



AHISA 2013-15 BIENNIAL REPORT

**ASSOCIATION OF HEADS OF INDEPENDENT
SCHOOLS OF AUSTRALIA**
**COLLEGIAL SUPPORT FOR EXCELLENCE IN
SCHOOL LEADERSHIP**

AHISA'S PRIMARY OBJECT

To optimise the opportunity for the education and welfare of Australia's young people through the maintenance of collegiality and high standards of professional practice and conduct amongst its members



AHISA at a Glance

420 AHISA members

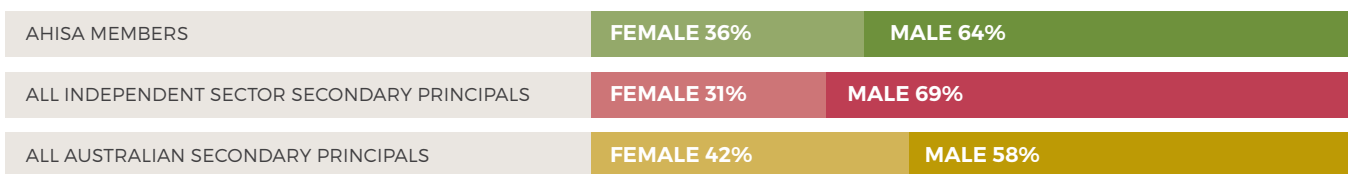


Leading schools with **426,000 students**, which represents **12%** of total Australian school enrolments and **20%** of Australia's total Year 12 enrolments, plus **36,500 teachers** – 13.8% of Australia's teacher workforce, and **17,900 non-teaching staff** – 16.4% of all non-teaching staff in Australia's schools.

6 AHISA Branches
420 members

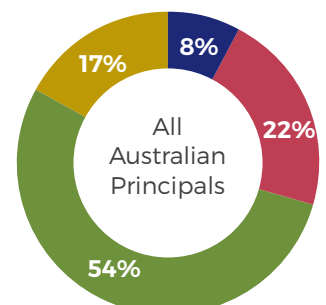
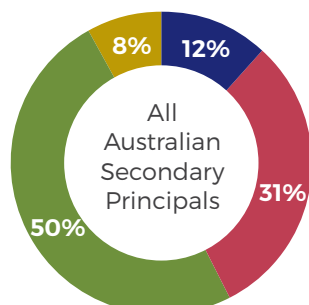
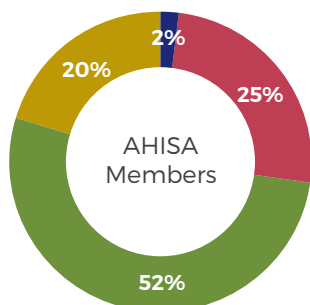
NSW/ACT	119
QLD	80
SA/NT	48
TAS	20
VIC	104
WA	49

Gender



Age

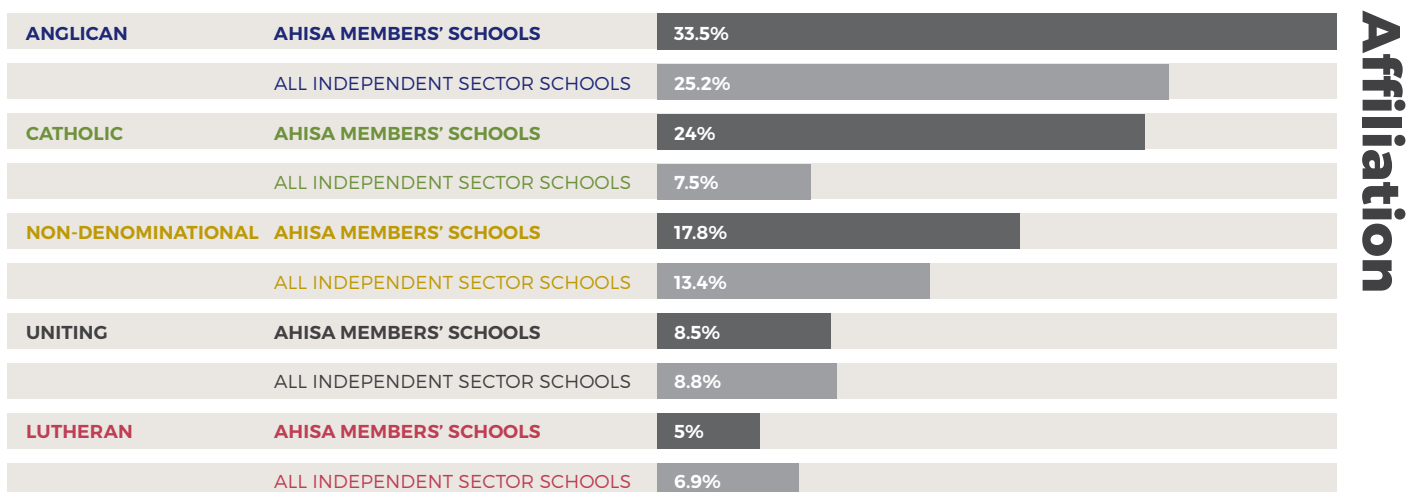
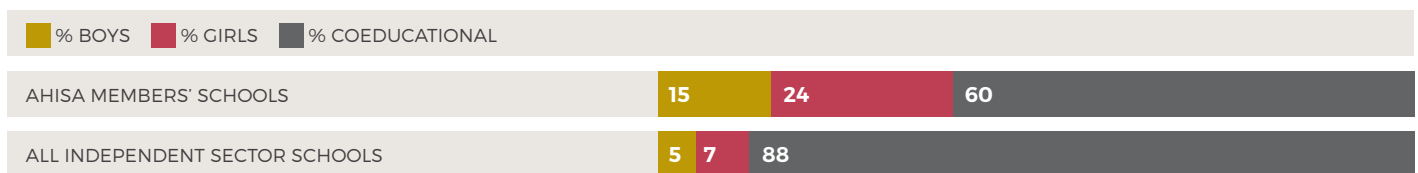
- < 39 years
- 40-49 years
- 50-59 years
- 60+ years



