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THE
PRINCIPALS
ACADEMY



MENTORING SCHOOLS TO EXCELLENCE

EXECUTIVE SUMMARY

The goal of the Principals Academy is to provide quality teaching and meaningful learning in schools serving poor and marginalised communities. Research on school effectiveness has shown that school leadership and teaching quality are the two factors that have the greatest impact on learner performance. It is for this reason that we have chosen to focus our efforts primarily on improving the leadership and management competencies of the principals of these schools.

Our leadership development programme consists of two components:

- a modular 12-month academic component designed and presented by the University of Cape Town's Graduate School of Business (UCT GSB), and
- a coaching and mentoring component which provides the principals with a minimum of 3 years of mentoring and coaching support. Our coaches are retired school heads with a solid record of success as leaders of high-performing schools.

Each year, 24 principals are selected to join the programme, with the first group having joined in December 2012. There are currently 92 principals in the programme.

In addition to our work with school principals and their leadership teams we also provide specialist subject support for primary school Mathematics and Language teachers. Our future plans include the provision of similar support for high school teachers in Mathematics, Physical Sciences and English First Additional Language.

More recently, on our initiative, the UCT GSB has developed and presented a short course for Circuit Managers and District Officials.



WELCOME TO THE PRINCIPALS ACADEMY TRUST

South Africa spends more on education than any other country in Africa. And yet our schools are failing us. Many people believe that donating resources such as libraries and computers is enough to make a difference. Or that building new classrooms and repairing structures guarantee a better performing school. These endeavours are noble and they help, but we've seen they are not enough.

To really change a school for the better, you have to aim for the heart of it: its people. Specifically its leaders. So we start at the top. Because excellent principals lead to excellent schools and excellent schools lead to exceptional individuals. A simple, but powerful trickle-down effect.

So, quite simply, the Principals Academy equips principals who head up schools in disadvantaged communities with all the tools they need to turn their schools into centres of excellence in their communities.

To realise our hopes for these disadvantaged schools, we work closely with the Western Cape Department of Education and rely on the support of our generous donors and mentors.



OUR GOALS AND VISION

OUR GOALS

Teaching and learning of the highest possible quality in every classroom, for every lesson, every day, in an environment that's safe and conducive to learning.

OUR VISION

School leaders with the competence, values and ambition to turn public schools serving socio-economically challenged communities into centres of excellence and beacons of hope.





YOU DON'T
GET A THRIVING
ORGANISATION
WITHOUT A STRONG,
COMPETENT
LEADER.



HOW WE DO IT

We take a two-pronged approach to help principals become strong leaders: academic training and coaching/mentoring.

Academic Training

The Management Development Programme (MDP)

The Principals Academy has worked with the Executive Education division at UCT's Graduate School of Business (GSB) to create a customised Management Development Programme (MDP) especially for high school and primary school principals.

What does the MDP teach principals?

The MDP is designed to help primary and high school principals enhance their leadership and management skills by changing the way they approach their leadership responsibilities. It provides principals with a range of tools they can use when dealing with challenging circumstances. Importantly, the MDP is modular, so the principals can implement what they've learned to the immediate benefit of the school.

How long does the course take?

The course content includes four modules, each comprising a residential period of three to four days. The programme takes place over about 12 months, with residential contact sessions at the GSB during school holidays.

SUCCESS STORIES

“It is a tribute to her diligence, hard work and outstanding leadership that the performance of the learners at her school has shown a steady improvement in both Mathematics and Language.”

- Referring to Nomsa Shosha, Siyazakha Primary School, Philippi

Coaching / Mentoring

To enhance their MDP training, we support the principals through coaching and mentoring. Our mentors are retired principals with many years of experience running excellent public and independent schools.

The mentors meet with the principals one-on-one at their schools every fortnight for at least an hour.



