



Springboard Trust

Prospectus 2021



SPRINGBOARDTRUST

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**“Nā tō rourou, nā taku
rourou ka ora ai te iwi”**

**“With your food basket
and my food basket,
the people will thrive”**

He Mihi Maioha from our CEO

Kia ora koutou, and welcome to the Springboard Trust prospectus.

Schools are the heart of the communities they sit within, shaping the hearts and minds of tomorrow. That places a massive task on our principals, teachers, boards and whānau - who play not just the role of educator, but that of administrator, counsellor, property manager and – above all – leader.

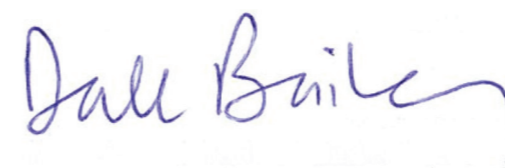
For nearly 15 years, Springboard Trust has worked with school leaders to transform education for the betterment of all. We respond to school leaders' needs, partnering them with experts from all walks of life to improve their strategic leadership, their individual strengths, their community engagement, and so much more.

That work has faced significant challenges of late, as COVID-19 shone a light on the ways in which education continues to fail those most in need. This is a series of challenges with no easy solution – but we remain staunchly committed to supporting school leaders to create equitable opportunities and outcomes for everyone.

This prospectus is an introduction to how we do that. Guided by Te Takarangi, our Māori strategic plan, and core values of Ako, Te Tiriti o Waitangi, Manaakitanga and Ka Hikitia, we want to offer continuously evolving, responsive support to the education sector. In 2021 we have also begun exploring how we might expand that support, saying “no” to fewer school leaders and creating lasting impact for as many schools as possible. With that in mind, Springboard Trust is now welcoming applications for work with us funded through Ministry of Education PLD budget or a school's own PLD budget, in addition to our usual number of fully-funded spaces courtesy of our partners.

Whatever your school, community, experience or background, we are here and we are committed to ensuring that all schools in Aotearoa can bring their best to their tamariki.

Ngā mihi nui



Dale Bailey
CEO, Springboard Trust





About Springboard Trust

Transforming Schools Together

Since 2007, Springboard Trust has transformed education by improving school leadership. We do this in a way no other organisation in New Zealand does - by partnering school leaders with expert volunteers from the public, private and philanthropic sectors.

Together, they work through our programmes and workshops to enhance each other's leadership capabilities - the reciprocal learning cycle of ako in action. The relationships they form with one another, and the two-way development that occurs, create a special kind of learning that, time and time again, is remarked upon as the best professional learning and development (PLD) that the school leaders have ever experienced.

Springboard Trust's mahi establishes a unique and trusting relationship between leaders, volunteers and Springboard Trust that creates the conditions for transformative change.

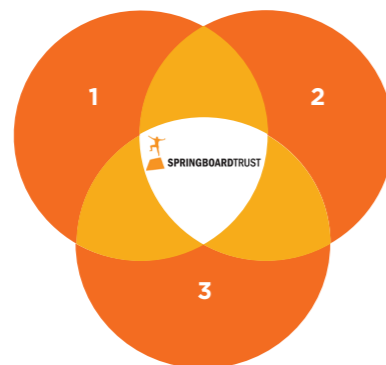
Principals embark on a multi-year journey with us, beginning with the core tenets of strategic leadership and encompassing stakeholder engagement, building community support, distributing leadership in a team and ultimately improving the conditions and opportunities for all young New Zealanders.

With the incredible support of our partners and volunteers, we support principals to make a difference in their schools and communities that resonates for years to come.

Our cross-sector model

1. Invest in frontline leadership

- Tailored professional development for principals
- Building strategic and leadership capability in schools
- Connect school leaders through learning networks



2. Leverage & adapt private/public sector skills

- Voluntary coaching from proven professional leaders
- Partnerships with some of New Zealand's leading public, private and philanthropic organisations

3. Remain independent, apolitical

- Work directly with leaders, clusters, schools and their communities
- Transfer learning from pockets of success to whole network
- Retain our independence
- Robust curriculum and bespoke support for schools



Applying with Springboard Trust

Springboard Trust invites school leaders to express their interest in the Strategic Leadership for Principals Programme or Strategic Leadership for Principals Programme, for either our usual philanthropically funded places or through other funding channels, such as Ministry of Education PLD budget.

