
Introduction

It is my pleasure to warmly welcome you to the Columba 1400 Head Teachers' Leadership Academy Tutor Team.

Our tutors are carefully selected by nomination and approval to ensure Columba 1400 continues to deliver the highest quality of experience for all our participants, with each and every participant receiving the warmest of welcomes and the best of hospitality as they embark on their shared Columban journey.

We all know what a difference it can make to a young person when someone believes in them, gets alongside them and lets them know that they matter. Your role as tutor is to provide that experience to our head teachers and deputy head teachers. For many, this will be the first time they will have been looked after and nurtured in the way that they do for so many of Scotland's children and young people. A key aspect of the experience is to inspire and motivate head teachers and deputy head teachers to be outstanding leaders and to leave Columba 1400 with a renewed purpose and reconnected to why they went into teaching in the first place.

I thank you for your commitment to such a pivotal role as that of Columba 1400 Tutor.

Marie Clare Tully, Chief Executive, Columba 1400

Head Teachers' Leadership Academy (HTLA) Overview

The leadership academy is arranged over a six to nine month period to allow for meaningful activity in school to take place between the end of the residential and the submission date for the reflective essay. Participants can sign up using Eventbrite or by emailing HTLA@columba1400.com.

Phase 1: Two preparatory days online, the second day no more than two days before the residential.

Phase 2: A three-night, two-day residential experience (structured around Columba 1400 core values) at Columba 1400, Isle of Skye or Columba 1400, Loch Lomond or Blair Estate.

Phase 3: A half day online follow up.

Phase 4: Final reflective essay for GTCS Accreditation to be submitted within six months of the residential.

Phase 5: Become an integral part of the Columban alumni network including an invitation to the annual Columba 1400 alumni event.

The Columba 1400 Head Teachers' Leadership Academy aims to:

- Support head teachers and aspiring heads to shape and lead educational change in Scotland.
- Enable head teachers and aspiring heads to lead transformational change in the culture of their schools and learning communities.
- Develop a personal awareness of their leadership style and their ability to effect change.
- Create the conditions for profound individual change in head teachers and aspiring heads and an awareness of their own potential.
- Support the development of innovation, creativity and positive change for teaching teams and for learners.
- Contribute to building a self-sustaining community for change with powerful bonds, incorporating a belief in team potential and a sense of momentum.

Role of the Columban Tutor

While tutoring is the central purpose of the role, the title tutor encapsulates much more than that: facilitating, supporting, mirroring, encouraging, listening, eliciting. It does not involve didactic teaching or lecturing or the use of notes in delivery.

Opportunities for **elicitation** (in line with the John Buchan quote) exist at every stage of the HTLA and are key to participants realising the potential of the opportunity afforded to them.

In addition, Columba1400 Founder, Norman Drummond has taken the acronym SHIRT from the well-known idiom: "someone who would give you the shirt off her/his back" and sums up the specifics of the tutor role as follows:

- We **Share** the workload at every stage.
- We ensure **Harmony** within the cohort.
- We **Immerse** ourselves in the whole process and in every participant with no regard to self.
- We **Rove** amongst the group, ensuring we speak – and listen – to each member present.
- We model working as a **Team**.

The Tutors' mantra: "It's not about us."

HTLA Operational

Staffing

- Each HTLA will be led by a trio of tutors: Tutor A, Tutor B and Tutor C. These will be selected by the HTLA Co-ordinator.
- All Columba 1400 tutors are people orientated. They model teamwork, are constantly supportive of each other and alert to the small things that make a difference to the participants' experience.
- **Tutor A** will have a lead role in building and maintaining relationships and for reviewing Tutor A delivery materials on behalf of the HTLA Co-ordinator.
- **Tutor B** will have a lead systems role, responsible for organising groupings online and at the residential and for ensuring all aspects of GTCs accreditation are covered in the curriculum on behalf of the HTLA Co-ordinator.
- **Tutor C** will be the lead tutor overall and will carry responsibility for all aspects of online and residential experiences. Tutors C will be in regular contact with each other and the HTLA Co-ordinator and will be expected to bring potential new materials/activities to the attention of the HTLA Co-ordinator.
- Some HTLAs will have a maximum of **one** 'shadow' tutor, not just to observe, but to assist and learn while following the cohort.
- It is expected that tutor trios will be 'shuffled' across each academic session to allow tutors to get to know each other and ensure cross-fertilisation of ideas and experience. In exceptional circumstances, tutors may have to take on a different role from the one they normally fulfil.
- Where possible, a 'first reserve' tutor will be allocated to each HTLA to provide cover if a colleague has to call off shortly before, or during, a HTLA.
- No tutor should be responsible for more than two HTLAs in any given month, unless in extreme circumstances, and back-to-back academies for tutors would only be by exception.