Keith Richardson, Clive Barham, Bruce Probyn



Alan Clarke, Midge Hilton-Green, Anne van Zyl

THE TEAM

Our inspiring mentors:

- **Keith Richardson**, former principal of Wynberg Boys' High School. During his 17-year tenure as principal, he stressed the importance of relationship building with educators, parents and learners.
- **Clive Barham**, retired principal of Kirstenhof Primary School and previously a principal at Golden Grove Primary School. He has been actively involved as an executive committee member of the South African Principals Association for many years.
- **Bruce Probyn**, who heads up our team of mentors. He has 26 years of experience as a headmaster at outstanding schools such as Wynberg Boys' High School, Diocesan School for Girls and Herschel Girls School.

- **Alan Clarke**, former headmaster of Westerford High School. He is a highly respected education specialist with vast experience in education policy and school management practices and has written two books, *The Handbook of School Management* (2007) and *The Handbook for School Governors* (2009).
- **Midge Hilton-Green**, who was until recently the principal of Christel House. Midge was also the principal of Kingswood Junior and Bishops Preparatory School, and has a lot of experience in dealing with different socio-economic schools.
- **Anne van Zyl**, retired principal of the Oprah Winfrey Leadership Academy for Girls. She was also headmistress of Pretoria High School for Girls, St Stithians Girls' College, Stanford Lake College and Bridge House School.





TRAINING PROGRAMMES

Every school is different. So we further support schools through facilitated workshops that address their unique needs, at no cost to them.



These include:

- **School support:** Our mentors present workshops that cover topics such as strategic planning, creating shared values, classroom management, dealing with negativity, and data analysis and interpretation.
- **Teacher training:** Our language, mathematics and science facilitators meet at central locations to provide support for teachers in all phases in all our schools.



OUR SCHOOLS AND PRINCIPALS

Twenty-four principals have been selected to join the programme each year since its launch in 2012. The vast majority of our principals are drawn from schools serving disadvantaged communities in the greater Cape Town metropolitan area.

Our schools are mainly located in the following geographic areas: Mitchells Plain, Khayelitsha, Athlone, Mfuleni, Gugulethu, Kraaifontein, Philippi, Grassy Park, Retreat, Masiphumelele, Manenberg, Caledon, Vredenburg, Franschhoek and Paarl.



OUR BENCHMARKS FOR CENTRES OF EXCELLENCE

We understand that good schooling is about more than the achievement of good results. But the fact is, helping learners to achieve their full academic potential remains the core business of schools. That's why we've set clear and ambitious academic learner performance standards for the schools we are working with. We categorise these performance standards according to three levels:

PERFORMING

This is the baseline performance that we'd expect from a fully functional school.

GOOD

This is a level of performance that is significantly and consistently better than that of its performing peers.

EXCELLENT

This is the level of performance that will place these schools among the top-performing public schools in their province.





OUR BENCHMARKS FOR ACADEMIC EXCELLENCE INCLUDE THE FOLLOWING:

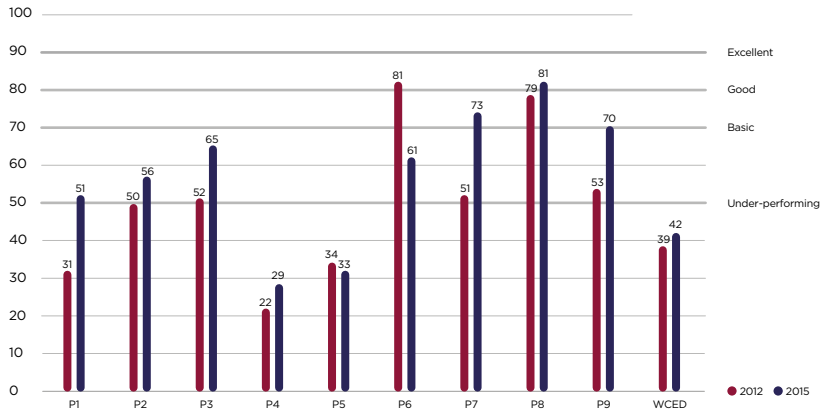
- Western Cape Education Department (WCED) systemic tests
- National Senior Certificate examinations
- Internal assessments

We are proud of the many schools that continue to show tremendous progress under the guidance of the Principals Academy.

