

# Step Up

## STEP UP: A TRAINING COURSE FOR MIDDLE LEADERS

Supporting and  
developing middle  
leaders in CSA Schools

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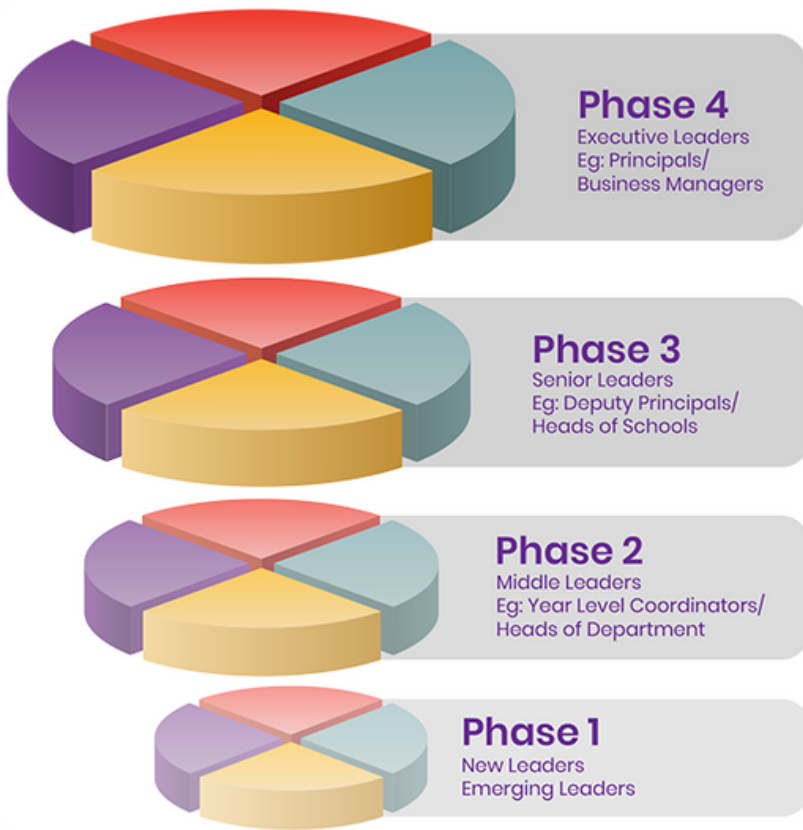


2024 - FEBRUARY TO NOVEMBER  
IN VIC/TAS, NSW, QLD, SA, WA

# OVERVIEW

This course has been intentionally designed and developed for middle leaders in Christian schools. Middle leaders are primarily responsible for coordinating and leading teams across various functional areas within the school through key roles that may include year level leaders, subject leaders, curriculum leaders and pedagogy coaches. Within the CSA Leadership Rubric, these leaders would be identified as Phase 2 leaders – a leader who generally leads a small team responsible for a specific operational area of the school.

## Phases of Leadership








Ref: [CSA Leadership Framework](#)



*Leadership is a fundamental part of providing excellent Christian education. Schools led well are flourishing, dynamic places to be. Schools that are led well, see staff empowered and released to do their vital work and young lives transformed so that they may take their place in the world (Wolfe & Iselin, 2021, p. 3)*

# KEY LEARNING INTENTIONS

Establishing key leadership behaviours, skills and mindsets is critical at a middle leadership level, as individuals move forward from managing self to managing others in dynamic, complex, influential and transformative ways. Through participation in the Step Up Training Course for Middle Leaders participants will:

-  **Strengthen their understanding of self and the importance of their ongoing development**
-  **Engage in evidence-based, work-integrated professional learning**
-  **Understand how to develop, lead and inspire exceptional teamwork and drive positive change**
-  **Become skilled in building relationships and communicating effectively**
-  **Develop capacity in operational aspects of their roles that include: having difficult conversations, managing team dynamics, conflict resolution, understanding legal and regulatory frameworks, organising professional learning, leading aspects of school improvement and cultivating purposeful and innovative change processes with teams**

## COURSE OVERVIEW

### LEADERS OF VISION

Purposeful and Strategic Leadership  
Leading improvement, innovation and change

### LEADERS OF CULTURE

Relational and Community Leadership  
Engaging and working with the community

### LEADERS OF FAITH

Spiritual and Moral Leadership  
Developing self and others

### LEADERS OF PRACTICE

Instructional and Operational Leadership  
Leading, teaching, learning and the management of the school

The course content will be informed by the 4 key domains of the CSA Leadership Framework which, in turn, is underpinned by both biblical principles and the AITSL Professional Standards for Principals.



# PARTICIPANT EXPERIENCE

The course will employ an integrated and multi-faceted learning methodology combining expert tuition, guided personal thought and reflection, peer knowledge sharing and practical workplace application. Modes of learning will include in-person intensives, online webinars, self-assessment, peer review feedback, coaching and incorporate a capstone personal leadership project.