Registration forms and accommodation

- Registration will be by Eventbrite and tutors will have access to information they need about dietary requirements, health issues and emergency contacts.
- Prior to HTLA Residentials, Tutor C will have sight of the list of participants and a primary role in room allocation. This is particularly important in Skye residentials where a range of accommodation is available.
- At Staffin, tutors will be responsible for locking up and switching off all internal lights after everyone has gone to bed. At Staffin, it is expected that at least two tutors will stay at the centre.

Day to day

- Columban tutors will be first to arrive and last to leave. Tutors should arrive at least an hour before members of the HTLA Cohort are expected to arrive to help set up and also stay on to 'farewell' all the new Columban graduates on their departure.
- If, for whatever reason, a Columban tutor needs to arrive late, at the beginning of the academy, or leave early on the final morning, then good advance notice where possible should be given to Tutor C and to the other tutor.
- At the start of online Day One, Tutor C will introduce each tutor with a brief, two sentence bio, in line with our **'It's not about us'** mantra.
- Columban tutors should ensure that they engage with all participants individually at some point in the residential and aim to sit beside someone different at every meal.
- It is the responsibility of each Columban tutor to make sure that her/his materials are on hand and ready to be given out at the appropriate time during an upcoming session. All introductions should be short, clear and engaging.
- Tutors should keep to a timetable to ensure that each session is given the time needed for participants to get the most out of it.
- Columba 1400 tutors do not speak from notes unless it is essential for highlighting a specific quote.



- Tutor C is responsible for the organisation and conduct of the Closing Ceremony, wherein all tutors are expected to be responsible for the installation and dismantling of the Columba 1400 banners and tidying up after the departure of the new Columba 1400 graduates.
- Columba 1400 HTLA tutors are facilitators more than teachers, with our philosophy based on the writings of John Buchan that "Our task in leadership is not to put the greatness back into humanity but to elicit it, for the greatness is there already."
- Columba 1400 tutors are encouraged to adopt a coaching methodology in sessions and, before introducing too much of their own experience or anecdotes, give time for discussion amongst the delegates, perhaps by asking a question to enquire further or offering some context or insight.
- Columba 1400 tutors are to keep an eye on the relevance and practicality of resources and also if an inaccuracy or a grammatical mistake is spotted, then to seek to address that (as well as perhaps to improve content) before the next Columba 1400 HTLA.
- Columban tutors on the values walk should take their mobile phones with them.
- 'The Day Ahead' each morning should always be introduced quietly and sensitively by a tutor and will normally include a period of silence. If the weather is good, it should be outdoors standing quietly on one's own, facing the view and taking time to inwardly reflect.
- The Evening Coracle is sacrosanct within the tradition and well-being of Columba 1400 and is not the place for handouts nor speeches from tutors, who are encouraged to offer a short introduction relevant to the day and then to pose two questions likely agreed with fellow tutors on the academy.
- The Coracle goes right back to the earliest days of the foundation of Columba 1400, St Columba's Day 9 June 1997, 1400 years to the day of the death of St Columba on Iona and has always been seen (and discovered) as a place for and where participants can and have "found their voice".
- Columban tutors should always behave in a dignified manner, ever alert to the needs of participants, pausing where possible to gain attention before speaking and rarely if ever calling groups to order or back to sessions... "in quietness and confidence lies our strength".

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- Columban tutors will have a short review and planning meeting each evening during HTLA residentials.
 - Tutor C and fellow tutors will be responsible for ensuring, wherever possible, that everything is in place for the next HTLA. The HTLA Co-ordinator should be notified immediately of any shortages.
 - At the end of every school session, each tutor will have the opportunity to have a review with Columba 1400 Founder, Norman Drummond.

The readings

- It is important that all Columban delegates receive and have read the relevant reading chapters relating to their online and residential academies.
- A timekeeper and a chair to encourage discussion should be appointed within each reading group for each reading session.
- For all the readings, the tutor takes no active part other than to listen or if invited by the group to offer a point of clarification in relation to the readings – this is part of the GTCS accreditation process.

DD & AW February 2022