PRINCIPALS ACADEMY TRUST

Grade 3 Systemic Tests 2012 and 2015

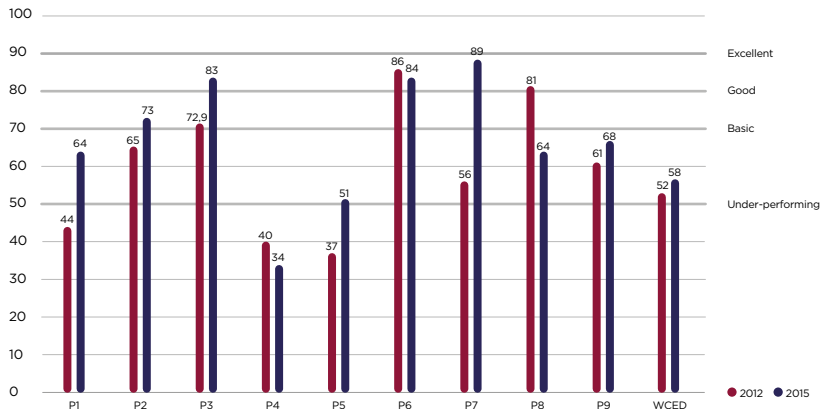
Cohort 1: **Percentage of learners scoring 50% and above in Home Language**



PRINCIPALS ACADEMY TRUST

Grade 3 Systemic Tests 2012 and 2015

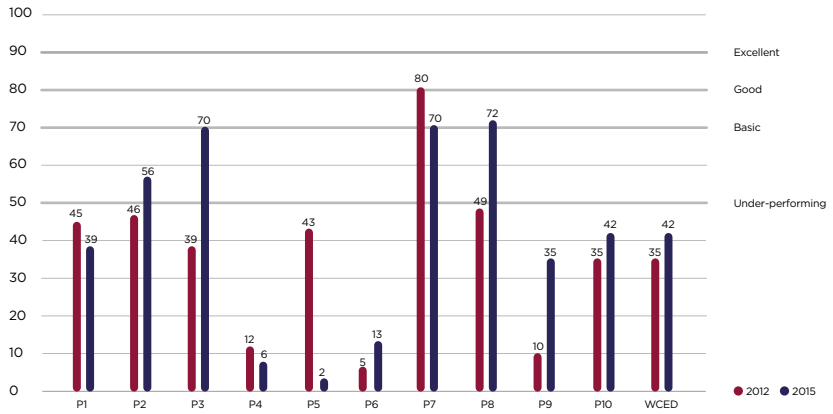
Cohort 1: **Percentage of learners scoring 50% and above in Mathematics**



PRINCIPALS ACADEMY TRUST

Grade 6 Systemic Tests 2012 and 2015

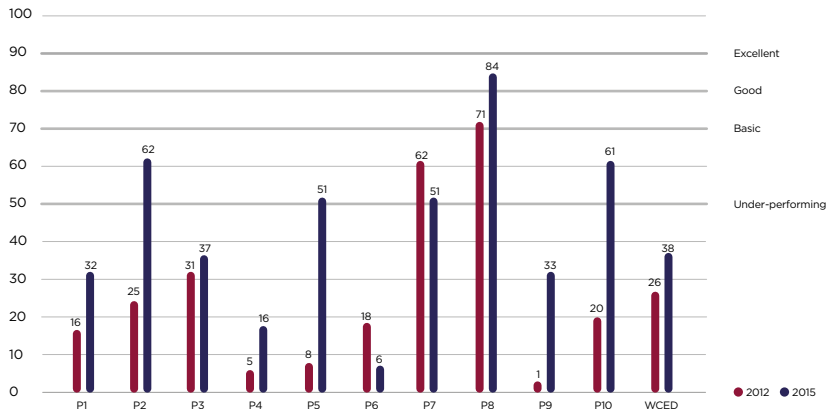
Cohort 1: **Percentage of learners scoring 50% and above in the language of Learning and Teaching**