You can begin the application process at our website, by filling out our expression of interest form. However, due to the high number of applicants we receive each year, we prioritise principals who meet the following criteria for our philanthropically funded places:

- Have at least two years of experience as a principal
- Have been at their current school for at least 12 months
- Have no major PLD commitments in the coming year
- Have no Commissioner or Limited Statutory Manager
- Have the support of their Board of Trustees
- Uphold Te Tiriti o Waitangi principles through a particular focus on results for Māori young people and their whānau
- Are willing to lead others in change

For volunteers with leadership experience who want to find out more about working with us, please contact our Volunteer Manager to express your interest in the next programme or workshop we have on offer!

Rebecca Brown

rebeccab@springboardtrust.org.nz





Foundation Programmes

The building blocks of transformational change

School leaders embark on a journey of learning and discovery with Springboard Trust, one that often spans years of professional development and creates a legacy of learning that transforms schools and communities.

But every journey must start somewhere – and for the majority of principals working with Springboard for the very first time, that is with our foundation programmes.

Strategic Leadership for Principals Programme (SLPP)

Learn the fundamentals of strong strategic leadership

- Time commitment: Approx 80 hours (principal), 40 hours (Capacity Partners), 50-60 hours (Facilitator).
- MoE PLD Hours: 100 per cohort
- Deliverable in person, virtually or blended (combination of the two)

Strategic leadership is pivotal to improved school outcomes.

As the central point of leadership for a school and community, principals' ability to effectively plan, manage and report will ensure strong relationships and progress.

The Strategic Leadership for Principals Programme (SLPP) covers the fundamentals of strategic leadership, focusing on the principals' needs and delivering the tools to create fantastic outcomes for students.

SLPP is delivered across a series of workshops, spanning 10 months of the year (typically February to November). Over this time, principals progress through modules ranging from creating a vision to extensive stakeholder management.

They work on strengths, needs and challenges specific to their school environment, completing the programme with a comprehensive strategic plan and the tools needed to put it into action. But they don't do this alone.

Each principal has the support of a dedicated Capacity Partner – an expert volunteer from the public, private or philanthropic sector selected by Springboard Trust.

Together, they work with a cohort of other principal-Capacity Partner pairings, under the guidance of an experienced facilitator and Springboard's own Programme Managers.

By the end of the course, principals typically demonstrate significant improvements in their ability to:

- Co-construct a compelling school vision
- Develop a succinct, focused 3-year strategic plan
- Identify, communicate with and gain buy-in from key stakeholders
- Lead teams with confidence to deliver transformative change
- Measure the impacts of strategic change

These skills form the bedrock of the conditions for improved student outcomes, which we explore in more detail through our Alumni Services.

Strategic Leadership for Rural Teaching Principals (SLRTP)

A one-of-a-kind course for NZ's rural school leaders.

- Time commitment: Approx 40 hours (principal or Impact Coach), as required (Subject Matter Experts).
- MoE PLD hours: 100
- Deliverable in a blended environment (combination of in-person and virtually)

Rural teaching principals face challenges that their metropolitan counterparts often do not, taking on the role of teacher and community support – especially in smaller close-knit areas.

With some 20% of the country's principals in this situation, Springboard Trust is thrilled to offer Strategic Leadership for Rural Teaching Principals - the first leadership development course of its kind in New Zealand.

SLRTP is a fully-funded 10-month leadership development course tailored to the needs of rural teaching principals. Principals are partnered with Impact Coaches, volunteers with senior leadership experience in their field who will support them through the programme.

The course is delivered through our blended model of learning, and contains:

- Residential block courses
- Online cohort meetings
- Interactive webinars delivered by Subject Matter Experts
- Debriefing sessions
- One-to-one coaching
- Self-paced learning and resources
- Cohort engagement through our Canvas Learning Management System

SLRTP combines elements of our flagship Strategic Leadership for Principals Programme with the 360-degree coaching utilised in our Springboard Coaching for Leadership programme. This creates a cohesive leadership development programme that helps rural teaching principals improve conditions for themselves, their teams, their schools and students, and the wider community.

Please note that due to the rural-specific nature of this programme, Springboard Trust welcomes applicants who work in schools with fewer than 100 students, have a dual teaching and principal role, and work in communities a significant distance from the nearest metropolitan area.





Alumni Services

Continue the journey to transformational leadership

When a principal works with Springboard – be it through SLPP, SLRTP or one of our bespoke projects – they gain access to a wealth of support and resources to help them continue their leadership journey.

After all, creating the conditions for change is a long-term process. While our foundation programmes provide incredible personal and professional development, they also form the bedrock upon which our Alumni Services build.