Sources

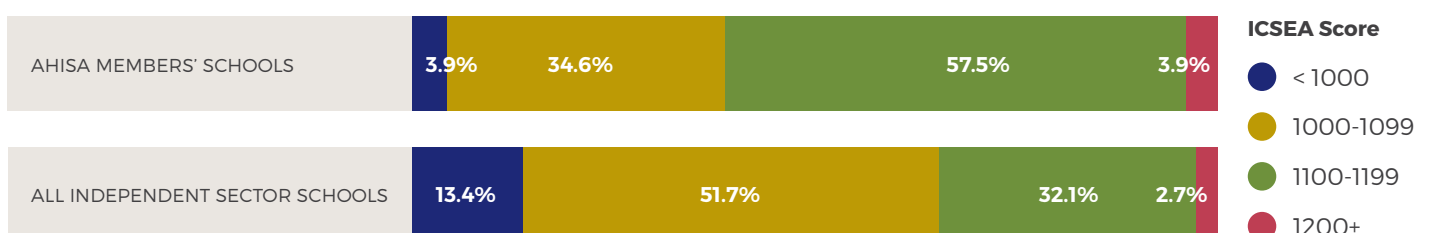
AHISA Member Database
 Australian Bureau of Statistics (2015) *Schools Australia 2014*
 Australian Government (2014) *National Teaching Workforce Dataset: Data analysis report 2014*
 Independent Schools Council of Australia (2014) *Socio-economic profile of schools*. Independent Update, Issue 7, August 2014
 Independent Schools Council of Australia (2015) *Independent Schools in Australia: Snapshot 2015*
 McKenzie P, Weldon P, Rowley G, Murphy M & McMillan J (2014) *Staff in Australia's Schools 2013: Main report on the survey*. Canberra: Department of Education

AHISA Members' Schools



According to the designation assigned by members on AHISA's database, most AHISA members lead schools with a religious affiliation. As well as schools affiliated with the larger Christian denominations in Australia, AHISA's membership includes Heads of Baptist schools (9), Presbyterian schools (8), Greek Orthodox schools (3), Assemblies of God (2) and Society of Friends (1), as well as Jewish schools (7) and an Islamic school (1). Some Heads lead schools with a dual affiliation, such as Anglican-Uniting (4) or Presbyterian-Uniting (4), or schools which are designated non-denominational or inter-denominational. Two members lead schools aligned with a specific educational philosophy – one Steiner and one Montessori.

Socio-Educational Advantage



Message from the National Chair

REFLECTING ON THE LAST TWO YEARS, UNCERTAINTY EMERGES AS A PERSISTENT THEME AMONG THE MYRIAD CHALLENGES FACING INDEPENDENT SCHOOLS AND THEIR LEADERS.

The commencement of our 2013-15 period of governance was marked by a change of federal government and the review of significant areas of national education policy, including the Australian Curriculum and initial teacher education. More broadly, national debate was initiated on the future responsibilities of the federal and state/territory governments under the federation, including responsibility for schools. The independent schools sector was also catapulted into a debate on tax reform, to respond to suggestions that the GST be broadened to include school fees.

As a measure of the intensity of national activity affecting independent schools and their leaders, consider that in 2013-15 AHISA made 12 submissions to government or its agencies; in 2011-13 we made only four.

While independent schools have some certainty around federal funding out to 2018, they must adjust to the possibility of a reduction in funding in real terms with a change in indexation arrangements. A question mark hangs over the future of the federal funding model inherited from the former Labor government. Not only is it less transparent and more complex than the SES model it replaced, it applies to fewer schools. It is not sustainable, and already alternate models are being advocated by the public education lobby.

With advocacy for a shift of federal recurrent funding from non-government to government

schools, old questions about the contribution of independent schools to the common good of the nation have resurfaced, in tandem with attacks on the value of the education offered in independent schools. Further, the integrity of independent school leaders has been probed in public hearings of the Royal Commission into Institutional Responses to Child Sexual Abuse.

We have also been challenged to reflect deeply on what is distinctive about autonomous school leadership. In 2014, the Australian Professional Standard for Principals was relaunched with integrated leadership profiles, and a trial of a national Principal certification model is now underway.

I cannot remember a more complex time for independent Heads, when external uncertainties are compounded for many if not all of us by the intensity of leading school renewal and transformation.

As you will read in the following pages, in 2013-15 AHISA has actively engaged with the federal reform agenda and forcefully advocated for independent schools and their leaders in the political and public arenas. This has been at a time when we have been faced with the challenge of unexpected vacancies occurring for the role of AHISA Chief Executive.

On behalf of AHISA's Board of Directors and all members, and with deep personal gratitude, I wish to thank former AHISA National Chair Mr Geoff Ryan for his outstanding contribution in acting as AHISA Chief Executive. By the time Ms Beth Blackwood commences as Chief Executive in January 2016, Geoff will have spent 14 months as Chief Executive. He has provided outstanding assistance to the Board and ensured that AHISA has continued to provide exceptional service to its members.

AHISA's core values are collegiality, collaboration and contribution. They are values exemplified in the interactions of our members. Witness the generous sharing between members at Branch meetings, at AHISA conferences, over Headnet and in the pages of our journal, *Independence*. Our new mentoring and shadowing programs are only possible because our members live by and lead through these values.

Using our core values to provide direction in uncertain times, AHISA was able to realise strong and sustainable achievements in 2013-15. I thank fellow Board members, Branch executives and all members for so ably demonstrating those values and thereby helping to make our collegial achievements possible.

It has been a great pleasure and an honour to work with you and serve you.



