



Leading for the Future: Professional Development for Head Teachers/Principals

Leading for the Future is a professional development programme designed for UNRWA Head Teachers and Principals. The UNRWA Reform Strategy requires competent and confident leadership at school level to drive improvement and reach the Agency goal of providing high quality education for all pupils in UNRWA schools.

Head Teachers and Principals have an important management and leadership role, implementing the Education Reform and providing overall strategic direction for UNRWA schools. The capacity of the Head Teacher or Principal, and the school as a whole, through a model of school empowerment, needs to be strengthened in order to deliver on the commitments of the Education Reform Strategy and the School Based Principal Development (SBPD): Leading for the Future programme is a response to this need.

Leading for the Future will support Head Teachers and Principals, to provide them with:

- Practical proven tools and techniques to lead and manage successful and sustainable improvement in schools;
- Confidence and competence in coaching skills to improve the performance of school staff;
- A focus on their responsibility and accountability as educational leaders;
- Knowledge, understanding, ideas, and practical skills essential for the successful and sustainable improvements for pupils and staff in their schools;
- Commitment to the vision and principles of the UNRWA reform strategy;

- Enhanced self-awareness, self-reflection, and self-management techniques;
- A clear plan to monitor, review, evaluate, and improve the current teaching and learning provision in each school.

Leading for the Future Programme

Through Leading for the Future Head Teachers and Principals will:

- Study distance learning materials in text and online;
- Take part in group development sessions using modules and activities designed, developed and delivered by Head Teachers and Principals themselves, under the guidance of an International Expert in School Leadership;
- Contribute to face-to-face learning groups and online learning communities;
- Engage in self-reflection and analysis supported by specially designed materials;
- Carry out directed reading, including books and articles, complementary online materials and online communities, DVDs, audio content, and case studies;
- Learn as they lead and manage, relating experiences to the ideas and approaches from the programme;
- Undertake visits and short term placements in other UNRWA schools and schools in the region.

The Leading for the Future programme will build on Head Teachers and Principals' existing knowledge of leading and managing people. The programme will deepen and broaden school leaders' skills, tools, and techniques towards effective, efficient and equitable education. All Head Teachers and Principals will participate.

Training Material

In Leading for the Future, Head Teachers and Principals will explore and develop skills in:

- Understanding change and resistance;
- Tools and techniques for planning and change;
- Being a leader;
- Leading a team;
- Improving teaching and learning;
- Appraising and managing staff performance;
- Developing a community of learners.

Supporting Head Teachers and Principals

Education Specialists and Area Education Officers (AEOs) will perform an important role, working with Head Teachers and Principals who are undertaking the Leading for the Future course.

Programme Length

Leading for the Future programme is planned to take one year, and will take place within the academic year.

Development of the Programme

UNRWA staff, centrally and in the West Bank and Lebanon Fields, worked cooperatively, drawing on international evidence and expertise as to what makes a good educational management and leadership programme to develop Leading for the Future programme.

Making a positive difference

Head Teachers and Principals will be participating in a challenging, world class professional development for improved educational management and leadership. From this they can gain confidence and practical guidance in ways to involve teaching staff through the leadership and management skills they acquire through Leading for the Future.

Head Teachers and Principals will become members of a community of like-minded learners, peers who will also be engaging and involving staff in developing strategic plans customised to the needs of their students and their local contexts.

Professional attributes of effective leaders

- Positive, enthusiastic outlook, embracing risk and innovation
- Commitment and dedication to social justice, equality and excellence
- Engagement in collaborative partnership working, within and beyond the school
- Integrity in relation to their own and the school's practice
- Courage and conviction to achieve the best outcomes
- Respect and empathy towards others
- Resilience, perseverance and optimism in the face of difficulties and challenges
- Decisive, consistent and focused on solutions
- Drive for improvement and challenging underperformance
- Capacity to be flexible, adaptable and creative

Teachers will benefit from receiving effective support and direction from strong leadership and coaching skills of Head Teachers and Principals in their schools. As they will also be embarking on professional development tailored to their roles, in their School Based Teacher Development (SBTD): Transforming Classrooms programme, teachers will be mentored and supported in this by Head Teachers and Principals with valuable knowledge and skills gained from their participation in Leading for the Future.

Education Specialists will develop professionally from their important role working with Head Teachers and Principals. Education Specialists will be given information and ideas on how they might go about supporting Head Teachers and Principals.

Students will benefit from strong and effective leadership of their school, teachers, and classrooms; a strategic, system-wide approach to driving improvement; an increased rate and quality of change for improvement; and the shift in focus to formative assessment approaches which are proven to have a greater long term impact on learning skills and attitudes producing successful learners.

Parents and communities will know their schools are led by competent, professional leaders who are committed to managing and improving the performance of school staff and providing quality education for all students.

For more information please contact your Chief Field Education Programme or UNRWA HQ Education Department on info.education@unrwa.org



united nations relief and works agency
for palestine refugees in the near east

www.unrwa.org

UNRWA provides assistance, protection and advocacy for some 5 million registered Palestine refugees in Jordan, Lebanon, Syria and the occupied Palestinian territory, pending a solution to their plight. The Agency's services encompass education, health care, social safety-net, camp infrastructure and improvement, community support, microfinance and emergency response, including in times of armed conflict. Through these services UNRWA strives to help Palestine refugees achieve a decent standard of living, long and healthy lives, knowledge and skills and full enjoyment of human rights. These goals are formulated according to the UN criteria for human development.