective teacher leader who influences their school community.

**The Middle Leader Café** is a virtual “Cafe” for Middle Leaders focusing on the ever-changing landscape of international schools & the role of a Middle Leader. Research is translated into practice, expanding the Middle Leader’s repertoire in leadership. These are listed on our Middle Leader page as well as the ECIS Events Calendar: [www.ecis.org/events](http://www.ecis.org/events)

**Virtual Office hours** is another opportunity to support Middle & Teacher Leaders within the international school community. Scheduled seven times throughout the 2023 - 2024 school year, these complimentary sessions will be available in two different time zones for a duration of 30 minutes each. Learn more at [www.ecis.org/middle-leader](http://www.ecis.org/middle-leader)

**Mentoring** cultivates deep, intentional relationships on a global scale. A virtual mentoring platform enables ECIS membership schools to engage & promote mentoring relationships with global participants. This platform encourages schools to foster a creatively diverse & inclusive culture among students & employees. Learn more: [www.ecis.org/mentoring](http://www.ecis.org/mentoring)

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**2023  
2024**

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## **FEES PER-COURSE | EFFECTIVE 01 AUGUST 2023**

	NON-ECIS MEMBER	£350
	ECIS LEVEL 1 MEMBERSHIP	£315
	ECIS LEVEL 2 MEMBERSHIP	£297.50
	ECIS LEVEL 3 MEMBERSHIP	£280



**SCHEDULED ONLINE**  
MIDDLE LEADER CERTIFICATE COURSES

## TEACHER QUALITY IMPROVEMENT



*We know that investing teacher quality improves learning, builds capacity & increases retention. These are only a few of the benefits.*

This is an interactive course that gives Middle Leaders the knowledge & practical tools to lead teacher teams. Across the course, you will explore what effective teaching & learning looks like based on the latest research & literature.

You will also learn how to use evaluation as a catalyst for high quality professional development at an individual & group level.

Throughout the sessions, we will look at different models, strategies & approaches for improving teacher quality with your own team. By the end of the course, participants leave fully equipped to lead Teacher Quality Improvement in their own setting.

### KEY QUESTIONS

**What** does research & literature indicate about what great teaching looks like?

**How** can Middle Leaders evaluate the quality of teaching & learning in their teams?

**What** are the most effective strategies & approaches for improving the quality of teaching & learning for individuals & teams?

**How** can teacher leaders support the growth of the adults in their team & enable sustainable improvement & professional development?



**FACILITATED BY**  
**Nancy Squicciarini**



**09 & 16 OCTOBER 2023**



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## **INSPIRING & SUSTAINING DEIJ BREAKTHROUGHS**



*For the past two years, we have been witnessing a global awakening to a call for a more intentional focus on diversity, equity, inclusion, & justice (DEIJ).*

In the wake of the outcries for racial justice which reverberated around the world, many institutions indicated an intent to become places where those within their care can thrive with all aspects of their identity celebrated.

However, international education continues to face significant challenges in creating lasting systemic change. Middle Leaders are often at the forefront of observing & experiencing the myriad of inequities that exist, such as the lack of affirmation of certain student identities within the school culture & curriculum, staffing barriers relative to educator backgrounds, & more.

How might we equip ourselves & our institutions to break through these challenges?

Join this course to explore these themes & co-create actions that lead to breakthroughs which will enable yourself, your institutions, & the international education community to flourish.

### **KEY QUESTIONS**

**What** systemic inequities do our fears protect & how can we interrupt them?

**How** do we support those within our care to experience breakthroughs in order to flourish?

**How** might we break through the systemic barriers to our own growth as middle leaders?

**What** can we do as middle leaders to collectively inspire tangible change towards diversity, equity, inclusion, & justice within the international school ecosystem?



**FACILITATED BY**  
**Nunana Nyomi**



**09 & 10 NOVEMBER 2023**



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## ASSESSMENT & LEADERSHIP

*What role do Middle Leaders play in ensuring teachers are engaged in current, best practice around assessment?*

We know that assessment is most useful when teachers know how to use it to improve learning & achievement. This course draws on the latest research & literature about assessment & explores it through a middle leadership lens.

This course covers several key areas that will deepen understanding of best practices that lie at the heart of assessment, including assessment for learning & feedback.

Participants will explore how to influence & support their team with the use of assessment to inform teaching & learning. The course will look specifically at how feedback can be used to optimise learning & progress.

It will also unpack how leaders can make sure that assessment is accessible for all students & consider the role of leaders in supporting wellbeing in relation to assessment.

At the end of the course, participants will leave fully equipped with practical knowledge & powerful strategies to lead assessment for learning with real confidence.

