

Odelle Howard

EXECUTIVE HEAD OF SCHOOL

- Change Management ◦ Strategic Visionary Leadership ◦
- Policy Development and Implementation ◦
- Enterprise Skillset ◦ People Development ◦
- Managing School Culture and Climate ◦
- Devise and Implement Strategy ◦ Financial Management ◦



A strategic, innovative and highly qualified Executive Head reputed for leading the academic enrichment and overall management of a school, learners, and educators. Leverage success in establishing the school's vision while building and championing a sustainability strategy that delivers on the school's core focus areas. Passionate about ensuring that students become competitive, value-driven, independent thinkers and positive contributors to the community. Highly adept in leading change, monitoring and evaluating school and student performance. Able to lead and earn the respect of staff and students by driving continuous improvement initiatives to raise school standards and share outstanding practices.

Proven experience in financial management and strong business acumen, skilled in developing and implementing new strategies while meeting the school's needs and objectives. Deeply committed to improving teaching and learning by continuing to innovate and enrich the ethos and values of a high-performing school.

Notable career highlights:

Managed and restored a school's reputation through a period of significant change:

- The school was struggling and recovering from accusations of racism, homophobia and xenophobia, resulting in a large number of student withdrawals and reputational damage. The school now has waiting lists for some grades and boarding and has recovered its reputation. School is in a healthy, sustainable position.
- Brought about stability after disruption to the school.
- Built a positive school culture and facilitated healing and movement from a toxic culture of hurt.
- Mentor Heads of Schools and provide support to new heads of schools.
- Improved alumnae engagement with the school.
- Built a new Parents Association and worked alongside the chairperson to grow the parental engagement and volunteering. The biggest PA group this year since 2021, and parents are showing interest in participating in school initiatives
- Policy development: inclusion and diversity policy; safeguarding policy, whistleblowers, etc.
- At Reddam, the school lacked structure and processes; order, structure and processes were introduced and formalised professional development, also instituted an environment where staff were involved and engaged in student development beyond the classroom. The highest enrolment conversion rate in the region group.

Additional Professional Responsibilities

- Member of the ISASA Executive Committee
- Old Mutual Board Trustee Member representing Independent Schools
- Irene Homes Board Member
- St Augustine's School Advisory Board Member
- Member of the Diocesan Standing Committee of Pretoria
- Voting Member of St Mary's DSG Board of Governors

KEY COMPETENCIES

- School Operations Management
- Change Management
- Visionary and Strategic Leadership
- Policy Development and Implementation Enterprise Skillset
- People Development
- Managing School Culture and Climate
- Strategy Development and Implementation
- Financial Management
- Curriculum Leadership
- Quality Assurance
- Student Progress and Attainment
- Inclusion and Diversity
- External Partnership Development
- Board Engagement
- Employee Mentoring, Coaching and Management

PERSONAL ATTRIBUTES

- Strategic and Visionary Leadership
- Approachable, Empathetic and Progressive
- Creative and Innovative
- Interpersonal Communication
- Critical Thinking and Decision-making
- Analytical Problem-solving
- Inspire and Motivate

PROFESSIONAL WORK EXPERIENCE

St Mary's Diocesan School for Girls, South Africa
Executive Head ▪ January 2021 to Present

- Actively provided strategic support to the Campus Exco, Operations Exco, and Head of the Senior and Junior School, playing a key role in overseeing the school's overall operational function, demonstrating a deep commitment to the school's educational mission and the success of its students.
- Develop and implement an effective school operations model and create an optimised school structure.
- Advise the Board and provide critical insights regarding school governance matters.
- Contribute to developing, implementing and evaluating a dynamic and engaging curriculum that aligns with national standards and educational best practices.
- Provide and encourage the professional development of the faculty.
- Vitally contribute to the selection of curriculum, class schedules, assessments, graduation requirements, and all aspects of the school's academic programme.
- Effectively optimise the physical learning environment and technology use in all instructional areas.
- Support the enforcement of the school's discipline policies and standards of conduct.
- Oversight of the school's support systems, i.e. health and wellness.
- Manage all safety programmes, including building security, emergency procedures, transportation regulations, tornado and fire drills, etc.
- Oversight of Advancement and Development initiatives, marketing and events to ensure the school brand is strong and represented widely.
- Work alongside board members in board subcommittees, e.g., Policy and Risk, Advancement, Lands and Buildings, HR, etc.
- Work alongside the Business Manager and oversee the school's business functions, including budgeting, income monitoring and reporting, expense management, investments and cash flow management, etc.
- Oversee all employment and Human Relations matters.
- Manage the Estates Manager to ensure the school remains in good condition.
- Direct the planning of major capital purchases, repairs and building projects.
- Manage the Boarding Director who ensures effective operations and resource utilisation.
- Lead the admissions function and decision-making process, including administering the school's financial bursary, outreach, and scholarship programme.
- Plan and optimise together with the Director of Advancement the school's fund-raising programmes, campaigns and major events.
- Identify, foster and communicate directly with prospective and existing donors.
- Oversee and promote positive relations with the school's alumnae, including developing and maintaining the alumni database, communications programmes and special events.

