

AISA Head of School Guidelines for Effective School Leadership.

These viability markers and indicators can be used for heads of school during transition period and can guide the leadership actions of Boards and school heads to ensure quality, continuity and best practice in small schools throughout AISA.

School Effectiveness Framework	Components	Resources	Sample Indicators
Best Practice Governance Structures	<ul style="list-style-type: none"> • Policy statement defining Board Roles, Responsibility and Best Practice • Structure to accomplish the work of the Board: e.g. task lists, possible Board committees • Annual and on-going Board Training • Annual Strategic Board Self Evaluation • Annually approved Board Profile reflected in board minutes • Recruitment and succession planning • Ethics and Conflict of Interest Statements • Continuity of leadership plan for absence of director of board 	<p>AISA School Effectiveness Handbook Section One: Pages 7 – 11</p> <p>Appendices A – F</p> <p>International Schools Trustees Handbook</p>	<ul style="list-style-type: none"> • Policy statements that define • Best Practice Governance • Annual board training • Board committee structure • Annual Board and Committee Goals • Written Strategic Board Self Evaluation informs board • Board Profile • Board Succession Plan
Long Range Strategic Plan with accompanying strategic financial plan and master facilities plan	<p>Five-year Strategic Plan accounts for:</p> <ul style="list-style-type: none"> • Student Issues including enrollment • Faculty and Staff Issues • Administrative Staffing Plan • Constituent Relations • Technology • Facilities • Finance (see strategic financial plan) 	<p>AISA School Effectiveness Handbook Section Two Pages 11 – 15</p> <p>Appendices F, H & J Pages 54 - 61 Pages 64 - 71</p>	<ul style="list-style-type: none"> • Constituency-Based Strategic Plan for School Development • Strategic Financial Plan to provide resources to achieve annual and long-term goals of the Strategic Plan. • Annual published report of progress on both Strategic

	<p>Five-year financial plan accounts for:</p> <ul style="list-style-type: none"> • Annual resources needed for yearly strategic plan initiatives included in operating budget for life of strategic plan 		<p>Plan and Financial Strategic Plan</p>
<p>Financial and viability metrics defined in Board Policy</p>	<p>Policy position defines financial stability metrics</p> <ul style="list-style-type: none"> • faculty and staff salary and benefit program • research based reserve positions • appropriate insurance coverage for school operations • balanced operating budget • resources to achieve strategic plan • resources to support professional development plan <p>Board Oversight Metrics to ensure quality of school</p> <ul style="list-style-type: none"> • academic performance measures • admission program • personnel program • college placement • service program 	<p>AISA School Effectiveness Handbook Section Three: Pages 14 – 16</p> <p>Appendices K – M</p>	<ul style="list-style-type: none"> • Financial Strategic Plan published internally and updated annually • Tools to track progress for each component of school operations and overall school programs (spreadsheets, dashboards, etc)
<p>Facility Master Plan Included in School Strategic Plan</p>	<p>Comprehensive Facilities Plan accounts for all aspects of school buildings and grounds:</p> <ul style="list-style-type: none"> • Engage services of external architect, engineers or other appropriate consultant • Campus master plan • Comprehensive maintenance scheme • Security Plan 	<p>AISA School Effectiveness Handbook Section Nine Pages 30 - 31</p>	<ul style="list-style-type: none"> • Master facility plan developed with external consultant • Facilities and major equipment repair, renewal and replacement plans • Equipment safety/maintenance records

	<ul style="list-style-type: none"> Financial Plan to support facilities plan linked to five-year strategic financial plan 		
Emergency Planning	<ul style="list-style-type: none"> Operational plan to include all necessary security schemes and drills such as: fire, lock down, safe room or active shooter plan(s), Evacuation of campus plan Evacuation from country in case of civil or natural emergency Continuity of learning plan Continuity of leadership plan for absence of director of board Close working relationship with relevant embassy and local authorities 	<p>AISA School Effectiveness Handbook</p> <p>Office of Overseas Schools Handbook</p> <p>Similar resources can serve as guides to be adapted to local circumstances</p>	<ul style="list-style-type: none"> Force Majeure Policy Safety and Security Handbook Emergency and Contingencies Plan Leadership Succession Plan
School Accreditation Status	<p>School maintains accreditation with accreditation agency and develops and implements an integrated school improvement plan to:</p> <ul style="list-style-type: none"> address all accreditation recommendations guide on-going curriculum development provide for necessary professional development 	<p>Accreditation Agency Standards and school report</p>	<ul style="list-style-type: none"> Accreditation Certification and on-going reports Specific and prioritized action plan to address recommendations
Comprehensive Child Protection Program	<p>All four components well developed and in place</p> <ul style="list-style-type: none"> Policy and Procedures K-12 Curriculum Adult Training Multi-Disciplinary Team engages with local and international community professional resources (medical, legal, police, 	<p>AISA Child Protection Handbook</p> <p>AISA School Effectiveness Handbook</p> <p>Section Eight Pages 27 – 28</p> <p>Appendix Q. Pages 90 - 97</p>	<p>Child Protection Management Team completes annual plan</p> <p>Child Protection Case Management team functions as needed to manage cases of abuse</p> <p>Multi-Disciplinary Team engages with community</p>

	etc.)		resources
Curriculum	<ul style="list-style-type: none"> • Adopted Standards • Curriculum review process and cycle • Unit planner or similar curriculum documentation design • Professional Development Plan 	<p>AISA Curriculum Cycle and supporting PLI</p> <p>Published curriculum programs/resources can be adapted to local setting</p>	<ul style="list-style-type: none"> • Research standards adopted by school • Curriculum documentation • Professional development sessions to support curriculum implementation