PHILLIP HEATH

AHISA National Chair 2013-15
Head of Barker College, NSW



AHISA'S VISION

A leading professional association that promotes the educational welfare of children by developing and supporting school leaders, and embedding the concept and values of autonomous school leadership and excellent practices in the independent schools sector in Australia

AHISA'S PURPOSE

AHISA, through delivery of support services to school leaders, through developing the next generation of leaders of independent schools, through the building of strong networks and strategic partnerships, through being an influential voice in the community and to government, will promote the independent schools sector and an environment of cooperative endeavour, excellence and collegiality in school leadership

AHISA Board Members 2013-15



NATIONAL CHAIR

Mr Phillip Heath
Barker College, NSW



BRANCH REPRESENTATIVE DIRECTORS

Mrs Jann Robinson
St Luke's Grammar School, NSW

Mrs Robyn Bell
Cannon Hill Anglican College, QLD

Mrs Kath McGuigan
Mary MacKillop College, SA
from 27 March 2015, replacing
Mr Colin Minke
Tatachilla Lutheran College, SA



Mrs Bobby Court
Guilford Young College, TAS



Mr Sholto Bowen OAM
Huntingtower, VIC

Mr Stuart Meade
Hale School, WA



ELECTED MEMBERS

Mrs Jane Danvers
Wilderness School, SA

Mr Warwick Dean
The Hutchins School, TAS

Dr Tim Hawkes OAM
The King's School, NSW

Mr Stephen Russell
St Kevin's College, VIC

Mrs Karen Spiller
St Aidan's Anglican Girls' School, QLD

Mr Garth Wynne
Christ Church Grammar School, WA

AHISA BRANCHES

BRANCH EXECUTIVE MEMBERS

New South Wales / Australian Capital Territory

Mrs Jann Robinson (Chair)
St Luke's Grammar School

Mr Paul Teys (Secretary)
Hunter Valley Grammar School

Mr David Raphael (Treasurer)
William Clarke College

Executive Officer
Mr Robert Grant AM

Queensland

Mrs Helen Sinclair (Chair)
Stuartholme School

The Rev. Christopher Ivey (Secretary/
Treasurer)
St Andrew's Anglican College

Executive Officer
Ms Dawn Lang

South Australia / Northern Territory

Mrs Kath McGuigan (Chair)
Mary Mackillop College

Mr Stephen Bousfield (Secretary/Treasurer)
Westminster School

Tasmania

Mrs Bobby Court (Chair)
Guilford Young College

Mr Andy Muller (Secretary/Treasurer)
Scotch Oakburn College

Victoria

Mr Sholto Bowen OAM (Chair)
Huntingtower

Professional Officer
Mrs Judy Young

Western Australia

Mr David Gee (Chair)
Wesley College

Dr Amelia Toffoli (Secretary)
St Brigid's College

AHISA HONORARY MEMBERS

Dr Amanda Bell

Miss Elizabeth Butt OAM

Mr Nigel Creese AM

Dr Gordon Donaldson AM

Fr Chris Gleeson SJ

Mr Robert Grant AM

Mrs Carolyn Grantskalns

Dr Judith Hancock AM

Ms Noelene Horton AM

Dr Roderic Kefford AM

Mr Malcolm Lamb AM

Mr David Loader OAM

Mr Neville Lyngcoln

Ms Kathleen McCredie AM

Mr Harry Macdonald OAM

Miss Joan Montgomery AM OBE

Mr John Moody AM

Bishop Greg O'Kelly SJ AM

Dr Ian Paterson AM

Mr Geoff Ryan

Dr Ruth Shatford AM

Mrs Barbara Stone AM

Mr Bill Toppin

Mr Rick Tudor OAM

Mr Michael Urwin

Mrs Margaret White

AHISA members were saddened by the death of honorary member Miss Ida Kennedy AM, former Principal of Clayfield College, QLD in December 2014.

Strategic Priorities and Strategies 2013-15

PRIORITY 1

SUPPORT OUR MEMBERS IN REALISING THEIR POTENTIAL AS LEADERS IN THEIR PROFESSION

Provide relevant and accessible professional development activities

Foster newly appointed Heads and the next generation of school leaders through mentoring and professional development, making good use of the experience of our members

Provide the means for the sharing of best practice and professional expertise

Promote and provide opportunities for the maintenance of collegiality and for the maintenance of high standards of professional conduct

Assist Principals in their relationships with their schools, including through the provision of guidance on contract matters, support for strengthening the practices of senior staff, and support for members to build strong, constructive and dynamic relations with school Boards

Empower Principals to shape and lead the educational, pastoral, community, financial, cultural and managerial practices of their schools

PRIORITY 2

ON BEHALF OF OUR MEMBERS, PROVIDE ADVOCACY AND INFLUENCE IN EDUCATION DEBATES

Promote the independent schools sector as the sector of choice for schooling in Australia

Construct strategic partnerships with government, industry, non-government organisations and other groups in the sector to increase our national influence

Conduct policy analysis, advocacy and public affairs management to ensure that the Association and the sector is shaping new developments in policy and practice

Provide a strong and coherent voice for members, informed by their views and their values

PRIORITY 3

BUILD OUR CAPABILITIES AND OUR PROCESSES TO IMPROVE DELIVERY AND MEMBER SERVICES

Develop an operating model based on a diversification of income sources and effective and efficient management of resources

Grow our membership base in a sustainable manner while maintaining and improving standards of service delivery

Consistently review our services to respond to the evolving needs of our members

Promote the use of new technologies, both as a means of serving our membership and as a path to innovation in schools

Review operational policies to ensure alignment with best practice

2013-15 Highlights

1 PRIORITY DEVELOPMENT & SUPPORT

AHISA's central role is to support its members in developing and sustaining excellence in school leadership. Collegial exchange is one of the most powerful forms of support our members access and to this end many AHISA services are geared to providing a platform for this exchange – at Branch meetings and events, at conferences, through our email networks, via the members' section of our website or through the pages of AHISA's journal, *Independence*.

AHISA Branch meetings, retreats and professional learning events are the most important vehicle for promoting collegiality among members and the opportunity for professional and personal exchange. However, AHISA recognises that not all members can attend all Branch meetings, especially members who lead regional schools. AHISA therefore undertook a major upgrade of its website, to enhance its capacity to become a digital 'meeting place' for members. An important aspect of the upgrade included the establishment of a members' **KnowledgeBase** – a repository of information generated by AHISA and its members, especially information shared in response to questions posted on AHISA's main email network, Headnet.