### KEY QUESTIONS

**What** is assessment & why does it matter?

**Where** do assessment for learning & feedback fit in & what does best practice look like?

**What** do leaders need to do to make sure assessment is for all learners & how can we support wellbeing in relation to assessment?

**How** can a Middle Leader influence their team to implement best practice?



**FACILITATED BY**  
**Helen Morgan**



**23 & 24 NOVEMBER 2023**



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## **CURRICULAR DESIGN & LEADERSHIP**



*At the centre of middle leadership is a commitment & desire to improve student learning. We know there are several factors that impact student learning & at the top of the list of school-related factors is a guaranteed & viable curriculum.*

For it to have real impact, it needs to be far more than just a piece of paper. This course unpacks the role that Middle Leaders play in driving the curricular vision of the school. Participants consider the key principles of effective curriculum design & implementation. They will consider how students learn, exploring the latest research in cognitive science & how this can support curriculum design & development.

Participants will leave with a range of practical strategies & tools to ensure that the curriculum supports highly effective learning in their context.

### **KEY QUESTIONS**

**How** do vision & values drive curriculum design & development?

**What** are the key principles that underpin effective curriculum design?

**How** do students learn & how can this influence curriculum design & implementation?

**What** is the role of the leader in curricular design & development?



**FACILITATED BY**  
**Nancy Squicciarini**



**18 & 25 JANUARY 2024**



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## MANAGING & EMBRACING CONFLICT



*Being able to manage & embrace conflict effectively is an essential part of middle leadership if teams & individuals are to maintain a shared sense of purpose & direction.*

As a Middle Leader, one of the greatest challenges in managing & embracing conflict is managing yourself & making sure that communication is clear & effective.

During this course, participants learn to identify conflict & what their roles & responsibilities are within such a situation. They develop strategies to manage emotions, manage change & learn how to separate the personal from the professional. On a practical level, participants learn how to have difficult conversations & practise different techniques in a safe & supportive environment.

By the end of the course, participants will have a practical toolkit of strategies & protocols to manage & embrace conflict successfully in a range of contexts.

### KEY QUESTIONS

**Why** does conflict occur & what is the role of the leader?

**How** can leaders manage & embrace conflict within their team?

**How** can successful leadership of change help leaders to navigate through conflict effectively?

**What** strategies & approaches can leaders use to manage difficult conversations?



**FACILITATED BY**  
**Helen Morgan**



**22 & 23 FEBRUARY 2024**



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## CULTURE OF LEADERSHIP

*In an organisation, leaders make the weather & create the culture. This shapes how the organisation works & feels.*

The Culture of Leadership is an exciting core course that focuses on international teacher leadership at the middle level, exploring the relationship between culture, context & leadership.

During the course, participants explore critical aspects of the Middle Leader role & how their beliefs & values influence their practice. In addition, they will have the opportunity to build their leadership knowledge, understanding & skills order to strengthen their effectiveness & impact.

By the end of the course, participants will have a strong understanding of why leadership matters & how they can shape the culture in their team. They will leave with a clear plan to assist them with the successful application of their learning.

### KEY QUESTIONS

**What** does research claim about effective teacher leadership?

**To what** extent is leadership context driven?

**How** does culture impact leadership?

**How** can a teacher leader develop the ability to lead effectively in different contexts?

**What** are beliefs & values about leadership & how does this impact leadership practices?



**FACILITATED BY**  
**Jimena Zalba & Cindy Gause Vega**



**01, 08, 22, & 29 FEBRUARY**  
(4-HOUR SESSIONS)



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## **BUILDING & LEADING TEAMS**



*We know that building & leading an effective team is an important step in enabling individual & collective success. This course explores how middle leaders can create cohesive & collaborative teams that are focused on student learning.*

The course draws on the extensive body of literature & research in order to identify what is most useful, practical & productive in leading teams. Teachers & administrators are by definition expected to be leaders.

The key is to use that authority thoughtfully, sensitively, & productively. Should we find ourselves in the role of a leader without perceived authority – a more informal position, it is a different dynamic.

Participants leave the course with a clear understanding of how to build a high functioning team in order to transform learning.

### **KEY QUESTIONS**

**What** are some characteristics of a highly functioning team?

**How** can I facilitate the creation of a team focused on student learning?

**How** can protocols, structures & norms facilitate thinking & a focus on student learning?

**What** types of conversations are critical, & when are they likely to occur?

**What** processes & behaviours can be prepared in advance to enable difficult situations & conversations to be well managed?



