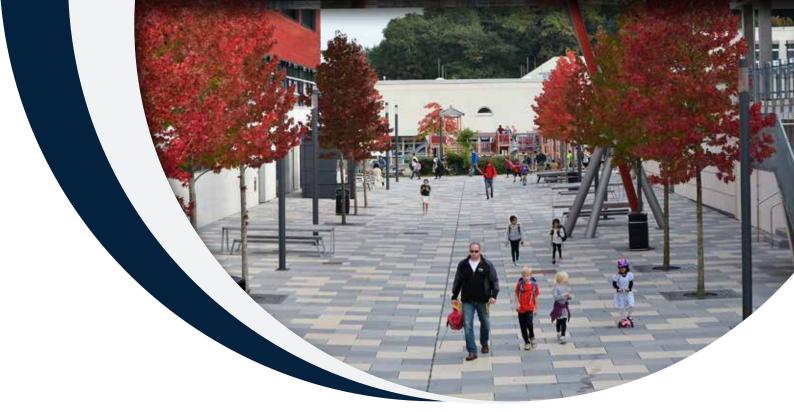


# ADVISORY SERVICES FOR INTERNATIONAL SCHOOLS

Embracing Change





# UNPRECEDENTED CHALLENGES, INNOVATIVE SOLUTIONS.

There has never been a greater need for experts to help guide our school communities to successful futures for all stakeholders within the community. The global pandemic has challenged us all to re-examine even the most basic aspects of delivering a quality education to our students, and presented unprecendeted challenges across our entire world. So, we have teamed up with EnRusk—a group of highly experienced experts who live to create, connect, and innovate—to provide a valuable Advisory Service.



**MEMBER SCHOOL IMAGE:** Frankfurt International School

### A PARTNERSHIP WITH PURPOSE

### INTRODUCING DR KYNAN ROBINSON & ENRUSK

ECIS strive to create a reputation of inclusive learning for all. Together with our partners, we provide thought leadership and a dedicated willingness to help and support our community: to mentor and work to help everyone, to be committed wholehearted, to start a movement. Our Global Advisory is a piece of this vision, where all stakeholders are empowered to make a difference for our students, our teams and the world we create together.

EnRusk is a global consultancy working with schools globally to facilitate change. They bring years of experience as well as new tools and fresh approaches to problem-solving, including Design Thinking, creativity and Agile methodologies. They are leaders, professionals, and innovators but also artists, writers, and visionaries who can effectively guide you through any challenge you may face.

Dr Robinson has forged a global career as an innovator, thought leader and master facilitator helping schools and education organisations rethink themselves, transforming them into cultures of innovation and change ensuring they stay connected and contributing to the latest thinking around learning and education.

His passion for systems thinking, creativity and its role in education, a student centered approach and building networks and communities that can learn from each other has resulted in him receiving global acclaim and numerous awards acknowledging his work.

His personal research, resulting in his dissertation, is considered groundbreaking and "an important contribution to the field of education" (D. Sumara Professor, University of Calgary). In it he redefined creativity as a collective experiences and defined ways our schools can better enable it. His vision for leaning and schooling aligns closely to ECIS's vision and purpose.







"Through Kynan Robinson's leadership and expertise, we are beginning to question long-held assumptions about our school and its future.

Administrators and faculty are thinking differently in order to make our school a more caring and well place. Kynan is a skilled facilitator who will not settle for the status quo.

He is fittingly provocative and has pushed our faculty to dream big about the future. If you are considering any form of change management in your organisation, Kynan is essential."