AHISA has also begun development of a **Register of Expertise** – a list of members who can be a source of advice or wisdom to fellow Heads on a range of issues in school and personal leadership, such as school effectiveness, middle schooling, facilities planning, planning study leave or contract re-negotiation.

Another important form of support for members is to assist key personnel in schools. A range of AHISA email networks support

professional exchange for governors and senior staff: Chairnet, Depnet, Midnet, Prinnet and Carenet. As well, AHISA hosts a biennial combined conference – **Leading, Learning & Caring** – for Heads and their senior and pastoral care staff.

In 2013-15 AHISA developed and trialled significant programs to provide support for new Heads and aspiring leaders. The 'generational change' in Australia's school leadership and complexity of the role of the autonomous school Principal makes it imperative to build leadership capacity in upcoming leaders as well as those new to the Principalship. AHISA sees these programs as an important contribution to the development of Australia's next generation of school leaders and of excellence in school leadership in Australia more broadly.

The **AHISA Mentoring Program** for new Heads links new members with current or former members and is particularly aimed at those new to the Principalship or new to leading an independent school. A pilot program was successfully trialled and reviewed in 2014. Four new members are currently in the program. The annual **AHISA New Members' Conference** is highly valued as a source of information for incoming Heads and as a collegial learning experience. The Mentoring Program enriches and complements that service, providing new members with ongoing support.

AHISA's **Aspirant Roadshow Program** provides senior staff considering a move to the Principalship with advice on a range of issues, including recruitment and contracts and how to seek opportunities for leadership development in their current role. The inaugural 'show' was held in August 2015 at Camberwell Girls Grammar School in Victoria and was attended by 45 aspiring leaders.

A less formal **Shadowing Program** is also available to aspiring leaders. AHISA members may apply to the AHISA Chief Executive to organise an opportunity for one or more of the member's senior staff to shadow an AHISA member in another state for one to three days.

To further nurture and develop the next generation of school leaders, in 2015 AHISA's Board approved the creation of a new category of membership, **Aspirant Member**. This initiative is also designed to provide support to those moving into the Principalship, prior to their commencement in the role.

A further important undertaking during the biennium was development of a 360-degree appraisal tool for staff at middle management level. Based on AHISA's highly successful 360-degree appraisal tool for Principals and senior staff, the **Quality Leadership Profile for Schools (QLPS)**, the **Quality Middle Management Profile for Schools (QMMPS)** was trialled in 2014 and launched in 2015. During the biennium, 22 members have used the QLPS or QMMPS for themselves and/or their staff, entailing a total of 102 individual appraisals.

An important feature of the QLPS and QMMPS is benchmarking of data against like schools. Similarly, AHISA's **Remuneration Survey** provides members with information on remuneration of Heads within like employment situations. Conducted every two years, the Remuneration Survey attracts a high response rate of 65 per cent of members. AHISA's Board is now considering the feasibility of extending the survey for other key positions, such as Deputy Principal, Head of Junior School, Business Manager or Director of Teaching and Learning.

AHISA's **Employee Assistance Program**, which provides up to six counselling

2013-15 Highlights

sessions for members, was extended during the biennium to cover former AHISA members. The Royal Commission into Institutional Responses to Child Sexual Abuse has demonstrated that Heads may be held accountable for events, practices and protocols in place in schools under their leadership decades after retirement. AHISA has long been able to draw on the wisdom, goodwill and support of its former members for the enrichment of current members; the gesture of extending the Employee Assistance Program acknowledges this support. Over 200 former members participate in fmnet, AHISA's email network for former members.

Digital technologies and the increasing globalisation of education have allowed AHISA's overseas members to participate more fully in AHISA's services. One NZ member has provided a shadowing opportunity for staff from an Australian member's school, and it is hoped cross-Tasman participation in the Mentoring and Shadowing Programs will increase.

AHISA's National Chair and Chief Executive have engaged with AHISA members in New Zealand while attending Independent Schools of New Zealand (ISNZ) and the Association of the Heads of Independent Schools (AHIS, New Zealand) conferences and events. AHISA's 2017 Biennial Conference is planned to take place in New Zealand and will become for the first time an 'international' meeting.

2 PRIORITY ADVOCACY & INFLUENCE

AHISA has much to contribute to education policy development in Australia. To that end, AHISA seeks opportunities for contact with parliamentarians and departmental and government agency officials, participates in consultations, roundtables and forums and collaborates with other national education organisations. Submissions to the Australian Government, parliamentary committees and to national inquiries are also an important way AHISA contributes to policy development on educational issues of national significance.

Government relations

In 2014 AHISA undertook a major political advocacy initiative which entailed the AHISA National Chair and Chief Executive meeting with politicians and ministerial advisers in March and again in May at Parliament House in Canberra.

Over two days in March, the Chief Executive and National Chair consulted with The Hon Christopher Pyne MP, Member for Sturt, SA and Minister for Education; the Minister's Schools Policy Unit led by Senior Adviser Dr Scott Prasser; and education advisers to then Prime Minister, The Hon Tony Abbott MP, the Treasurer, The Hon Joe Hockey MP and to Senator the Hon Nigel Scullion, Minister for Indigenous Affairs and Leader of the Nationals in the Senate.