**FACILITATED BY**  
**Nancy Squicciarini**



**09 & 16 OCTOBER 2023**



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## COACHING & LEADERSHIP



*Coaching is an important leadership approach for teacher leaders because it focuses on getting the best out of people by unlocking & unleashing their potential.*

In an educational context, coaching is about developing people so that they are empowered to solve problems & navigate their way through challenge & change. It supports well-being & gives people the skills & confidence to have better conversations & figure things out.

At an organisational level, coaching is pivotal to continuous & sustainable development. This course will equip Middle Leaders to develop the beliefs, knowledge, skills & understanding to adopt a coaching approach in their everyday practice.

During the course, participants will explore key coaching theory & have practical opportunities to translate this into practice. They will explore how effective coaches listen well & ask powerful questions.

Across the two days, they will build a toolkit of strategies & approaches apply in their own context. They will leave the course with the confidence & skills to become a 'coaching leader'.

### KEY QUESTIONS

**What** is coaching & how can we develop a coaching mindset?

**What** is the role of listening in coaching & why does it matter?

**How** can asking better questions enable better conversations?

**What** tools & techniques do we need in our coaching toolkit?



**FACILITATED BY**  
**Helen Morgan**



**20 & 21 MARCH 2024**



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**BESPOKE ONLINE OR IN-PERSON TRAINING**  
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## **FOR YOUR WHOLE SCHOOL TEAM**



At ECIS, we define Middle Leaders as teachers & coordinators in schools (Preschool - Grade 12) who have a specific area of responsibility that involves leading & collaborating with teams, such as Departmental Heads or Heads of Year.

Our Middle Leaders training is an integral part of our professional learning provision at ECIS. Through our training, Middle Leaders are empowered to drive sustainable change & secure impact in a global context. These leaders are crucial partners in facilitating school change that has a direct & meaningful impact on student learning.

In many respects, Middle Leaders are the pivot upon which it all turns, working with senior leaders & teachers to make a real difference to all learners. We know that you cannot lead alone & supporting Middle Leaders to develop themselves & others is central to our work.

ECIS Middle Leaders' courses support people to develop the mindset, knowledge, skills, & behaviours to lead into the future with confidence. We invite you to join us & implement a whole school approach to create a culture of learning, which promotes peer collaboration & connection, to elevate pedagogies that positively impact student learning & teacher practice.

### **AN EXCEPTIONAL OFFER FOR GREAT PD** .....

**Make an impact, build capacity, & increase retention** by signing up your Middle Leader team to our top-rated Middle Leadership Certificate. If you want to hit the ground running, check out our fantastic new special offer for schools:

**10 CERTIFICATE PLACES: £9,750 - **SAVE** £14,000**

**05 CERTIFICATE PLACES: £4,875 - **SAVE** £7,000**

IDEAL FOR SMALLER SCHOOLS







**BESPOKE ONLINE OR IN-PERSON TRAINING**  
**MIDDLE LEADER CERTIFICATE COURSES**

## **FOR YOUR WHOLE SCHOOL TEAM**



For schools seeking Middle Leader Courses that are tailor-made to their school's strategic needs.

### **What makes an excellent Middle Leader?**

Middle Leaders are the engine room of any school; they work with teachers to ensure great learning happens. This session explores the knowledge, skills & behaviours Middle Leaders need to develop in order to secure real impact.

### **Developing your leadership style**

Great leadership looks like lots of different things. The most effective leaders can adapt their leadership style to match the person, situation or issue they are dealing with. This session focuses on helping leaders to develop their leadership style to get the best out of themselves & others.

### **Leading change at the middle level**

Change is a constant in education & Middle Leaders are pivotal in making sure that change has impact on teaching & learning. This session explores key theory about change management & how Middle Leaders can translate theory into practice.

### **Creating the conditions for success**

We know that leaders make the weather in a school. The culture & climate in a school are important in terms of creating the conditions for success. This session explores what leaders can do to create a culture & climate of excellence within their area of responsibility.

### **Design thinking process**

During this course, participants will develop knowledge, tools & skills from Design Thinking that are geared specifically for middle leader success as they face difficult, sticky problems in their own context.

### **Leading people-how to have difficult conversations**

Whether you are an experienced Middle Leader or new to Middle Leadership, having difficult conversations is something that can keep you awake at night. This session explores what makes difficult conversations so hard & provides practical strategies & approaches for success.

## **Building capacity through coaching & mentoring**

We know that coaching & mentoring are important in terms of building capacity & sustainable improvement. In this session, Middle Leaders will explore why coaching & mentoring matter & develop the knowledge, skills & behaviours to be effective coach mentors.

