

Programme Impact Snapshot 2017

**Making a difference
in education**





**We believe effective
strategic leadership
transforms schools
for New Zealand
children.**

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Glossary

ALS	Alumni Services	MoE	Ministry of Education
ALN	Alumni Learning Network	NPS	Net Promoter Score
CoL	Communities of Learning	NZCER	New Zealand Council for Educational Research
CP	Capacity Partners	SLPP	Strategic Leadership for Principals Programme
ELCF	Educational Leadership Competency Framework	SLT	Senior Leadership Team
EM	Engagement Manager		
HPLT	High Performing Leadership Team		

Foreword

At Springboard Trust we assist education leaders to be strategically effective through an ecosystem that provides and supports leadership learning. I am delighted to share evidence of this vision in our 2017 Programme Impact Report. With rapid growth across our portfolio of programmes, we continue to be challenged and encouraged by the appetite for continued engagement, collaboration and development amongst principals and their leadership teams.

Our 2020 strategic plan roll out began in earnest in 2017 supported by increased financial assistance from our strategic partners: Next Foundation, Joyce Fisher Charitable Trust, ASB, Aotearoa Foundation, Fletcher Trust, Hugh Green Foundation and the Eastland Community Trust.

With an overarching plan of national reach, our goals have included optimising our core offering; ensuring our infrastructure and digital engagement space is efficient and developed to support growth and provide a lively engagement space where educational leaders, capacity partners and the broader Springboard Trust community can further learn, share and innovate. Our theory of change and evaluation framework rigorously assesses our current activities and outcomes, many of which are included in this report.

This year we have achieved a number of exciting milestones:

- Facilitated 10 cohorts in our Strategic Leadership for Principals Programme, the highest intake in the programmes' history, with regional expansion and a secondary school pilot
- Developed and deepened our 'customer journey' and completed over 50 alumni services initiatives in schools, including piloting our High Performing Leadership Team programme
- Recruited highly capable, multi-skilled individuals expanding the core team to 30
- Enabled a 'digital learning and collaboration platform' to be in place for the start of SLPP 2018 cohorts.

Our Alumni Services have been focused on expanding the portfolio of services, school projects, leadership development and learning events requested by alumni across the regions. New initiatives such as the High Performing Leadership Team programme pilot has focused on growing the professional development of the next layer of school leaders and accelerating implementation of their strategic plans. We are excited to announce that we have recently been appointed to the Ministry of Education's panel of 'change management providers' for Communities of Learning | Kāhui Ako. We believe effective collaborative leadership practice is critical to the success of Communities of Learning and look forward to working with their leaders in 2018.

What's next?

We will continue to grow, expanding our reach to most regions in NZ by 2024. Our continued focus in 2018 remains quality service in the delivery of an innovative portfolio of learning programmes and support services that both anticipates and meets school leaders' evolving needs.

A sustainable funding model that supports our purpose and keeps our cross-collaborative approach at its heart, is fundamental to our work.

On behalf of our Trustees, all our principals, and the team, our sincere thanks to our strategic partners and the hundreds of skills volunteers who support us year on year.

In addition to our strategic partners we are grateful for our cadre of corporate partners - ASB, KPMG, Fletchers, Fonterra, Spark, IAG, and Air New Zealand. Our supporting partners Russell McVeagh, Bendall and Cant, Fuji Xerox and Spark; the regional organisations, the public sector (especially in Northland and Gisborne) and the many individuals who throughout the year have gifted well over 3217 hours of high quality expertise and time.

We truly believe "effective strategic leadership transforms schools" and our cross-sector model continues to 'make a real difference' for our children!



LORRAINE MENTZ
CEO

A handwritten signature in orange ink that reads "Lorraine Mentz".

“

The true measure of a nation's standing is how well it attends to its children – their health and safety, their material security, their education and socialisation, and their sense of being loved, valued and included in the families and societies into which they are born.

(Unicef, 2007)

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Executive Summary



Reflecting on 2017

With 2017 marking our 10-year anniversary, Springboard Trust has undertaken this evaluation of our programming to measure how well we are delivering on our objectives. We remain convinced that effective strategic leadership transforms schools. By elevating principals' strategic capabilities and confidence to lead, we have seen powerful transformations in schools and consequent improvements in the lives of New Zealand children.