Meetings were also held with: The Hon Chris Bowen MP (ALP, Member for McMahon, NSW), Shadow Treasurer; The Hon Kate Ellis MP (ALP, Member for Adelaide, SA), Shadow Minister for Education and Early Childhood and member of the Standing

Committee on Education and Employment; Senator Penny Wright (Greens, SA), then Greens' Federal Spokesperson for Schools and Education; The Hon Dr Andrew Leigh MP (ALP, Member for Fraser, ACT), Shadow Assistant Treasurer; The Hon Alannah MacTiernan MP (ALP, Member for Perth, WA), Deputy Chair of Standing Committee on Education and Employment; members of the Standing Committee on Education and Employment, Mr Ewen Jones MP (LNP, Member for Herbert, QLD) and Mr Matt Williams MP (Liberal, Member for Hindmarsh, SA); Senator Chris Back (Liberal, WA), Chair of the Legislative Committee, Deputy Government Whip in the Senate, References Committee Member; Senator the Hon Kim Carr (ALP, Victoria), then Shadow Minister for Higher Education, Research, Innovation and Industry; Senator Sue Lines (ALP, WA), Chair of References Committee and Deputy Chair of Legislation Committee; and with the education adviser to Senator the Hon Scott Ryan (Liberal, Victoria), Parliamentary Secretary to the Minister for Education.

Meetings in May 2014 began with the attendance of the National Chair and Chief Executive – together with incoming National Chair Mrs Karen Spiller and Mrs Anne Coutts, Principal of Canberra Girls Grammar School – at a Budget luncheon hosted by the Treasurer, The Hon Joe Hockey. AHISA representatives were seated with Mr Matt Williams MP (Liberal, Member for Hindmarsh, SA), Senator Chris Back (Liberal, WA), Mr Robert Griew (Associate Secretary, Department of Education, Higher Education, Research and International), Ms Justine Ferrari (then Education Editor at *The Australian*) and Ms Helen Baxendale (Minister Pyne's education adviser).

The following day, the National Chair and Chief Executive met consecutively with Senator Anne Urquhart (ALP, Tasmania, Deputy Opposition Whip in the Senate), Ms Julie Owens MP (ALP, Member for Parramatta, NSW), Ms Joanne Ryan MP (ALP, Member for Lalor, Victoria, Opposition Whip), Mrs Ann Sudmalis MP (Liberal, Member for Gilmore, NSW), Senator Mehmet Tillem (ALP, Victoria), The Hon Karen Andrews MP (Liberal, Member for McPherson, QLD, Parliamentary Secretary to the Minister for Industry and Science), Senator Bridget McKenzie (Nationals, Victoria), The Hon Josh Frydenberg MP (Liberal, Member for Kooyong, Victoria, Assistant Treasurer), The Hon Alan Tudge MP (Liberal, Member for Aston, Victoria, Parliamentary Secretary to the Prime Minister). A meeting the next day was held with Dr Scott Prasser, Senior Adviser for Schools to Minister Pyne.

Following submission to a parliamentary inquiry, the National Chair and Chief Executive were invited to present evidence at a hearing for the Senate Inquiry into NAPLAN in 2013. In June 2014, the National Chair and Chief Executive, together with Ms Jenny Allum, Head of School, SCEGGS Darlinghurst, NSW presented on AHISA's submission to the Teacher Education Ministerial Advisory Group (TEMAG) review, to TEMAG members at a consultation in Sydney. AHISA's Chief Executive also participated in a consultation on a national quality framework for early childhood education and care with the Australian Children's Education and Care Quality Authority.

The Chief Executive maintained contact with the Minister's office and with officers of the Department of Education throughout the biennium, including attendance at

departmental stakeholder forums and consultations held in Canberra. AHISA's National Chair attended the federal Minister for Education's Forum on School Autonomy. AHISA also participated in the Australian Government's Roundtables on International Education, represented by the Chief Executive and Mr Allan Shaw, Principal of The Knox School, Victoria.

Ongoing consultations were conducted with the Australian Curriculum, Assessment and Reporting Authority (ACARA) and the Australian Institute for Teaching and School Leadership (AITSL), including with Dame Patricia Collarbone in regard to AITSL's Leadership Profiles.

AHISA also worked closely with the Australian Primary Principals Association (APPA), Catholic Secondary Principals Australia (CaSPA) and the Australian Secondary Principals Association (ASPA) to provide four consultation papers to AITSL in regard to reform of initial teacher education following the TEMAG review.

AHISA appreciates the ready responses of members to requests for their views on issues canvassed in AHISA's submissions, made either directly to the Chief Executive or via online survey. Following its August 2015 submission to the Royal Commission into Institutional Responses to Child Sexual Abuse, which included an analysis of responses to a member survey on issues around creating safe school environments, the Commission expressed gratitude for the contribution of AHISA members to its deliberations on schools policy.

AHISA Submissions

2014

- 2014-15 Pre-Budget Submission – 28 January 2014
- Productivity Commission Inquiry into Childcare and Early Childhood Learning – 4 March 2014
- Enhancing Online Safety for Children – Response to Department of Communications Discussion Paper – 7 March 2014
- Review of the National Curriculum – 14 March 2014
- Senate Select Committee on School Funding – 21 March 2014
- Australian Education Act – Review of the regulatory burden on schools – 9 May 2014
- Teacher Education Ministerial Advisory Group – Response to Discussion Paper (TEMAG Review) – 13 June 2014
- Senate Inquiry into the Enhancing Online Safety for Children Bill 2014 – 12 January 2015

2015

- 2015-16 Pre-Budget Submission – 16 January 2015
- Royal Commission into Institutional Responses to Child Sexual Abuse – Consultation on Redress and Civil Litigation – 27 February 2015
- National STEM Strategy – 10 July 2015
- Royal Commission into Institutional Responses to Child Sexual Abuse – Consultation on Schools Policy – 14 August 2015

2013-15 Highlights

Collaborative connections

AHISA values its close relationship with other national Principals' associations, including the Independent Primary School Heads of Australia (IPSHA), and its connection with Principals world-wide through the International Confederation of Principals (ICP). All AHISA members are members of the ICP through their membership of AHISA. The National Chair attended the 12th Convention of ICP in Helsinki, Finland in August 2015. AHISA's Chief Executive also consults regularly with the Executive Director of the Australian Council for Educational Leaders (ACEL).

AHISA maintains strategic relations with key sector organisations. During the biennium, AHISA supported the Australian Boarding Schools Association (ABSA) in advocating changes to FBT arrangements affecting residential arrangements for staff in boarding schools. AHISA is represented on the Board of ABSA by Mr Garth Wynne, Headmaster of Christ Church Grammar School, WA.