Mara Koetke, Head of Innovation Bronxville Union Public School, NY











**DEFINING YOUR VALUES** | **01** *Who you are, how you act, & what you believe* 

**DEVELOPING AN AGILE STRATEGY FOR GROWTH** | **02** Build a plan that inspires everyone

**CREATING YOUR UNIQUE VALUE PROPOSITION** | **03** *Set yourself apart* 

**BRANDING, MARKETING, & COMMUNICATIONS** | **04** *Telling your story to the world* 

### LEADERSHIP

**LEADERSHIP COACHING** | **05** *Move from managing to leading* 

**LEADERSHIP RETREATS** | **06** *Taking time to focus & align* 

### **LEARNING & OPERATIONS**

**DESIGNING AN INNOVATIVE CURRICULUM & PEDAGOGY** | **07** *Making learning memorable with enquiry learning* 

**OPERATIONAL EXCELLENCE** | **08** *Analysing what you do & how you do it (better)* 

### THE ENTRPRENEURIAL SCHOOL

#### THE INNOVATIVE SCHOOL | 09

**SCHOOL START UP** | **10** *Start on the right foot* 

**PARTNERSHIPS & MERGERS** | **11** *Embracing the power of collaboration* 

**MAKING THE MERGER SUCCESSFUL** | **12** Successfull consolidation and relaunching your brand

**GETTING SET UP: ENROLLMENT, FINANCES, & STAFFING** | **13** *Hit the ground running* 

**FINANCIAL SUSTAINABILITY** | **14** *Not for profit & not for loss* 

### **ECIS DIVERSITY & BELONGING**



EQUITY, DIVERSITY, & INCLUSION | 15



# **EMBRACING CHANGE**

There has never been a greater need for experts to help guide our school communities to successful futures for all stakeholders within the community. The global pandemic has challenged us all to re-examine even the most basic aspects of delivering a quality education to our students, and presented unprecendeted challenges across our entire world. So, we have teamed up with EnRusk—a group of highly experienced experts who live to create, connect, and innovate—to provide a valuable Advisory Service.

If 2020 taught us anything, it's that change isn't a choice, it's an imperative. The pandemic and other global crises have caught many educators a little off guard. But rather than being merely reactionary now is the time to take the helm and redesign our schools so we can all thrive and have the agility to iterate, no matter what the future may hold. Now is the time to take the helm and redesign our schools so we can all thrive and have the agility to iterate, no matter what the future may hold.

In even the best of times, research suggests that if schools are not changing or evolving, they stagnate, and stagnation can lead to failure. Our dedicated team of experts will support you to undertake a process of change, to become sustainable and provide students in your curtilage the opportunity to achieve their full potential. We will provide you with the tools to keep innovating and honing your communication, so you become a trusted voice. This includes Agile methodologies, Design Thinking and our own frameworks that we have developed over decades of experience.



**MEMBER SCHOOL IMAGE:** Copenhagen International School

# DEFINING YOUR VALUES



# Inspire your staff and students with an impactful vision and act on your values, in your school and in your community.

An organization's values aren't just words on a website; they are the tenets that drive daily decision-making, long-term strategy, and how you are involved in your community. When your school is guided by strong values, it has purpose, direction, and a thriving culture. We will help you articulate and shape your vision and values, and build best practices to manifest them. You will be empowered to start telling your own story, and stand out by standing for so much more than an education.

## ?

- Guidance in putting together a Design Team (DT) to define the new values and vision
- A series of workshops with the DT to envisage and test the emerging values
- Online coaching for DT members between workshops
- Support and guidance in implementing the new values and vision within your school



- Strong, meaningful school values and a solid identity to build a culture around
- A sense of purpose and direction for the next 10 years





# DEVELOPING AN AGILE STRATEGY FOR GROWTH



#### Working together to build a plan that inspires everyone.

We have guided many schools and education associations through a creative strategy-building process EnRusk has designed and adapted to a variety of schools and education-adjacent institutions. The process is designed to help schools architect their futures through the examination and interrogation of the status quo to address challenging problems and collaboratively design innovative solutions.

Creating an agile school strategy involves listening, creativity, collaboration, and communication. It will lead to change and new ways of working. We will assist in the development of new processes, tools and help to develop a mindset of inclusiveness and continual creativity.



#### WHAT YOU CAN EXPECT

- Agreed vision and mission statement
- Research and analysis on current data
- Workshops to uncover challenges and design innovative proven solutions
- Objective setting sessions
- Actions, timeline, and resourcing sessions

# 

- Clear, ambitious objectives
- Defined Key Performance Indicators or Key Results used to measure success
- Strategies from the agile toolkit to make sure you stay on track
- Highly innovative strategic projects including coaching to completion
- Final strategy documentation including a communications plan
- A new culture of agile thinking





# CREATING YOUR UNIQUE VALUE PROPOSITION (UVP)



# What services & products can you develop beyond your traditional offering?

Developing a clear, innovative and unique value proposition (UVP) is essential to ensure sustainability in an increasingly challenging education market. This will lead to continued, long-term growth. We will assist you to define what you want your school to be specifically acknowledged and recognised for. Once you know what makes your school unique, you can define what challenges it is uniquely suited to addressWe will support you in developing products and services that the market needs, but that go beyond what schools traditionally offer. You will be able to develop new revenue streams based on your school's strengths.



#### WHAT YOU CAN EXPECT

- Research
- Workshops with the school leadership team and key stakeholders
- An agile business plan and go-to-market plan including roadmaps, objectives, and key results, timelines for new products and services
- Market analysis and return on investment reporting
- Guidance and coaching by a highly-recognised product development team

# 

- A unique value proposition that will drive future revenue
- A secondary revenue stream and associated business plan
- An executable plan for sustainability and long-term growth
- Financial stability





# BRANDING, MARKETING, & COMMUNICATIONS



#### Telling your story to the world

Historically, schools have relied on experiential marketing approaches—campus tours, events, etc.--that often fail to reach a wider customer base. We introduce new marketing strategies and fresh thinking gleaned from a variety of successful applications, focus on storytelling, data, and brand development.