From our more advanced leadership programmes to tailored skills workshops to a network of connections and resources, here is what school leaders can look forward to from Springboard Trust.

- Ongoing support from a dedicated Programme Manager
- Tailored online learning modules, on anything from measuring outcomes to managing people
- Exclusive webinars, forums and resources from trusted cross-sector experts
- Further opportunities to connect with volunteers and principals who have shared experience of the unique challenges leaders face

The Springboard Network provides endless opportunities to connect, reflect and revitalise the leadership journey.

The Springboard Network

Relationships are at the heart of what we do.

School leaders, volunteers and Springboard Programme Managers work together to create the conditions for change in a school, responding to schools' needs and providing resources and support to suit.

That support continues and expands within the Springboard Network. As part of a group of more than 500 principals who have worked with us, alumni gain access to:

Skills Workshops

One-day sessions to enhance strategic thinking.

- Time commitment: Half-day or Full-day
- Run throughout the year or as requested
- MoE PLD hours: 3 per person (half-day)
- Cost: \$150 per person (minimum 10 – fully-funded workshops remain available)

Developed in response to school leaders' needs, Springboard Trust Skills Workshops are one-day events that focus on a specific element of school leadership. These offer a fantastic opportunity for principals and their lead teams to dedicate time and resources to their planning and leadership, with guidance from our expert volunteers and Programme Managers.

Our skills workshops include:

- **Kickstart Your Strategy:** This hands-on workshop focuses on taking a strategic plan and making it reality. Learn about the project life cycle and how to apply it to a strategy, with tools to scope programmes of work and monitor progress, as well as for communicating with key stakeholders.
- **Recalibrate Your Strategy:** Developed in response to the COVID-19 pandemic but relevant at any time of significant contextual change, Recalibrate Your Strategy is an opportunity to 'press pause' and assess where leaders and their teams are at – what's on track and what's not, whether priorities or stakeholders have changed, and how to move forward.
- **Talent Management:** Gain insight into talent management frameworks, developing a strategic approach to workforce planning and ensuring that leaders have the right people in the right roles at the right time.
- **Annual Planning:** Review a plan's goals and initiatives, identify actions, and roadmap for the year ahead through a structured Annual Planning process. Critical friends help leaders and their teams collaborate effectively and finish the year with the next 12 months mapped out. Runs in term 4.

- **Coaching for Results.** Learn the basics of being an effective coach, how to create space to do this, key models of coaching and have the opportunity to practice your skills. An online workshop available nationwide, Coaching for Results also features an in-depth debrief session with our expert facilitators.
- **Leading Change:** Examine how change impacts stakeholders, gain tools to help plan for change and assess a team's readiness to change to occur.

Additionally, Springboard Trust can deliver bespoke Skills Workshops to meet the specific needs of leaders, their team or school – simply contact our Programme Managers to find out how we can help.

High Performing Leadership Teams

Work as a team to lead change in a school environment.

- Time required: Approx 16 hours over one school term
- Runs in terms 1, 2 and 3
- MoE PLD hours: 20 per school

It is vital that school leaders bring each and every member of their leadership team on the same journey they are taking. Distributing leadership and creating development pathways – as well as learning each other's ways of working – are foundational steps in creating the conditions for change.

In High Performing Leadership Teams, a group of school leaders works with expert volunteer facilitators across three workshops in a single term:

- Laying the Foundation
- Building the Team
- Operating to Get Results

Under the guidance of a skilled facilitator, leadership teams build trust and capability and acquire the tools and frameworks to implement their strategic plan for maximum impact.

Springboard Coaching for Leadership

Foster a senior or middle leader's strengths through a comprehensive 360-degree feedback system with coaching support.

- Time required: 10-15 hours over 3-4 months.
- Runs in terms 1, 2 and 3
- MoE PLD hours: 14 per person

A good leader needs to understand themselves – their strengths, opportunities for development, leadership style – and how perceptions of those differ between themselves and others.

Springboard Coaching for Leadership is a one-term programme that partners a school leader with a trusted volunteer coach, who takes them through an extensive 360-degree feedback process.

Taking on board insights from up to 15 colleagues including participants, peers and team members, leaders gain unique insight into their leadership style and how to create or continue positive practices that impact those around them.

Available for principals, senior and middle leaders, Springboard Coaching for Leadership uses Springboard Trust's unique leadership framework developed for educators in Aotearoa New Zealand.

Learning Events

Challenging ideas and rewarding connections.