The Chief Executive consults regularly with the CEO of Educate Plus (the association for community relations, marketing and development professionals).

AHISA values its membership of the National Consultative Group of the Independent Schools Council of Australia (ISCA). Relations between ISCA and AHISA have always been close, supported by regular meetings between ISCA's Executive Director and AHISA's Chief Executive and occasional joint events such as Canberra-based one-day forums. During the 2013-15 biennium, the relationship was strengthened through the welcome appointment of AHISA Board member, Mr Warwick Dean, Headmaster of The Hutchins School, Tasmania as ISCA's Chair.

Strategic communications

AHISA continued to engage with the media through the distribution of media releases and statements on topical issues and with comment when requested.

Mass media and sector publications published comment by the Chief Executive or National Chair as reported in AHISA media releases. For example:

- *The Canberra Times* interviewed the National Chair following the issue of a media release on Schoolies week (14 November 2013).
- The National Chair was interviewed by *The Australian Financial Review* following a media release on schools funding (26 November 2013) and comment by the National Chair from the release was picked up in an article in *The Sydney Morning Herald*.
- *The Courier Mail* published comment from AHISA's media release covering research confirming value adding by independent schools.
- *Education Review* and *The Educator* published comment by the National Chair on school autonomy.

Media releases announcing publication of AHISA's infographics also received considerable coverage in sector publications, including in *Education Today* and *The Educator*, which ran a story under the heading, 'Independent schools hit back at sceptics with research findings'.

Comment by the Chief Executive was sought on a range of issues, including suggestions that the GST be extended to cover school fees, child protection policies, school choice and the cost of schooling. Comment by the National Chair on the TEMAG review was published in *The Australian*.

Letters to editors and opinion pieces correcting misrepresentations of independent schools or contributing to debate were also submitted to major metropolitan newspapers:

- *The Age* published an opinion by the National Chair, 'Who's responsible for tackling cyber bullying', on 30 July 2014.
- *The Age* published online an opinion by the Chief Executive, 'Good schools have high expectations of students' on 17 November 2014.
- *The Sunday Age* published on 8 March 2015 a letter from the Chief Executive protesting the use of disinformation about independent schools.
- *Business Insider* responded to a letter protesting the use of disinformation about the value of independent schooling by correcting online material and including comment by the Chief Executive.

Articles and opinions were also published in sector magazines, including *Australian Teacher Magazine* and *Principal Matters*.

Relationships with key journalists were also initiated. As well as having the opportunity to talk with then Education Editor of *The Australian*, Ms Justine Ferrari at the 2014 Budget lunch mentioned above, the National Chair and Chief Executive, together with AHISA Board member Mrs Jane Danvers, Principal of Wilderness School, SA met with Mr Peter Martin, Economics writer for *The Sydney Morning Herald*. The success of this strategy is evidenced in coverage in *The Australian* on 24 July 2014 of AHISA's submission to the TEMAG review in a story titled, 'Push for more class time for trainee teachers', and inclusion of a mention of AHISA's recommendations to the review in *The Australian's* editorial of 30 July 2014.

Given the media's interest in polarising opinion and its promotion of the 'public vs private debate', and given the difficulty of gaining traction in the media in this debate, AHISA has sought to support members in their communication of information affirming the value of independent schooling. AHISA has so far released two infographics, 'Independent schools and student academic achievement' and 'Australian independent schools are top performers', both based on research evidence. As mentioned above, the infographics have also attracted media attention.

AHISA Media Releases & Statements

2013

- AHISA welcomes Australian Government support for self-education – 6 November 2013
- Teenage celebrations: Parents can find strength in numbers – 14 November 2013
- Keep schools GST free – 25 November 2013
- Transparency vital in schools funding arrangements – 26 November 2013
- AHISA welcomes funding certainty for schools – 2 December 2013
- All schools can be great schools – 4 December 2013
- NAPLAN 2013 and the achievement gap – 13 December 2013

2014

- Independent schools welcome teacher training review and commitment to greater principal autonomy – 19 February 2014
- My School results not the only measure of quality education – 4 March 2014
- National Curriculum Review should consider reforms to university entrance – 17 March 2014
- Children's e-Safety Commissioner a positive step – 18 September 2014
- AHISA welcomes Curriculum Review's emphasis on fundamentals and curriculum crowding – 12 October 2014
- AHISA welcomes increased investment in STEM in schools – 15 October 2014
- AHISA welcomes new online safety resource – 16 October 2014
- NAPLAN 2014 and the achievement gap – 10 December 2014

2015

- Keep schools GST free – 16 January 2015
- TEMAG Report provides direction for first steps in reform – 13 February 2015
- My School 2015: Schools are about people not numbers – 5 March 2015
- AHISA welcomes appointment of Australia's first Children's e-Safety Commissioner – 20 March 2015
- Extension of funding to support Indigenous boarding students welcomed – 29 April 2015
- 2015 Federal Budget signals restraints on non-government schooling – 12 May 2015
- New research confirms value of independent schooling – 2 June 2015
- AHISA affirms the value of an independent school education – 28 July 2015
- Autonomy supports student achievement – 19 August 2015
- Independent schools are top performers – 20 August 2015

2013-15 Highlights

3 PRIORITY SERVICE & VALUE

All of AHISA's work is undertaken to serve the best interests of its members with the object of benefiting the education of all young Australians. AHISA's work is informed by its three core values: collegiality, collaboration and contribution.

To ensure it continues to offer the best service possible to members, and reflects members' views and priorities, AHISA undertook two major member surveys in the second half of 2014.

The internally managed **AHISA Member Services Survey** aimed to identify what was most helpful to members in current services and what additional or alternative services might usefully be offered. The survey

confirmed that, first and foremost, members value the collegiality offered by membership of AHISA.

In response to suggestions from members, AHISA has developed several initiatives, including the KnowledgeBase, the Register of Expertise and the Mentoring Program outlined above. The redevelopment of the website and in particular the members' area of the website has also been a priority to ensure members have easy access to information of value.

