

# MIDDLE LEADER CERTIFICATE PROGRAMME 2024-2025

**NEW!**

Four MLC courses also available at 05:00 London time, designed to align with schedules of a broader range of our member schools.

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.



## 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 Head of Middle Leader Certificate (MLC) programme, hosts the #ISLECLoift and organizes the Middle Leader Café events. She is a member of the International Association of Facilitators and one of the network leaders for @WomenEdLux. In 2022, ISC Research recognized Nancy as an #Eduruptor, a highly rated social media influencer within international education.



**Helen Morgan** is Head of International Consultancy at ECIS. Helen has worked extensively as an independent Educational Consultant with a range of UK and International schools and organisations. She is an EMCC-accredited Senior Practitioner Coach with the European Coaching and Mentoring Council. Helen has a master's degree in education and holds the National Professional Qualification for Headship.

**Nunana Nyomi** is passionate about developing communities where everyone can thrive as their full selves and helping students find career pathways which allow them to fulfill their potential. Nunana currently serves as University Advisor and DEIJ Coordinator at Leysin American School (LAS) in Switzerland. He also serves as co-chair of the Accreditation Committee of the International School Anti-Discrimination Taskforce.



**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.

**John Mikton** is the Technology for Learning Coordinator at the International School of Geneva – La Châtaigneraie bringing 30 years of experience in education and media technology. He has worked in international schools, in Africa, Asia and Europe. With leadership roles as IT Director, Director of eLearning, Head of Education and Media Technology, and Deputy Principal.





## 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.



Bespoke Middle Leadership training is a growth area. Our expert facilitators will design and deliver training for middle leaders in your school that is tailored to your unique context. To find out more about our bespoke training offer, contact [helen@ecis.org](mailto:helen@ecis.org) for a consultation meeting.

**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 forum to elevate the voices and embrace the collective wisdom of Middle & Teacher Leaders within the international school community. The forum promotes a professional learning network by providing an opportunity to converse, and in the process, promote the mindset to launch transformative change within a school culture. These are listed on our Middle Leader page as well as the ECIS Events Calendar: [www.ecis.org/events](http://www.ecis.org/events)

**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)

**The Middle Leader LinkedIn group** fosters a collaborative environment where Middle and Teacher Leaders from our international school community can network and discuss resources to enhance their leadership capacity. It serves as a valuable resource hub, offering access to insights specific to the challenges of Middle Leaders.



**SCHEDULED**  
ONLINE

**06-14**



**SCHOOL TEAMS**  
IN-PERSON

**15**



**BESPOKE**  
IN-PERSON | ONLINE

**16**

# MLC CALENDAR 2024-2025

**2x** = TWO TIMINGS AVAILABLE

	<b>DIGITAL FLUENCY FOR MIDDLE LEADERS</b> 02, 09, 16, & 30 OCTOBER 2024	06
<b>2x</b>	<b>BUILDING &amp; LEADING TEAMS</b> 07 & 14 OCTOBER OR 11 & 18 OCTOBER 2024	07
<b>2x</b>	<b>COACHING &amp; LEADERSHIP</b> 25 & 26 NOVEMBER OR 06 & 07 MARCH 2025	08
	<b>ASSESSMENT &amp; LEADERSHIP</b> 28 & 29 NOVEMBER 2024	09
	<b>THE CULTURE OF LEADERSHIP</b> 23 & 30 JANUARY & 06 & 13 FEBRUARY 2025	10
	<b>INSPIRING AND SUSTAINING DEI BREAKTHROUGHS</b> 13 & 14 FEBRUARY 2025	11
<b>2x</b>	<b>TEACHER QUALITY IMPROVEMENT</b> 17 & 24 FEBRUARY OR 10 & 17 MARCH 2025	12
	<b>CURRICULAR DESIGN &amp; LEADERSHIP</b> 21 & 28 MARCH 2025	13
<b>2x</b>	<b>MANAGING &amp; EMBRACING CONFLICT</b> 31 MARCH & 01 APRIL OR 03 & 04 APRIL 2025	14