From our work with principals across New Zealand, over the past 10 years we have facilitated positive change for over 90,000 young people. We will continue to challenge ourselves to improve learning outcomes, service delivery and stakeholder satisfaction.

In this report, we reflect on the impact of our programmes and their implications for future growth.

Impacts

Strategic Leadership for Principals Programme

Our flagship Strategic Leadership for Principals Programme engages principals to become strategic, visionary leaders equipped to elevate their schools and to support students to become avid learners and engaged citizens.

As part of our growth strategy, in 2017, we welcomed 26 new volunteers and 60 new principals into this programme. In addition, we piloted three innovations this year: a Wellington cohort, a secondary school cohort and the Educational Leadership Competency Framework (ELCF).

Our results show that in 2017, the programme delivered improvements to the strategic capabilities of 60 principals (over 32% improvement) and their confidence to lead (over 90% of principals reported high confidence in stakeholder engagement, resource acquisition and management, readiness to implement strategic initiatives and sound prioritisation of strategic initiatives) reaching over 19,000 students across New Zealand.

We found that our strategic leadership delivery model succeeded in providing high-trust learning environments, mobilising business expertise and providing valuable leadership development for our volunteers.

Alumni Services Programme

After completing the strategic leadership programme, principals continued their development through our alumni services programme, which provides focused support helping turn strategic plans into action and amplify school improvements across the alumni network.

Following requests for more streamlined services, we grew our capacity to support quality improvement by lowering the ratio of alumni services staff to principals. We also piloted high performing leadership teams and delivered 40 strategic initiatives in schools and communities of learning. For our 2016 alumni, we held four think tanks and master classes. We also held three successful alumni learning events.

“

Our programmes have made substantive impacts on principals leadership in their schools.

”

Next steps

Quality growth

In 2018, Springboard Trust will continue to expand and develop our programmes by:

- Improving operational efficiencies, enhancing customer experience, digital engagement and evaluation processes;
- Cultivating partnerships to ensure a sustainable supply of talented volunteers;
- Exploring further extensions to our programmes to include fit-for-purpose programming for alumni and inclusion of secondary school principals;
- Expanding regional development to Hawke's Bay, Christchurch and beyond; and
- Evolving our operating model towards financial sustainability.

Our contribution to the sector

During the course of 2017, the Ministry of Education (MoE) charged the Educational Council with developing a leadership strategy for the sector. Springboard Trust participated in the working group developing the draft Educational Leadership Strategy for Aotearoa New Zealand, which was released in December 2017.

In 2017 the MoE also focused a portion of funds for Kāhui Ako, (or Communities of Learning) to provide change management services to the communities in 2018. We have recently been appointed to the MoE's panel of 'change management providers' and as such, will support the communities in areas such as: strategic planning, change leadership, communication and collaborative leadership. Workshops and coaching will be delivered by professional change facilitators and Springboard Trust employees.

Our growth is in accordance with our aspirations to 2024. This includes continuing to build on our emerging partnerships with New Zealand's top corporates to ensure a sustained supply of talent to support our unique delivery model.

Once again, thank you to our strategic and supporting partners and valued skills volunteers for their ongoing commitment to our organisation.

Going forward

There is compelling evidence that our inputs have made positive impacts on principals' leadership in their schools in the short-medium term. In the long-term, we have the opportunity to delve further into our relevance and value, particularly beyond year two where a significant drop-off in engagement occurs that is worthy of further investigation.

A special thank you to our strategic and supporting partners and valued skills volunteers for their ongoing commitment to our organisation.

Our Strategic Partners



THE FLETCHER TRUST
&
AOTEAROA FOUNDATION



Joyce
Fisher
Charitable
Trust



Our Supporting Partners



RUSSELL McVEAGH



Milestones

SLPP 5 regions

60

principals

19,011

students impacted*

64%

in deciles 1-4

6

strategic relationships with leading national corporates to grow the supply of talented skills volunteers to support our principals

3,217

hours volunteer time

ALS 3 regions

53

projects

24

completed

27

active

2

on hold

78

combined NPS score across all our programmes, events and services creating a strong programme advocacy

95

participants piloted an Education Leadership Competency Framework (ELCF) across two programmes

1,800

students impacted*

7,000

students impacted*

4,000

students impacted*

1,142

students impacted*

*Approximate, based on MoE data as of March 2017

"SLPP has offered me a lot more clarity and cohesion with my strategic planning, and leadership of my organisation. It's allowed me to really integrate what I believe to be the most important things to be doing at my school and concentrate on those, such as the things which will create the most impact on student achievement."