The **AHISA Stakeholder Survey** of members was undertaken by external consultants and aimed to provide insights on members' expectations of AHISA in regard to its advocacy effort. The survey found that members rate AHISA highly as an advocacy group that represents members with governments and in public debate. This

rating holds when AHISA is compared to other education sector organisations. However, members also rate AHISA highly for its ability to act as a forum that fosters collegiality and collaboration among Heads and see this as the most important job AHISA does for its members. This finding reflects the results of the Member Services Survey.

Members responding to the Stakeholder Survey identified a role for AHISA in researching and collecting data on efficacy of school programs. This finding, linked to members' interest in advocacy, informed AHISA's approach to shaping submissions to the Royal Commission into Institutional Responses to Child Sex Abuse, particularly in relation to schools policy and child protection.

Partnerships

AHISA values its ongoing partnerships with key organisations that have an established history of providing valuable services to independent schools. In particular, AHISA members have benefited from partners' attendance at conferences and events where they have been willing to share expertise with members. For example, a partner engagement event was held with National Australia Bank (NAB) at the National Press Club in Canberra, which provided an opportunity for Canberra and regional AHISA members to speak with a number of NAB's senior staff on social media and the risks associated with it.

Following a review of its commercial arrangements, AHISA is working on expanding its corporate partnerships with the help of an external consultant. AHISA has also been developing benefits packages for members with a number of major national and international suppliers. The first packages were launched in early September 2015.

THE TOP FIVE ASPECTS OF AHISA MEMBERSHIP VALUED BY MEMBERS IN ORDER OF MOST MENTIONS

- 1 Collegiality
- 2 Information and resource sharing among members
- 3 The commitment to excellence in leadership of AHISA colleagues
- 4 Support services offered by AHISA to members
- 5 AHISA's advocacy for education and independent schools

THE TOP FIVE AHISA SERVICES VALUED BY MEMBERS IN ORDER OF MOST MENTIONS

- 1 Branch meetings
- 2 AHISA email updates
- 3 AHISA conferences
- 4 AHISA's Remuneration Survey
- 5 AHISA's journal, *Independence*



AHISA Conferences 2013-15

AHISA'S CONFERENCES ARE AN IMPORTANT COMPONENT OF THE PROFESSIONAL LEARNING AHISA OFFERS MEMBERS AND THEIR STAFF. CONFERENCES ALSO PROMOTE PROFESSIONAL SHARING AND COLLEGIALLY. IN TOTAL, SOME 700 DELEGATES ATTENDED AHISA CONFERENCES DURING 2013-15.



LEADING, LEARNING & CARING CONFERENCE 2014

22-25 AUGUST 2014, SURFERS PARADISE, QLD

The inaugural 'Leading, Learning & Caring' (LLC) conference superseded AHISA's Senior Staff and Pastoral Care conferences. While incorporating some of the main elements of these conferences, the LLC format offered delegates the opportunity to concentrate on the multifaceted aspects of leadership, and to select presentations and activities that were professionally specialised and relevant to the context in which they work or to which they aspire.

Keynotes

Leading, learning and caring in 21st century schools, Mr Dom Thurbon, Co-Founder and Chief Creative Officer, ChangeLabs

Alcohol issues in Australian society: What can schools realistically do? Mr Paul Dillon, Director and Founder, Drug and Alcohol Research and Training Australia (DARTA)

Leadership: Developing learning and improving teacher capacity, Mr Tom Barrett, Senior Consultant, NoTosh

Compelling leadership: The importance of trust and how to get it, Dr Paul Browning, Principal, St Paul's School, QLD

Success for all students in the self-transforming school, Emeritus Professor Brian Caldwell, Managing Director and Principal Consultant, Educational Transformations

Conference Organising Committee

Mr Craig Bassingthwaight
Headmaster, Somerset College (Chair of Organising Committee)

Mr Brian Grimes
Principal/Chief Executive Officer, AB Paterson College (Chair of Organising Committee during Mr Bassingthwaight's absence)

Mrs Karen Spiller
Principal, St Aidan's Anglican Girls' School (AHISA Board Member)

Dr Adrian Johnson
Head of Senior School, Somerset College

Mrs Kathy Dendy
Dean of Students, Saint Stephen's College

Mr Todd Harm
Head of Middle School, All Saints Anglican College

Mr Alex Delaforce
Head of Teaching and Learning, Coomera Anglican College

Mrs Karen Roman
Deputy Head of Junior School – Pastoral, AB Paterson College

Ms Wendy Lauman
Deputy Principal, St Hilda's School

AHISA NEW MEMBERS' CONFERENCES

16-18 MAY 2014, CANBERRA, ACT
22-24 MAY 2015, CANBERRA, ACT

The AHISA New Members' Conference is held each year over one weekend and helps build collegiality between beginning and established Heads and their partners.

Through formal and informal sessions, lunches and dinners, new members have the opportunity to begin to forge the professional and personal friendships with other Heads that will help support their leadership. The conference also builds the relationship and information exchange between AHISA's 'elders' and new members.

AHISA Board members present their reflections and experience on a range of topics, joined by outside experts who present on key areas of leadership or school business.