We start by discovering and defining your story with you - based on your community's values, your values and value propositions, your history, and your goals. We will guide your team through workshops to develop your brand identity and define the most suitable vehicle to communicate it globally. Part of this process is also understanding, your current and future customers. For this, you need data. You'll learn how to use data-driven marketing to better understand your customers and shape a story that deeply resonates with your audience.



- Brand identity workshops
- Deep dive into competitor analysis and customer research
- An audit and redesign of your communication strategy
- Support in introducing new creative tools, practices, and processes to dramatically improve the efficiency of your communications
- Communications delivery and metrics, including content, documentation, and campaign creation



- A strong brand identity that reflects your school's values and purpose
- A data driven, multi-channel marketing strategy that helps you tell your story to your school and to the world
- A clear picture of the current landscape including new opportunities & untapped markets





### LEADERSHIP

# **LEADERSHIP COACHING**



#### Move from management to leading

Good managers problem-solve, good leaders problem find and empower.

We are experienced in working with boards and leadership teams both within schools and other organisations. We provide you with the tools you need to lead your organisation into the future with confidence. We draw on a variety of models for coaching including the GROW model (Goal, Current Reality, Options, and Will or Way Forward) and our Agile Approaches to leadership, including our own researched based models. We are flexible and have years of experience of tailoring to meet exact needs.

You and your team will experience highly personalised coaching that grows the individual, aligns teams, and enables whole schools to meet their goals.

- 1:1 personalised leadership coaching sessions
- Support and mentorship to help you understand how to address current challenges



- A fresh approach to leadership
- A cohesive team with a shared vision and methodology for leading for change





LEADERSHIP

# LEADERSHIP RETREATS



### Taking time to focus and align

Whether it's to consolidate a newly-formed team, set up the objectives for next year, decide how to enter a new market or deep dive into a new challenge, our leadership retreats are always designed around your goals. Our facilitators plan the retreat with you, create activities that foster focus and engagement, and get feedback along the way to make sure everything runs smoothly.



- A retreat entirely designed around your specific goals
- Full support throughout the process from our highly-experienced facilitators
- A whole variety of activities from team building to deep dives and objective setting
- Agreed vision and missions that inspire people to be a part of the work ahead



- Stronger team alignment
- A fresh approach to leadership designed to guide inspire and empower your teams
- A culture of trust, creativity and innovation





### **LEARNING & OPERATIONS**

# DESIGNING AN INNOVATIVE CURRICULUM & PEDAGOGY



#### Making learning memorable: inquiry learning

When it comes to building a school curriculum and defining how to approach education, Inquiry Learning is the way forward.

What is Inquiry Learning? In a nutshell, it's the identification of real-world problems and the best process to solve them. A curriculum based on inquiry learning immerses students in the problem area and, using a variety of tools from different disciplines, pushes students' creative thinking forward.

We use Design Thinking practices to provide educators with an immersive experience into Inquiry Learning, so they can incorporate it into their practice. Then, we support them in designing units of work suited to their students and coach them through the delivery of those units.

### ?

- Workshops on inquiry learning
- Design thinking workshops to help teams learn to use information retrieval in their practice as a process of inquiry
- Support from our experts on designing and delivering interdisciplinary, rich units of work
- Coaching delivered by experienced professionals
- Curriculum mapping



- Your educators learn skills & tools to support students with inquiry learning
- Your students will learn how to identify challenges & prototype solutions together





**LEARNING & OPERATIONS** 

# OPERATIONAL EXCELLENCE



#### Analysing what you do and how you do it

From how you approach compensation to how you develop your curricula, from your current policies to how you structure the school's day-to-day, there's always at least an area of operations that could be improved. We offer different levels of in-depth analysis of your current operations— from tactical reviews that paint the picture of where you're at right now, to strategic extensive audits that include risk assessment, observation, testing and confirmation. We also help you develop new agile approaches to how you 'get things done'. This involves developing a culture of prototyping and testing, removing the silos within your school and streamline your ways of working.



### WHAT YOU CAN EXPECT

- In-depth analysis of your current operations
- Strategic feedback including risk assessment
- Support in identifying improvement points
- Provocative ideas and prototypes for reshaped processes and/or new directions



• A clearer picture of how you work today and a plan for how you want to work







Robust programmes provide key concepts and framework plans, while bespoke engagements can advise school leaders, boards, and entrepreneurs on crafting and executing specific projects. The following programs are offered alongside our partners at www.learncollab.com World leaders in school mergers and partnerships.



# SCHOOL START UPS



#### Start with the right foot

The Global Pandemic has underscored the urgency with which we re-evaluate existing approaches to education and address the changing needs and new demands of today's students. In many ways, there's never been a better time to start a new school. The Startup Foundation Course leads aspiring school founders through an engaging process that results in a data-informed feasibility study, including financial and enrolment modelling. We want to make sure you identify potentially costly issues and delays as soon as possible to set your new school up for success from the start.