Principal, A30

1,204
students impacted*

"Impact has been immediate and positive and changed the structure of the school... [The] impact and effects have been more than anticipated... [and] gone further than the senior leadership team: to team leaders and to their teachers, and therefore students."

Principal, HPLT

Northland

SLPP 2 cohorts
11 principals
1,800 students impacted*
67% in decile 1-4

10 ALS projects
8 strategic initiatives
2 HPLTs

Auckland

SLPP 3 cohorts
19 principals
7,000 students impacted*
60% in decile 1-4

39 ALS projects
25 strategic initiatives
3 CoLs
7 HPLTs
4 think tanks

Waikato

SLPP 2 cohorts
13 principals
4,000 students impacted*
57% in decile 1-4

4 ALS projects
2 strategic initiatives
2 CoLs

Gisborne

SLPP 1 cohort
6 principals
1,204 students impacted*
50% in decile 1-4

Wellington

SLPP 1 cohort
6 principals
1,142 students impacted*
67% in decile 1-4

Secondary schools

1 cohort
5 principals
3865 students impacted**
80% in decile 1-4

**Approximate, Secondary students impacted excluded from map data

Our Volunteers



Our model is based on successful cross-sector collaboration, leveraging highly-skilled volunteers and business resources in the service of educational improvement.

Skills based volunteering is a key strategic focus for prominent New Zealand businesses as they recognise that their high-potential employees are uniquely capable of:

- Providing philanthropic impact within their communities, giving back and
- Growing their own effectiveness as strategic coaches and leaders, thereby enriching the workplace.

Springboard Trust assists our corporate partners by providing a unique and meaningful professional development opportunity to high-potential employees. Our programmes help to deepen volunteers' skills in strategy development, coaching and leadership while also boosting motivation and engagement.

Over 80% of volunteers state that they have grown professionally and that their workplace has gained value through their involvement in Springboard Trust programmes.

As we continue to grow Springboard Trust has invested in recruiting a talent partnership manager to continue to grow our volunteer network and manage our existing relationships. During 2017 we received over 3200 hours of volunteer hours, which equates over 60 hours of volunteer time donated to us every week during 2017. Throughout 2017 we had approximately 150 active skills volunteers who 'scaffold' the learning for our principals and their teams.

Of course, none of our work would be possible without the invaluable support of our and private and public sector partners. We would like to thank them for their generosity, support and commitment to improving the lives of young Kiwis by transforming schools through strategic leadership.

"Springboard gave me an appreciation of the value in the opportunity to share approaches and insights between the education and corporate sectors."

Engagement Manager, SPARK

“

It has been a real pleasure working with those who are making the most difference to front-line education and therefore the future talent of New Zealand. We believe that by being focused, we can collectively achieve more.

Capacity Partner, KPMG

”

Background



Springboard Trust supports principals to lead through tightly structured multi-year support utilising:

- Strategic leadership thinking from outside the educational sector
- 1-1 and group coaching from talented cross-sector volunteer facilitators and capacity partners
- High-trust cohorts for collaborative problem-solving
- Ongoing, integrated support throughout the stages of strategic leadership development and implementation.

