



'Aspiring to headship' programme



Most recent appointments

- 2016-present** Professor of Education at St Mary's University, Twickenham
Senior Advisor to GEMS International Schools
- 2012-2016** **Her Majesty's Chief Inspector of Schools, Children's Services and Skills**
Responsible for Ofsted's inspection and regulatory work, reporting on the quality of education, children's services and skills, locally and nationally.
- 2007-2012** **Director of Education, Ark schools – one of the largest and most successful multi-academy trusts in England**
Responsible for standards in all of the constituent academies within the trust.
- 2003-2012** **Principal of Mossbourne Community Academy, Hackney, London**
Opened one of England's first academies on the site of Hackney Downs school, closed in 1995 after a series of very critical inspection reports. Transformed Britain's worst-performing school into one of the best, with several Outstanding judgements from Ofsted, and significant numbers of young people from modest and poor backgrounds progressing to the best universities in the country, including Oxbridge.
- 1985-2002** **Head teacher of St Bonaventure's RC school, Forest Gate, London**
Transformed a large, failing inner-city comprehensive into an Outstanding one, with a national reputation for improving the life-chances of Afro-Caribbean boys.

Other school leadership appointments

Executive principal positions

2009	Haggerston School, Hackney, London
2008	Globe Academy, Southwark, London (previously Geoffrey Chaucer School)
1998	Eastlea School, Newham, London

Improving these schools, all of which had been placed in Special Measures by Ofsted.

Advisory positions

Advice and consultancy to national governments in Brazil, Nepal, New Zealand and Australia

2011	Member of the National Curriculum Advisory Committee
2009	Trustee of the Prince's Teaching Institute
2008	Member of the National Advisory Group for the Children's Plan, and the National Challenge Experts Group
2003	Chair of Interim Executive Board of failing schools in Islington, London
2001-2007	Education Committee Member of the Goldsmith's Company

Sir Michael Wilshaw

Personal profile

Known for an unwavering commitment to improving standards as a Head Teacher, Director of Education and, most recently, as Ofsted's Chief Inspector, Sir Michael has helped to improve the lives of many generations of young people, particularly those from disadvantaged backgrounds.

Dear Colleague,

'Aspiring to headship' programme

As Professor of Education at St Mary's University and previously HMCI and Head of Ofsted, I will be leading a training programme in the course of the next academic year for deputy head teachers and senior leaders in schools, aspiring to headship in both primary and secondary schools in the Catholic diocese and non-Catholic sector. Serving head teachers are also welcome participants.

As well as leading the programme, I will be drawing upon the expertise of other head teachers and leading educators to support what I hope will be valuable preparation for headship.

The programme will take place in twilight sessions between 5-7pm, once a month for eight months, at St Mary's University, Twickenham. Refreshments will be provided.

The sessions will involve the following activities:

- Discussion and debate
- Role modelling exercises
- Mock interviews
- Small, non-bureaucratic or onerous homework tasks which will focus on relating each session to the individual school experience.

I hope this will be an exciting and relevant programme. Those who complete the eight-month programme will be awarded with a leadership accreditation certificate from St Mary's.

If you would like to find out more about this programme or enrol, please contact Julie Davies at julie.davies@stmarys.ac.uk or **020 8240 4313**.

Yours sincerely,

Sir Michael Wilshaw
Professor of Education

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Strawberry Hill railway station is a five-minute walk from St Mary's. Twickenham train station is a 25-minute walk from the University.



Programme content

Apr	May	Jun	Jul	Sep	Oct	Nov	
Session 1	Session 2	Session 3	Session 4	Session 5	Session 6	Session 7	Session 8
Participant welcome	School culture	The leadership of teaching and learning	Assessment, progress and outcomes	Staffing – financial management	Consultation, accountability, planning and review	Communication, marketing community	Networking and social evening to reinforce sharing of experience
<ol style="list-style-type: none"> 1. Programme overview 2. The changing nature of headship 3. The power of headship 4. The good, the bad and the ugly 5. In the land of the blind the one-eyed man is king 6. Principal or head teacher 7. The loneliness of the long-distant head teacher 8. Doing the right things or doing things right 9. Braveheart or Eddie the Eagle 10. 1991 11. Stalin, Machiavelli or Mother Theresa 12. TB/GBs 13. Sing Something Simple 14. The subtle art of displacement activity 15. The Emperor, his praetorian guard and the tribune of the people 16. Eccentric – moi? 17. Nostalgia isn't what it used to be 18. Three envelopes 19. From good to outstanding 	<ol style="list-style-type: none"> 1. Culture is everything 2. The Cultural Revolution – Wilshaw's Little Red Book 3. It's behaviour stupid! 4. The cultural jigsaw 5. The tangible intangibles 6. The old-lags syndrome 7. Saville Row and Punk Rock 8. Rituals and routines 9. The power of patronage 10. The surrogate parent 11. Immediate and Effective 12. Don't shoot the messenger – the clarity of communication 13. All for one and one for all 14. The devil is in the detail 15. Ground control to Major Tom 16. Bus Stop Blues 17. The head teacher's desk 18. Luca Brazzi sleeps with the fishes 	<ol style="list-style-type: none"> 1. The principal as pedagogue 2. The school assembly 3. The management of teaching and learning 4. The open classroom/the closed classroom/the crowded classroom 5. Everyone is a teacher of literacy and everyone is a teacher of special needs 6. School design and good teaching 7. Technology 8. The rookie and the grey-beard 9. A good lesson is a joy forever 10. The Ofsted criteria 11. Nothing is taught unless it is learnt 12. The hidden curriculum 13. Teaching the teachers 14. Performance management, peer observation, learning walks 15. Death by a thousand worksheets. Bring back the text book! 16. Reinventing the wheel – the argument for outsourcing 	<ol style="list-style-type: none"> 1. The ambitious principal 2. The competitive principal 3. The inclusive principal 4. Data-driven assessment 5. The data team 6. The tracker 7. The communication and moderation of data 8. The ownership of progress 9. Diagnosis and analysis 10. Are some year groups more important than others? 11. Target-setting 12. Strategy for improvement 13. Lies, damn lies and statistics 	<ol style="list-style-type: none"> 1. Recruitment and retention 2. Where do you cut? 3. Ancillary staff 4. Coherent structures lead to good budget planning 5. Curriculum nightmares 6. The long firm 7. The risky appointment 8. Safeguarding 9. Probation and those in the early years of the profession 10. Overtime 11. Bonuses 12. Promotion 13. Contracts 14. Capital/Revenue 15. Performance management 16. Capability and disciplinary 17. Remuneration committee 18. Finance committee 	<ol style="list-style-type: none"> 1. Democracy/autocracy 2. Window dressing consultation 3. The Politburo 4. Smoke-filled rooms 5. HR, contracts, job descriptions 6. Clear lines of accountability 7. The governors 8. The visit from the Chair 9. Schemes of delegation 10. Playing both ends against the middle 11. Trust Red Lines 12. The local authority, the Regional Schools Commissioner and Ofsted 13. The SEF and the SDP 14. The self-evaluating school 	<ol style="list-style-type: none"> 1. Telling the truth 2. Jargon-busters 3. Who are the stakeholders? 4. Mission statements 5. Apple pie and motherhood 6. "Over this threshold ye shall not pass" 7. Death by a thousand policy documents 8. The illiterate letter and reply slip 9. Who looks in the pigeon holes? 10. The gossip at the bus stop 11. Outsourcing 12. Great head, lousy marketeer 13. Great marketeer, lousy head 	