PRINCIPALS ACADEMY TRUST

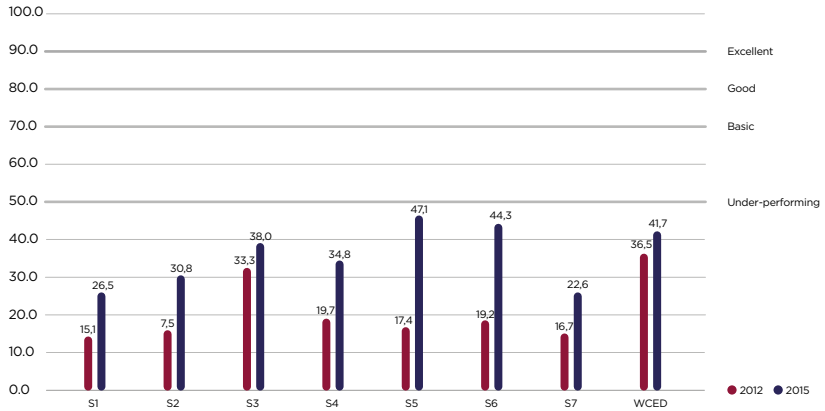
Grade 6 Systemic Tests 2012 and 2015

Cohort 1: **Percentage of learners scoring 50% and above in Mathematics**



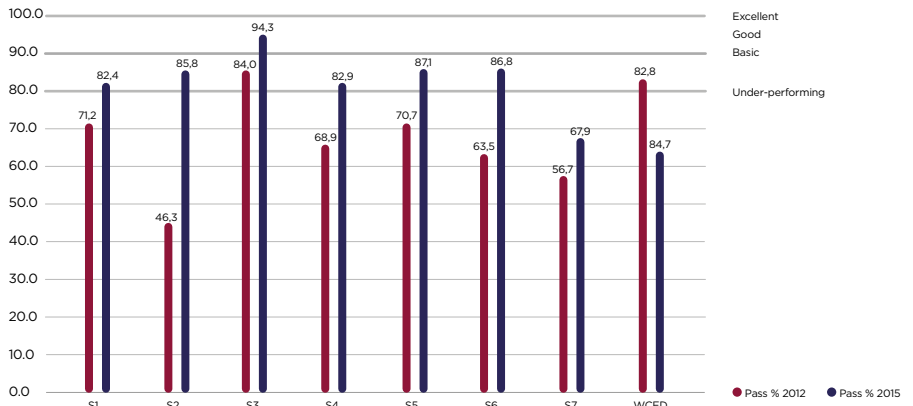
PRINCIPALS ACADEMY TRUST

National Senior Certificate Examinations 2012 and 2015
Cohort 1 Schools: **NSC Bachelor-level pass percentage**



PRINCIPALS ACADEMY TRUST

National Senior Certificate Examinations 2012 and 2015
Cohort 1 Schools: **NSC Pass percentage**





HOW TO GET INVOLVED

AS A PRINCIPAL

If you want to apply for admission to the programme, please email Joanne@principalsacademy.ac.za or send your details to one of our mentors:

Bruce Probyn: Bruce@principalsacademy.ac.za

Alan Clarke: Alan@principalsacademy.ac.za

Midge Hilton-Green: Midge@principalsacademy.ac.za

Anne van Zyl: Anne@principalsacademy.ac.za

Clive Barham: Clive@principalsacademy.ac.za

Keith Richardson: Keith@principalsacademy.ac.za

AS A DONOR

The Principals Academy is a Section 18A Trust and relies on donor funding to help us in our work of turning schools in disadvantaged communities into centres of excellence. If you wish to get involved with the Principals Academy as a donor, please contact us:

TRUSTEE

Rick Haw: Rick@westwoods.co.za

COORDINATOR

Joanne Haw: Joanne@principalsacademy.ac.za

OFFICE

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