## FEES PER-COURSE

<b>NON-ECIS MEMBERS: £350</b>
<b>ECIS LEVEL 1 MEMBERSHIP: £315</b>
<b>ECIS LEVEL 2 MEMBERSHIP: £300</b>
<b>ECIS LEVEL 3 MEMBERSHIP: £280</b>

## AN EXCEPTIONAL OFFER!

Make an impact, build capacity, & increase retention by signing up your Middle Leader team. Check out our fantastic new special offer for schools:

**10 CERTIFICATE PLACES: £9,750**  
**05 CERTIFICATE PLACES: £4,875**

**% PLUS: MEMBER SCHOOLS RECEIVE A FURTHER DISCOUNT BASED ON MEMBERSHIP LEVEL.**





**SCHEDULED ONLINE**  
MIDDLE LEADER CERTIFICATE COURSES

## DIGITAL FLUENCY FOR MIDDLE LEADERS



In international school educational leadership, digital fluency—which includes literacy, citizenship, tools, security, and devices—today are key learnings for middle-level leaders, enabling them to effectively fulfill their roles in the dynamic landscape of education.

Digital Fluency for Middle Level Leaders explores the digital competencies necessary for leadership in an international school setting. Given the accelerated changes in the digital world impacting us both professionally and personally, the course supports middle-level leaders to creatively and critically leverage digital environments and tools, including artificial intelligence, to enhance their leadership capacity.

Emphasising the development of a middle-level leadership disposition with ethical online behavior and positive digital footprints, the course supports middle-level leaders with the knowledge, skills, and understanding to seamlessly integrate digital fluency into their leadership practice. Throughout the course, participants will explore key digital literacies and practical applications.

### KEY QUESTIONS

**How** can I understand digital fluency components and their relevance in international school educational middle level leadership?

**How** do I Analyze the impact of rapid digital changes and develop strategies to leverage digital tools effectively for enhanced middle level leadership capacity?

**How** can I acquire practical skills in key digital literacies and applications, including digital communication and tool utilisation?



**FACILITATED BY JOHN MIKTON**



**02, 09, 16, & 30 OCTOBER 2024** [LEARN MORE](#) | [REGISTER](#)



**SCHEDULED ONLINE**  
MIDDLE LEADER CERTIFICATE COURSES

## 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**



**2x**

**07 & 14 OCTOBER 2024** [LEARN MORE](#) | [REGISTER](#)  
**11 & 18 OCTOBER 2024** [LEARN MORE](#) | [REGISTER](#)





**SCHEDULED ONLINE**  
MIDDLE LEADER CERTIFICATE COURSES

## 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**



**2x**

**25 & 26 NOVEMBER 2024** [LEARN MORE | REGISTER](#)  
**06 & 07 MARCH 2025** [LEARN MORE | REGISTER](#)



**SCHEDULED ONLINE**  
MIDDLE LEADER CERTIFICATE COURSES



## 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**



**28 & 29 NOVEMBER 2024** [LEARN MORE](#) | [REGISTER](#)

*Helen and Nancy have expertly facilitated the ECIS Middle Leader Certificate Programme for our entire cohort of middle and senior leaders, merging online sessions and in-person workshops to perfectly align with our focus on professional leadership standards and a growth-centered approach. Their tailored and responsive training has significantly enriched our focus on a culture of trust and collegial empowerment as well as the value of coaching conversations within our school.*

James Penstone | Secondary School Principal | ICS Inter-Community School Zurich



**SCHEDULED ONLINE**  
MIDDLE LEADER CERTIFICATE COURSES



## THE 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**



**23 & 30 JANUARY & 06 & 13 FEBRUARY 2025 [LEARN MORE](#) | [REGISTER](#)**

*“Participants were blown away by the Building and Leading Teams and Coaching and Leadership courses, both amazing in different ways. Building and leading teams was fast-paced and energetic, whereas Coaching and leadership devoted more time for reflection. Laptops were closed, no phones on the table and everyone was engaged. The two trainers made links to each other and made it feel like a process of learning. A key thought that we took away was “Be the leader you would like to follow.”*