Every year, Springboard Trust hosts learning events designed to challenge and invigorate the thinking of school leaders. Featuring world-class international and local speakers, cross-sector experts and interactive panels, these offer a unique opportunity to learn, connect and disrupt.

Past events have included speakers such as Pasi Sahlberg (Gonski Institute), Professor Russell Bishop (University of Waikato), Dr Ann Milne PhD, Nick Tuffley (Chief Economist, ASB) and Springboard Trust's Board Chair, Ian Narev.

Bringing together perspectives from inside and outside the mainstream, from education, health, equity, economy and beyond, our Learning Events – exclusive to our Springboard Network and their leadership teams – are not to be missed.

School Innovation Services

Broadening the horizons of professional learning and development.

School Innovation Services is where innovation comes to life. Working with schools, principals, Kāhui Ako and a variety of cross-sector experts, we deliver development and transformation that might not fit within the scope of our existing programmes, workshops and projects. Recent examples have included:

- Assessing impact and long-term sustainability for Te Tupu Managed Moves
- Developing collaborative practices and strategic design for Kāhui Ako in Ngāruawāhia
- Supporting leadership pathways for across-school leaders in the Lynfield Kāhui Ako

If a school, its leader, or a wider community of learning has needs involving effective leadership, distributed leadership, creating a supportive environment, improving teaching effectiveness or parent/whānau engagement, we can develop a solution through the lens of educational leadership that addresses those needs.

The journey has just begun

Through our Alumni Services, school leaders – no matter what their leadership needs are – can access the support, resources, tools and frameworks to help them succeed. And when school leaders succeed in their role, it spreads through the whole community.

If you're interested in continuing your learning journey with Springboard – or simply want to know more about one of our workshops, programmes, events or resources – please contact your Programme Manager to discuss your next steps. And thanks for coming this far with us – we're so excited to keep working with you.





Volunteer Opportunities

Make a difference for New Zealand schools

Volunteers are the backbone of Springboard Trust’s work. Through our unique cross-sector model, volunteers from all walks of life partner with school leaders to further their development. They create trusting, rewarding relationships, supporting the school leader while also honing their own coaching and leadership skills. It’s work strongly aligned with the te ao Māori concept of ako, in which both teacher and student learn from one another.

With a wide range of volunteer opportunities available, we are excited to offer a rewarding, impactful way for individuals and organisations to give back to schools and communities.

How volunteering with Springboard works

Every school leader’s situation is unique – we work with people in central metropolitan areas as well as remote rural communities.

When volunteers express their interest in working with us, we make sure to take on board their preferences, needs and skill set, so both they and the school leader/s they work with can bring out the best in one another. We do this via a carefully crafted matching process, designed to support both volunteer and school leader to enhance their own skills.

As a result, many volunteers who give their time to Springboard Trust don’t just support school leaders through a programme – they create a lasting relationship that extends well beyond the end of the work with us.

Our programmes are also facilitated by top level business executives, therefore every programme, workshop and interaction with a school leader brings a unique opportunity to develop and hone their skills.

“ I haven’t just met a great volunteer who can challenge me where needed - I’ve made a friend for life. ”



Capacity Partners Strategic Leadership for Principals Programme

Develop a principal’s strategic planning and leadership skills.

- Time required: 40 hrs (approx) over 10 months
- In-person, virtual or blended delivery
- Runs February-November

Working in our flagship Strategic Leadership for Principals Programme, volunteer Capacity Partners support the beginning of a principal’s leadership journey.

Each volunteer is matched with a primary or secondary principal, and works with them to create a strategic plan for the principal’s school.

Your pairing will be one of up to six in a ‘cohort’ facilitated by a senior business leader. Attending the workshop sessions which cover the core tenets of strategic planning provides fantastic opportunities to connect with, teach and learn from others in a group setting.

Volunteers meet with their principal monthly to support the application of the workshop learning to their individual school context, while challenging and supporting them on their path to better leadership.

Capacity Partners grow their own leadership by using their skills and forming a close relationship with both the principal and their school.



Facilitators (Full-Year) Strategic Leadership for Principals Programme

Develop and care for a full cohort of principals and volunteers, delivering a unique learning experience.

- Time commitment: 50-60 hours
- In-person, virtual or blended delivery
- A series of modules and debriefing sessions with volunteers and principals
- Runs February-November

The full-year facilitator role works in the Strategic Leadership for Principals Programme, curating the development experience for a cohort of up to six principal-volunteer pairings.

Facilitators deliver a series of modules, sharing their own leadership experiences to bring the content to life. Volunteers hone their own group management and strategic leadership skills, building strong relationships with the Springboard team, volunteers and principals alike.