Reddam House Waterfall, South Africa
Headmistress ▪ August 2018 to December 2020

- Provided strategic vision for the school, including promoting high standards in all aspects of school life and student progress.
- Full management of daily school operations.
- Fostered positive relationships with external educational partners, sharing best practices and exploring opportunities for collaboration to enhance the curriculum.
- Implemented strategies to challenge and support all student learning.
- Led and vitally contributed to the Executive Committee.
- Managed general school staff.

EDUCATION

Honours Degree in Leadership and Management
2017
University of Johannesburg, South Africa

University of Witwatersrand /
Leadership Development
2017
Wits Business School, South Africa

Higher Diploma in Education
1999
University of KwaZulu-Natal, South Africa

Counselling
2016
ITD Consulting, South Africa

PROFESSIONAL DEVELOPMENT

- Education Law and Policies
- Diversity in Schools
- Leadership and Management: JVR Consulting
- Leadership training with Kwalenga
- Understanding Rage in the Adolescent
- Bullying in Schools
- Cyber Safety for Children
- Self-harm and Injury in Adolescents
- Depression and suicide in teens
- Understanding Third Culture Kids
- Risk Management and Interventions for Schools
- Building Staff Wellness
- Mindfulness in Schools
- GIBBS Future Intelligences
- Oxford Senior Leadership Development

- Collaborated with Human Resources regarding employee recruitment, retention, performance management, performance reviews, etc.
- Oversaw all school marketing activities.
- Managed the school's budgets and finances, including collaborating with the Debtors Clerk to control outstanding debts
- Oversaw all building and ground maintenance and College refurbishments.
- Mentored and trained members of the College's Executive team.
- Managed and effectively resolved conflict.
- Built and enforced policies to ensure best practices.
- Monitored and analysed teaching and learning to ensure high-quality teaching delivery.
- Cultivated outstanding pastoral care, offering unparalleled support and guidance by monitoring and analysing associate programmes.
- Drove school values and morals through teaching and enrichment and student outreach programmes.
- Promoted a healthy student lifestyle by balancing sports, culture and academic activities.

St Peter's College, South Africa

Deputy Headmistress ▪ January 2011 to July 2018

- Played a pivotal role in shaping the school's educational direction, ensuring a high-quality, inclusive, and innovative curriculum.
- Contributed to students' overall academic success and personal development aligned with the school's vision and values.
- Oversaw all fundraising activities, i.e. various community outreaches and the Grade 12 dance.
- Led and managed the Grade Head Committee, the Wellness Department and learning support programmes,
- Oversaw student-run Committees and the Prefect Committee.
- Directed student enrichment programmes, i.e. the President's Award, World Challenge and student exchange.
- Spearheaded community outreach projects, including building projects
- Member of the Bursary Committee, the Credit Committee, Member of the College Equity Committee and senior executive management team.
- Established and executed the school's code of conduct as the Head of Discipline.
- Oversaw the Youth Chapels and spiritual group meetings as Head of Pastoral Care.

PREVIOUS WORK EXPERIENCE

Reddam House Waterfall, South Africa

Headmistress ▪ July 2018 to December 2020

St Peter's College, South Africa

Deputy Headmistress ▪ January 2011 to July 2018

St Stithians Girls College, South Africa

Physical Science Senior Educator ▪ March 2008 to December 2010

St Benedict's College, South Africa

Physical Science Head of Department ◦ **Grade Head** ▪ January 2005 to March 2008

KZN Coastal College, South Africa

Physical Science Educator ▪ January 2000 to December 2005

PROFESSIONAL MEMBERSHIPS

South African Council for Educators (SACE)

Membership number: 338123

COMPUTER AND SYSTEM KNOWLEDGE

- Microsoft Office: Word, Excel, PowerPoint

REFERENCES

Provided upon request