Joan Roach | Head of Primary | International School of Eindhoven



**SCHEDULED ONLINE**  
MIDDLE LEADER CERTIFICATE COURSES

## INSPIRING & SUSTAINING DEIJ BREAKTHROUGHS



In recent 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**



**13 & 14 FEBRUARY 2025 [LEARN MORE](#) | [REGISTER](#)**

*"It has been phenomenal to see our Middle Leaders, who represent over forty Learning Leaders in official or unofficial roles, get excited about the learning that ECIS has designed for them. Staff are empowered to make change and they are deeply reflective about their work and how they apply their learning.*

*This has made a huge difference on the ground and has changed the culture of our school. ECIS is a top notch not for profit organisation that cares about who it works with and has huge pride in its work. Most importantly the bespoke ECIS MLC programme relationship that we have has been amazing for our kids learning on the ground in real time."*

Rachel Hovington | Head of School | Benjamin Franklin International School



**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**



**2x**

**21 & 24 FEBRUARY 2025 [LEARN MORE](#) | [REGISTER](#)**  
**10 & 17 MARCH 2025 [LEARN MORE](#) | [REGISTER](#)**



**SCHEDULED ONLINE**  
MIDDLE LEADER CERTIFICATE COURSES

## **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**



**21 & 28 MARCH 2025** [LEARN MORE](#) | [REGISTER](#)

*"Middle Level Leaders are the engines that move schools. Supporting their development and work as leaders is critical to their success and the success of initiatives. ECIS and Nancy Squicciarini have been invaluable partners for our middle level leaders and all of our departments across the school."*

David Chadwell | Head of School of Teaching and Learning  
Saigon South International School



**SCHEDULED ONLINE**  
MIDDLE LEADER CERTIFICATE COURSES

## 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**



**2x**

**31 MARCH & 01 APRIL 2025 [LEARN MORE](#) | [REGISTER](#)**  
**03 APRIL & 04 APRIL 2025 [LEARN MORE](#) | [REGISTER](#)**

*A note of gratitude for the expert guidance Helen provided to various staff/teacher groups, especially our Middle Level Leaders during her time here. She connected well with our staff.*

David G. Henry | Head of School | International School of Paris





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

**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.





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

# SHAPING THE FUTURE OF EDUCATION ONE WORKSHOP AT A TIME



Elevate your school's potential through our bespoke training designed for teachers, leaders, and associate staff in international or internationally minded schools. Whether face-to-face or online, our dynamic workshops, led by expert facilitators go beyond the ordinary.

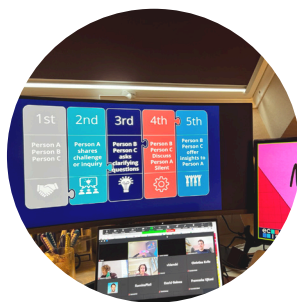
Every bespoke piece of work begins with a conversation to understand your context. With a commitment to building strong relationships, we deliver customized training solutions, not silver bullets. Our partnership for growth approach enables us to listen so that we can design and deliver training that meets the unique needs of your school, group or organisation.

At ECIS, bespoke training is our biggest growth area and this academic year, we are proud that schools within and beyond our community are working in partnership with us. We work with all stakeholder groups and focus on DEIJ, governance, leadership at all levels, learning and teaching, and school operations.

To find out more about our bespoke training offer, contact [helen@ecis.org](mailto:helen@ecis.org) for a consultation meeting.

All of our Middle Leader Certificate courses can be tailored to your context and delivered face to face or online for your school or group of schools. Our most popular bespoke training is centred around the topics below. Please note that the list is not exhaustive:

- Strategic Planning with Senior Teams
- **Leading Together**
- Creating a coaching culture
- DEIJ
- Creating community and belonging
- **Developing excellence in middle leadership**
- Having difficult conversations
- **Making the most of meetings**
- Effective communication and collaboration
- **Behaviour Management and Restorative Practice**
- Student Leadership workshops
- **Working with the Board and Board retreats**
- Leading CPD and facilitation skills
- **UDL and adaptive practice**
- AI and Digital Literacy



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