This is a fantastic opportunity for those who have worked as volunteers with Springboard before, taking their leadership skills to the next level.



Schools are at the heart of communities. And if you want to give back to your community, Springboard is the perfect place to do that.



Impact Coaches

Strategic Leadership for Rural Teaching Principals

Develop a rural principal's leadership.

- Time commitment: Approx 40 hours over 10 months
- Support a principal between workshops, and attend a one-day session at course end
- Runs February-November

Impact Coaches work in the Strategic Leadership for Rural Teaching Principals Programme - a unique programme piloted in 2020.

Impact Coaches support principals in rural New Zealand, who also play a critical role as both teacher and fulcrum of their community.

As with Capacity Partners, Impact Coaches are matched with a principal and form part of a cohort, developing the principal's strategic leadership capability, and identifying and enhancing their strengths. Volunteers partner with a principal over a school year, coaching, challenging and cultivating them as leaders of unique school environments.

This is one-of-a-kind programming in New Zealand, and offers volunteers a very special opportunity to make a difference in communities often overlooked for support.



The cohort I've been working with - it's been like a beacon of hope, of people coming together who are experiencing similar challenges.



Facilitators (One-term)

High Performing Leadership Teams

Bring programme content to life.

- Time commitment: 16 hours over 12 weeks
- Three four-hour workshops
- Runs in terms 1, 2 and 3

Facilitation is a key element of Springboard Trust's work. Facilitators bring the course content to life, add their own experiences and expertise to the programmes and create a safe and supportive environment in which all participants can thrive.

Typically senior or middle leaders in their organisations (and ideally having had some experience with Springboard before), one-term facilitators work in our High Performing Leadership Teams programme.

They facilitate a group of leaders from a single school, helping them bring their best to their unique school context. In turn, facilitators get fantastic development of their own group management and leadership capabilities.



Coaches

Springboard Coaching for Leadership

Develop school leaders as both individuals and part of a team.

- Time commitment: 10 hours
- Ongoing support and coaching for leadership development
- Runs in terms 1, 2 and 3

Volunteer coaches work within the Springboard Coaching for Leadership programme, partnering with a principal or senior school leader to help them understand their individual strengths and development opportunities.

Over the course of a school term, volunteers will help a school leader reflect on and connect with their strengths, as well as work through a comprehensive 360-degree feedback process that involves up to 15 people who work with the school leader.

Confidential, high-trust relationships are developed in which volunteers forge deep connections with school leaders and foster positive leadership practices.



Subject Matter Experts

General

Making a difference in schools, one leadership project at a time.

- Time commitment: 1+ hours
- Bespoke support and development
- Runs as per school needs

As Subject Matter Experts, volunteers have bespoke opportunities to work with Springboard, with shorter and more flexible time commitments than our other roles.

Opportunities may include running a workshop for multiple leadership teams, or providing a short webinar for one of our foundation programmes.

Alternatively, volunteers might act in a consultant capacity to help a school with a one-off project that falls outside our usual scope of work, for example through our School Innovation Services.



It was incredibly powerful and I was so proud of the principal - helping them reach a place of growth and honesty is a real privilege



Workshop Facilitator

Skills Workshops

Lend your expertise to Aotearoa school leaders

- Time commitment: 5-10 hours over 1-2 sessions (including prep)
- Lead subject-specific workshops for school leaders and their teams
- Run throughout the year, in-person or online

Workshop Facilitators take the lead on our Coaching for Results and Leading Change workshops, delivering tailored learning to small groups of principals or their teams.

Workshops typically consist of no more than 10 leaders, and can be delivered either in-person or online. Facilitators deliver the course materials, providing your own unique insight on the workshop, and in some cases host a follow-up debrief session to help those leaders practice their skills.

Ready to make a difference?

No matter when or where you want to give your time, or how much time you have - there is an opportunity for you to make a difference through Springboard Trust.

Schools and their leaders play one of the most important roles in our society, shaping the future of all our young people.

Supporting those leaders to deliver the best environment and outcomes possible for their students is a special piece of work, and we're honoured to have had more than 500 volunteers to date give their time to it.

If you'd like to join us, or register your interest in working with us again - please get in touch with our Volunteer Manager:

Rebecca Brown

rebeccab@springboardtrust.org.nz



Our Partners

Springboard Trust would like to acknowledge our partners. Their ongoing support enables the Trust to deliver high-calibre and impactful programmes to New Zealand schools.

Strategic partners



Major partners



Supporting partners





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