AHISA NATIONAL BIENNIAL CONFERENCE 2015

CULTURE, CHARACTER, COLLEGIALITY
27-29 SEPTEMBER 2015, SYDNEY, NSW

Keynotes

Boost your brain and get ahead, Dr Helena Popovic, CEO and Founder of Choose Health – Better Living for Busy People

Leadership for the 21st century, Dr Paul Porteous, Executive Director, Centre for Social Leadership, ACT

Agile leadership for learning, Mr Simon Breakspear, Founder and CEO of LearnLabs

Building an inclusive and successful culture, Mr Simon Rothery, CEO of Goldman Sachs

Leading self and others: Resilience, innovation and change, Holly Ransom, Strategic Wealth Analyst, National Australia Bank

Grit, Dr Adam Fraser, researcher and educator on adaptability, employee engagement and performance

Conference Organising Committee

Mr Paul Teys,
Principal, Hunter Valley Grammar School
(*Chair of Organising Committee*)

Mr Phillip Heath
Head of Barker College (AHISA National Chair)

Mrs Jann Robinson
Principal, St Luke's Grammar School (Branch Chair AHISA NSW/ACT)

Mr Tim Bowden
Principal, Inaburra School

Mr Vic Branson
Principal, Mamre Anglican School

Mrs Megan Krimmer
Principal, Roseville College

Mrs Vicki Waters
Principal, Pymble Ladies College

Mrs Wendy Barel
Principal, Masada College

Ms Anne Hastings
Principal, Emanuel School

Mr Peter Fowler
Principal, Rouse Hill Anglican College

Mr John Hamey
Principal, Moriah College

Mrs Hilary Johnston-Croke
Principal, Kincoppal-Rose Bay School

Mr Patrick McGing
Principal, Georges River Grammar School

Mr Mark Morrison
Principal, Macleay Vocational College

Dr David Nockles
Principal, Macarthur Anglican School

Dr Ian Lambert
Principal, The Scots College

Dr Peter Miller
Principal, All Saints' College

Mr Ian Wake
Principal, William Carey Christian School

AHISA Publications 2013-15

AN IMPORTANT ELEMENT OF AHISA'S COMMUNICATIONS ARE PUBLICATIONS DESIGNED TO INFORM MEMBERS OR CREATE A PLATFORM FOR COLLEGIAL CONTRIBUTION AND EXCHANGE.

The *AHISA Bulletin* is published three times a year in digital format. It serves to report to members decisions taken by AHISA's Board decisions and on member and Branch activities. The Chief Executive's e-Bulletin is a monthly compendium of issues of interest to members.

AHISA's biannual journal, *Independence*, is distributed in hard copy format to members and subscribers and is also published digitally in the public domain. Publishing the wisdom of its members and best practice in members' schools is seen as a major way AHISA can contribute to excellence in school leadership in Australia.

In 2015, AHISA celebrated the publication of 40 volumes of *Independence* with an online 'Special Edition', featuring interviews with influential educators, essays on aspects of independent schooling and material from the *Independence* archives. The year also marked digital publication of 10 volumes of the journal.

In July 2015, AHISA commenced publication of an occasional series of infographics on aspects of independent schooling. Print quality versions of the infographics were distributed for use by members; the infographics were also published in the public domain on AHISA's website.

INDEPENDENCE 2013-15



ISSUE 38 NO 2, OCTOBER 2013

- Education policy trends
- Creativity and innovation in the curriculum
- Pastoral care: On the death of a student
- Gender, identity and education
- Leadership in transition

ISSUE 39 NO 1, MAY 2014

- Character education
- Transition from school to tertiary education
- Leadership in difficult circumstances
- Evaluating pastoral care
- Student engagement in STEM

ISSUE 39 NO 2, OCTOBER 2014

- Leading change
- Imminent challenges for school leaders
- Collaborative professional learning
- Leading quality teaching
- Alcohol, adolescents and schools

ISSUE 40 NO 1, MAY 2015

- 'Lest We Forget', a contribution to the 1914-1918 Centenary
- Establishing a new school
- A task list for new leaders
- Developing school culture
- The neuroscience of character development

2015 'SPECIAL EDITION'

- AHISA Chief Executive and former AHISA National Chair Mr Geoff Ryan: 'Clinically proven' – Interview with Professor Field Rickards, Dean, Melbourne Graduate School of Education
- From the archives: Essay by former HMCISA Chair, Dr Maxwell Howell AM (1926-2011): 'The chance to be human'
- Essay by Ms Lyndal Wilson, Editor, *Independence*: 'Protection racket – The unacceptable cost of deception in the war against non-government schools'
- Former AHISA National Chair Mr Simon Murray: 'Schooling for the future' – Interview with Professor Yong Zhao
- Essay by Mr Bill Daniels, former Executive Director of the Independent Schools Council of Australia: 'The challenges of independence'
- Essay by Emeritus Professor Patrick Duignan: 'Leaders with integrity, dignity and authenticity in the pressure-filled world of schools: Lessons from Pope Francis'

INDEPENDENCE EDITORIAL COMMITTEE 2013-15

Mr Garth Wynne (Chair/WA)
Christ Church Grammar School

Dr Peter Lennox (NSW/ACT)
Redlands School

Mrs Anne Johnstone (SA/NT)
Seymour College

Mr Mike Millard (SA/NT)
Pedare Christian College
(Replacing Mr Stephen Bousfield
Westminster School)

Mrs Beth Gilligan (TAS)
Dominic College

Mr Matthew Maruff (VIC)
Girton Grammar School

AHISA INFOGRAPHICS

Infographic #1: What the research evidence says: Independent schools & student academic achievement

Infographic #2: What the research evidence says: Australian independent schools are top performers





AHISA VALUES THE SUPPORT OF ITS PARTNERS



AHISA NATIONAL OFFICE

Unit 17, National Associations Building
71 Constitution Avenue
Campbell ACT 2612
Tel 02 6247 7300
Fax 02 6247 3677
Email enquiries@ahisa.edu.au
www.ahisa.edu.au

Chief Executive

Mr Geoff Ryan

Business Manager

Ms Anne Veenstra

Accounts Manager

Mrs Kate Wilson

Corporate Support

Miss Isabella Dodd

QLPS & QMMPS Coordinator

Mr Malcolm Lamb AM

Editor, Independence

Ms Lyndal Wilson

ACKNOWLEDGEMENT

AHISA thanks the following members for the contribution of photographs featured in the 2013-15 Biennial Report: Ms Belinda Provis, All Saints' College, WA; Mrs Jann Robinson, St Luke's Grammar School, NSW; Dr Anne Wenham, St Stanislaus' College, NSW; Mrs Catherine Dunbar, St Ursula's College, QLD; Dr Michael Davies, Trinity Grammar School, VIC.