## **Leading the curriculum: intent, implementation & impact**

The curriculum is the vehicle for learning in schools & an effective curriculum can make a huge difference to learner experience & outcomes. This session provides a clear walk through all aspects of curriculum design for Middle Leaders, focusing on the three pillars of intent, implementation & impact.

## **An introduction to instructional coaching**

Research indicates that instructional coaching can have a significant impact on the quality of teaching & learning in schools. This session explores what instructional coaching is, why it matters & how Middle Leaders can use it to optimise teaching.

## **Leading teaching - what does great teaching look like?**

Great teaching looks like lots of different things, but what does the latest research tell us about what works best? This session draws on the latest research about great teaching & supports Middle Leaders to think about how they can put it into practice in their area of responsibility.

## **The science of learning**

Through cognitive science, we know more than we ever knew before about how children learn. We know that they are capable of far more than we traditionally thought possible. This session explores how Middle Leaders can translate what we know about how children learn into best practice in the classroom.

## **Effective time management & delegation**

If you ask any Middle Leader what their biggest challenge is, they will tell you that there is never enough time. This session provides practical strategies & approaches to help Middle Leaders to manage their time & delegate effectively.

## **Making data work-using data to drive improvement**

In schools, we collect lots of data but it is only useful if we do something with it. Middle Leaders need to know how to use data to drive improvement at a subject, group & student level. This session explores why data matters & supports Middle Leaders to use it with intelligence & integrity.



## **THE ASPIRANT MIDDLE LEADER**



### **FOR THOSE WHO ARE NEW TO MIDDLE LEADERSHIP**

This course can be run in a school or schools within a school group, or it can be run with New Middle Leaders across different schools. It usually runs across an academic year. The order of the sessions can be changed to suit the school context. 8 x 2 hour sessions.

### **SESSIONS & OBJECTIVES**

#### **1 What makes an effective Middle Leader?**

- To identify what leadership is & why it matters
- To explore what it is that makes an excellent Middle Leader
- To understand how your values influence your leadership
- To reflect on your own leadership & identify your learning agenda

#### **2 Leading change - vision into action**

- To develop a clear vision for your area of responsibility
- To explore key theory in relation to leading change & managing responses to change
- To understand the process of action planning

#### **3 Leading people - getting the best out of your team**

- To identify the key characteristics of effective teams
- To understand how group norms & psychological safety can improve team effectiveness
- To reflect on how you can get the best out of your team

#### **4 Leading people - line management & having difficult conversations**

- To explore some of the key features of effective line management
- To develop practical strategies & approaches to improve your line management skills
- To learn how to manage difficult conversations effectively

## 5 Leading curriculum - intent, implementation & impact

- Understand how to develop a knowledge rich curriculum
- Explore how to sequence the curriculum to maximise learning
- Identify how you can evaluate the curriculum to drive improvement

## 6 Leading teaching & learning - driving improvement & evaluating impact

- Identify what makes great teaching & learning
- Understand how leaders can use quality assurance to monitor, evaluate & improve teaching & learning

## 7 Leading behaviour - brilliant behaviour management

- Explore why behaviour management is pivotal in securing effective teaching & learning
- Develop a clear understanding of the key principles of brilliant behaviour management
- Build a toolkit of practical strategies to support brilliant behaviour management

## 8 Creating a culture & climate of excellence

- Gain a deeper understanding of how leaders influence culture & climate
- Appreciate the importance of building trust, belonging & value
- Explore a range of strategies & approaches to create a culture & climate of excellence

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# MIDDLE LEADERS IN MUNICH

Munich International School | 19-20 April 2024



Unlock your middle leadership potential and embark on a transformative learning journey at Munich International School. This dynamic 1.5-day event is your gateway to earning a Middle Leader Certificate in either Assessment and Leadership or Teacher Quality Improvement.

More information:

[www.ecis.org/event/middle-leaders-in-munich](http://www.ecis.org/event/middle-leaders-in-munich)



## FEEDBACK

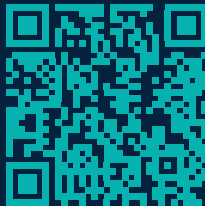
Almost every staff member I have passed has told me how inspired they were by the training. The most common comment that I have had is that it was the best training that they had ever attended! Lots of staff have felt inspired to go on & learn more, & have signed up for webinars & courses.

.....

The truth is, with the help of the ECIS Middle Leadership courses, I was able to look analytically at where our school really struggled. Thank you for your support & encouragement.

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An enormous thank you for what has undoubtedly been the best course I have been on in years! After thirty years in the job, it was so good to come away from each session bursting with ideas. I thoroughly enjoyed the course & you were all so approachable & helpful & the content was excellent.



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