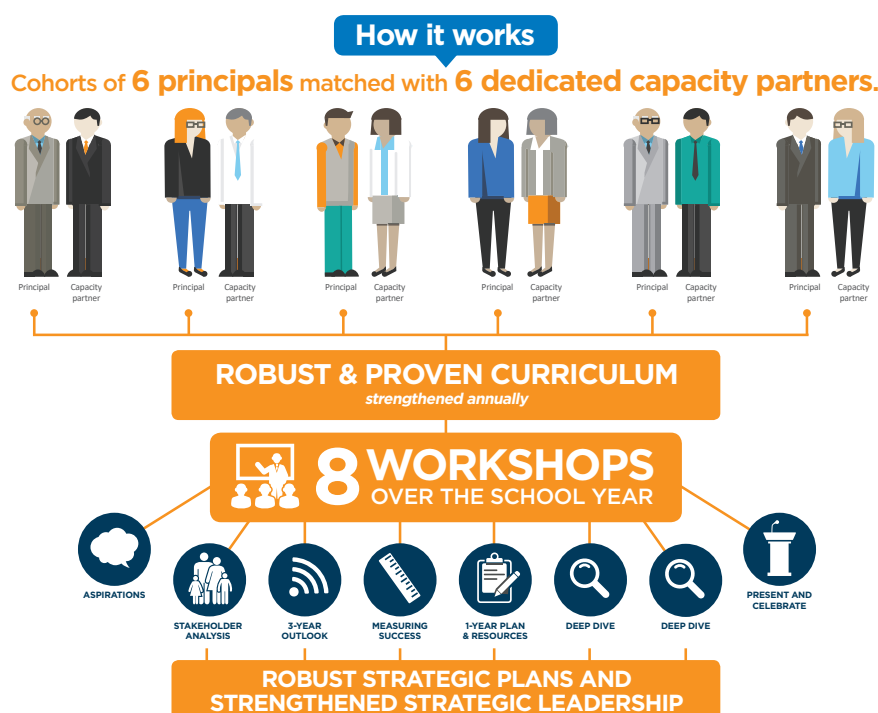
Beginning with the Strategic Leadership Principals Programme (SLPP) and continuing through our Alumni Services (ALS) programming:

We receive over 3200 in volunteer hours of cross-sector expertise to strengthen principals' leadership to support schools to make a real difference in their communities.

We provide a seamless and personalised customer journey via the following programmes:

The Strategic Leadership Principals Programme is our flagship programme. SLPP engages principals in growing as strategic, visionary leaders equipped to elevate their schools and support students to become avid learners and engaged citizens. Our curriculum guides principals through strategic planning thinking and processes, offering measurable structures practical enough to guide decision-making and resource allocation. Principals are individually coached and supported by capacity partners who are leaders from a range of private and public sector organisations.

This year, SLPP piloted the Education Leadership Competency Framework (ELCF), a 360° feedback tool to provide a focus on leadership practice.



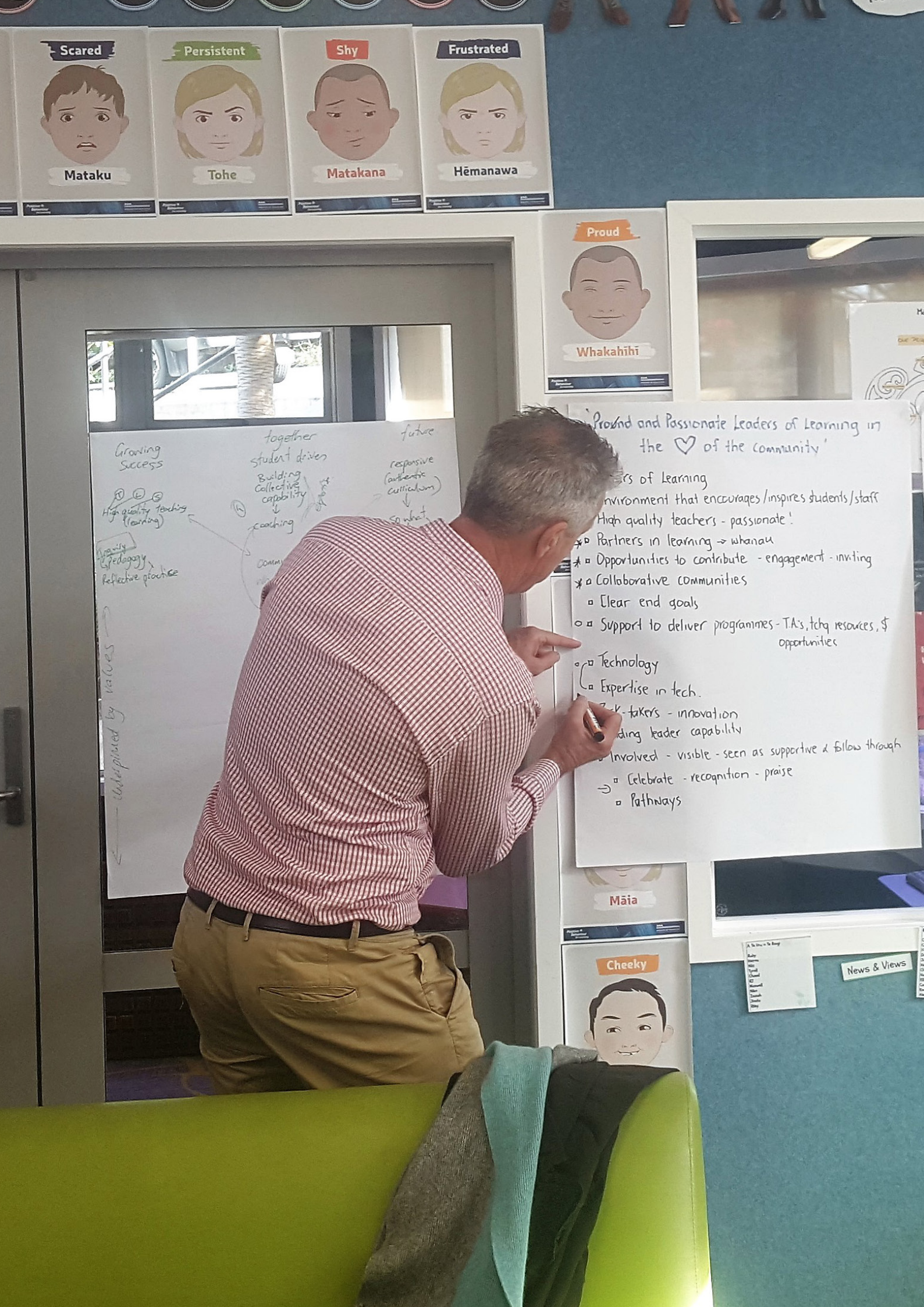
After completion of SLPP, principals become members of the Alumni Learning Network, which connects alumni through learning events across New Zealand and online. The network offers relevant content, provides access to experts and utilises innovative technologies to enrich learning and connection. Further, alumni are able to access a range of Alumni Services (ALS) to support to their strategic initiatives into action, utilising a range of bespoke offerings:

- **Strategic initiatives** connect alumni with volunteer engagement managers to support them to implement their strategic initiatives and realise the anticipated benefits (see case studies).
- **The High Performing Leadership Team (HPLT)** programme offers a series of facilitated workshops with school leadership teams, to enhance individual leadership practice and develop effective team leadership;

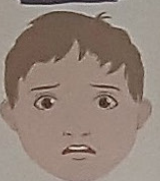
- **Community of Learning (CoL) collaborations** develop community-based strategic plans and collaborative practice in CoLs;
- **Think tanks** collate effective practice on common problems and make resources available to the entire alumni community to accelerate improvement; and
- **Master classes** provide in-depth exploration and practical application of strategic leadership topics to graduates of SLPP.

Alumni Services Programmes



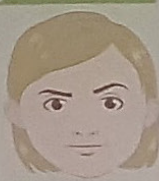


Scared



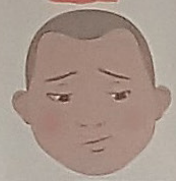
Mataku

Persistent



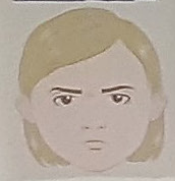
Tohe

Shy



Matakana

Frustrated



Hēmanawa

Proud



Whakahihi

Proud and Passionate Leaders of Learning in the heart of the community

Leaders of Learning

- An environment that encourages/inspires students/staff
- High quality teachers - passionate!
- Partners in learning -> whanau
- Opportunities to contribute - engagement - inviting
- Collaborative communities
 - Clear end goals
- Support to deliver programmes - T.A's, tech resources, \$ opportunities
- Technology
- Expertise in tech.
- Risk-takers - innovation
- Building leader capability
- Involved - visible - seen as supportive & follow through
- Celebrate - recognition - praise
- Pathways

Growing Success

- High quality teaching (learning)
- Quality Pedagogy
- Reflective practice

together student driven

- Building Collective capability
- coaching
- Continuous improvement

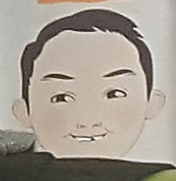
future responsive (authentic curriculum)

- So what?

← underpinned by values

Māia

Cheeky



News & Views



Our sincere thanks

A special thank you to our Strategic and Supporting Partners and all of our valued skills volunteers. Your ongoing support for our organisation allows us to assist educational leaders and their communities to grow in strategic, structured and scalable ways.

Our Strategic Partners



Our Supporting Partners