## PROGRAM SNAPSHOT

<b>9 MONTHS DURATION</b>	<b>2 IN-PERSON INTENSIVES</b>
<b>3 ONLINE MASTERCLASSES</b>	<b>360° TOOL &amp; DEBRIEF</b>
<b>LEADERSHIP PROJECT</b>	<b>PROFESSIONAL CONVERSATIONS</b>
<b>2 SCHOOL VISITS</b>	<b>UP TO 37 CPD HOURS</b>



## COURSE FACILITATORS

The course will be facilitated by Dr Maria Varlet along with a number of other highly experienced leaders. Further details regarding course presenters to come.



**Dr Maria Varlet**  
CSA EXECUTIVE OFFICER  
VIC/TAS



# CONTENT / MODULES

Following is a detailed guide of the modules of the course.

<b>Completion of the CliftonStrengths Assessment</b>	Pre-course
<p><b>Intensive 1:</b> The first intensive day will provide the key foundations for the course.</p> <p>Topics covered will include:</p> <ul style="list-style-type: none"> <li>• Calling, Vocation and Leadership</li> <li>• Leading &amp; Managing Self</li> <li>• Leading from the Middle</li> <li>• Personal Leadership Project</li> </ul>	<p>Intensive 1: QLD – Fri 9 Feb WA – Tue 13 Feb VIC – Mon 19 Feb NSW – Wed 21 Feb SA – Fri 23 Feb</p>
<b>CSA 360 Leadership Development Tool</b>	Across the year after the first intensive
<p><b>Personal Leadership Project</b> Each course participant will undertake a Personal Leadership Project in his or her own school, using an action research methodology. The Leadership Project is an outcome-driven activity which focuses on opportunities to lead positive change within the school, as well as personal leadership growth.</p>	Participant to work on this between the intensives and report back outcomes at final session of Intensive 2
<p><b>Professional Conversations</b> Each participant will be asked to engage in professional conversations with an executive leader. One of these conversations will be a debrief of the CSA 360 Leadership Development Tool Report.</p>	During the course



# CONTENT / MODULES CONTINUED

## School Visits

Each course participant is asked to undertake a minimum of 2 schools visits during the 9-month course. After each visit, the participant will complete a School Site Visit Personal Reflection using the template provided.

Between  
Intensive  
1 and 2

## Online Masterclasses

Participation in three online masterclasses, facilitated by leaders who have acknowledged expertise in their area. The topics to be covered include:

1. Leading Learning – Building influence and capacity, creating accountability, leading staff development, working within regulatory frameworks.
2. Leading Change – Leading at its most fundamental level involves decisions about what to conserve and sustain as well as what to change. This session focuses on working within the school vision and strategic plan and with others to resolve such dilemmas in ways that are strategic, informed, practical and inspired.
3. Effective Communication – This session will explore the significance of clear and effective communication in the context of school leadership and will cover: communication styles and preferences for different contexts, active listening, non-verbal communication, feedback and evaluation and resources and tools to support leaders

Masterclass 1:  
Monday  
18 March

Masterclass 2:  
Thursday  
13 June

Masterclass 3:  
Tuesday  
3 September

## Intensive 2:

The second intensive day will complete the course. Topics covered will include:

- Embodying story and sustaining impact
- Managing difficult conversations and situations
- Coaching Others
- Presentation of course learnings and reflections including Personal Leadership Project

Intensive 2:  
QLD – Fri 1 Nov  
NSW – Mon 4 Nov  
VIC – Wed 6 Nov  
SA – Fri 8 Nov  
WA – Thu 14 Nov



# ENROLMENT AND COSTS

Participation in this course will be open to applicants who:

- Currently hold a middle leadership position in a CSA member school
- Are committed to completing all elements of the course
- Have obtained the approval of their Principal who is also committed to supporting the applicant to complete all elements of the course

As part of the enrolment process, applicants will be asked to do an initial online questionnaire and complete the CliftonStrengths tool.

## COURSE COST

**\$595  
+GST**

Course cost includes:

- CSA 360 Leadership Development Tool
- Two in-person intensive days (includes day catering and resources)
- Course materials and access to the CSA Professional Learning Hub
- Online masterclasses

Not covered:

- Costs incurred conducting school visits (participant/school to cover)
- Travel costs associated with attending the intensive days
- CliftonStrengths Tool: \$33 (participant/school to cover)

*Note: there may be other costs incurred during the program and this is an indicative amount*

***Upon completion of all elements of the course,  
participants will receive a detailed CPD certificate***

**INTERESTED?**

**REGISTER HERE**

**ENQUIRIES:**

Email: [vicadmin@csa.edu.au](mailto:vicadmin@csa.edu.au)

Phone: 0423 891 405 (Dr. Maria Varlet)