- 3-session course over two months to guide your team through the start-up feasibility study process.
- 2 intersession coaching calls
- Fundamentals for a market demand and needs analysis



- A detailed feasibility study outline, which you will begin to complete in the course.
- Draft marketing plan





# PARTNERSHIP & MERGERS



#### Embracing the power of collaboration

The one-day intensive workshop walks participants through the many ways to expand the academic program and reduce expenses through school collaboration. The program includes details on how schools can expand their impact and better fulfil their mission through attractive school merger and acquisition scenarios. The goal of an acquisition can also be to reduce some of the work and risk involved in a cold, start-from-scratch startup.



- A one-day intensive workshop
- Analysis of multiple merger and acquisition scenarios
- Multiple merger analysis tools to discuss and build on with your team



- A collaboration framework document to use as guidance
- A Due Diligence Checklist with everything you need to know about a collaboration partnership





# MAKING THE MERGER SUCCESSFUL



#### Successful consolidation and relaunching your new brand

The thoughtful process of bringing together two cultures, two faculties, two groups of students, parents, and alumni is an opportunity for amazing synergy or potential disaster. In this customised program we will weave together strategies from several workshops such as Defining Your Values and Identifying Agile Growth Strategies together with operational and governance elements to create a unique program to assist merging schools with pedagogical decisions, problem identification and solving, and more.

- A bespoke engagement designed specifically for your schools
- A collaborative team



- An experience over 6-12 months that will set your newly unified school on the path for success
- A clear, updated brand and refined unique value proposition





# GETTING SET UP: ENROLMENT, FINANCES, & STAFFING



#### Hit the ground running

We offer customised programs to assist school leaders with marketing/enrolment, and staffing plans, whether it be for a start-up or a reconstituted merged school. The bespoke workshops and consultancy services will help you make sure you get the right students, the right financial plan, and the right professionals in your school.



SAMPLE ENGAGEMENTS INCLUDE:

- The 21st Century Enrollment plan: a tailored program that will give you a primer on how to use data to craft the right enrollment plan and marketing strategy
- The Startup Financial Plan: a flexible plan that helps you prepare multivariable financial models to launch your new or merged school. You will learn about hidden/unanticipated costs and explore funding sources; discuss facilities and technical requirements (with an eye on the latest insights about the ongoing global pandemic and its consequences); analyse costs and benefits; discuss legal issues and campus set-up.
- Staffing for success: a workshop created to help you define your workforce plan, understand the type of team you're looking for and review what your school requires in order to attract and retain the talent that will shape the future of the whole organisation. Ongoing coaching will help you complete and execute your plan.





# FINANCIAL SUSTAINABILITY



#### Many schools are not-for-profit. All schools are not-for-loss!

To make sure you keep delivering outstanding services to your students and your staff, it is important that your school's finances are healthy. We offer an extensive range of services that include an in-depth financial aid/pricing policy audit and/or an operational audit to understand your current situation and quantify your school's financial sustainability.

### **?** WHAT YOU CAN EXPECT

- In-depth analysis of your current operations
- Stakeholder meetings to gather information
- Strategic risk assessment
- Support in identifying improvement points

### TAKEAWAYS

- Data analysis from experts and projections based on current trends
- An audit presentation and report summarizing key findings and recommendations





### **ECIS DIVERSITY & BELONGING**

# EQUITY, DIVERSITY, & INCLUSION



ECIS are delighted to partner with Sneha Khilay, Managing Director of Blue Tulip Consultancy. Sneha has over 20 years of expertise in diversity, inclusion and leadership development. Her focus is to change and improve interactions between people. Working at an international level, Snéha has advised and worked with Board Members, CEOs, Executive Directors and Senior Managers on how to develop a strategic and operational approach to the changing stance on equity, diversity, inclusion and unconscious bias. She helps identify and implement effective solutions for organisation 'diversity dilemmas. Sneha is currently working extensively with the NHS and the Ministry of Deference in the UK.

Sneha and Kam Chohan are delivering an 'Inclusive Recruitment workshop' this is a reoccurring workshop in the ECIS calendar. The series of workshops are interactive, with anecdotes, and practical scenarios. Due to the expertise and experience of the facilitators, the session can be adapted to meet participants' needs. All queries will be responded to in a sensitive and understanding manner. Taking into consideration that some of the discussions may be highly emotive, the facilitation style and method will model the concept of respect and dignity.

### WHAT YOU CAN EXPECT AT THE WORKSHOP

- The value of inclusive recruitment
- From job specifications, including to advertising to interviews/selection, and pointers for consideration on inclusivity. Understanding and managing biases during interviews
- Evidence and accountability in being fair and inclusive
- Consider opportunities to take proactive measures to level the playing field





