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It is a privilege to welcome you to our meeting in Rovaniemi, Finland. As well as providing an opportunity to discover more about the educational life and culture of our Finnish hosts, our Council also seeks to develop the themes and ideas that dominated our highly successful gathering in Singapore. For this reason, we are continuing our focus upon sustainable leadership through developing and sharing strategies that enable Principals to remain in post for a longer period of time. We are also continuing our powerful spotlight upon the role of student voice, further exploring the constructive role that students from across the world can play in the leadership of schools.

Alongside all this, we are delighted to welcome back our friend Anna Pons from OECD, who we have continued to work closely with since our last Council meeting. As well as providing a range of insights into developing trends in education worldwide, Anna will also be telling us about the exciting initiative that OECD are leading to create a worldwide school based network of innovative and creative practice.

The need to foster and support the next generation of leaders was central to our discussions in Singapore and for this reason I am particularly pleased that our time in Rovaniemi is beginning with a forum for new and emerging leaders. I sincerely hope that this new initiative will be the first of a series of events led by ICP to pass on mentoring, advice and encouragement to the next generation of school leaders around the world.

I wish you an enjoyable and stimulating time in Rovaniemi as the ICP family comes together to share and learn from one another.

-Dr. Peter Kent, ICP President.

I wish you an enjoyable and stimulating time in Rovaniemi as the ICP family comes together to share and learn from one another.

Words of Wisdom for Emerging Leaders:
A leader’s toolkit brims with essential verbs: listen, trust, learn, inspire.
Each has its role in shaping a leader’s journey.

-Peter Kent, President

President
The **2023 Annual General Meeting** of the International Confederation of Principals (ICP) will be held at the ICP Council Meeting on **Saturday 23 September, 2023** at Santa’s Hotels (Council venue) in Rovaniemi, Finland.

**Notice of Elections:**
At the 2023 Council+ Meeting and Annual General Meeting (AGM) elections will be held for the following positions:

**General Executive Representative**
The successful candidate will take up this position on 1/1/2024 for a two-year term, with option for further 2 years.

Duties of General Representative:
- a. Monitor, guide and manage governance including the Constitution, By-Laws, policies and procedures.
- b. Provide a report to the ICP Council annually about management, monitoring and compliance of ICP.
- c. Support the President, Executive Secretary and Regional representatives.
- d. Advise the Executive Committee and seek guidance, as appropriate, on governance.

**Regional Executive Representative for Africa**
The successful candidates will take up the position on 1/1/2024 for a two-year term, with option for further 2 years.

**Regional Executive Representative for Europe**
The successful candidates will take up the position on 1/1/2024 for a two-year term, with option for further 2 years.

Duties of the Regional Representatives:
- a. Focus on improving communication between associations within the region.
- b. Promote interest in regional activities and focus on increasing membership from across the Region.
- c. Contribute, as appropriate, to the ICP website and newsletters on regional research, activities and papers of interest.
- d. Provide a report to the ICP Council annually which would describe the activities of the region with its strengths, weaknesses and opportunities.
- e. Support the President, Executive Secretary and General Representative.
*Nominations for the above-mentioned positions must be received by the Executive Secretary admin@icponline.org by no later than Friday 25 August, 2023. Please submit nominations by completing the following form. Nomination for Executive Representatives v.2023.docx
All nominations must be accompanied by an updated CV for consideration by the Executive and voting members.

Nomination for Life Membership
Members are invited to forward nominations for the position of life member to the Executive Secretary admin@icponline.org by no later than Friday 25 August, 2023. Please submit your nomination by completing the following form: Nomination-for-Life-Membership v.2023.docx
All nominations must be accompanied by an address of the criteria for consideration by the Executive, included in the form.

Notice of Motions
Members are invited to forward any motions for the Annual General Meeting by sending them to the Executive Secretary admin@icponline.org by no later than Friday 8 September, 2023.

Executive Secretary
ICP Value Proposition
We come together as an international community of leaders, united by our common purpose of learning from one another, advancing the cause of school leadership and improving outcomes for young people worldwide.

Statement on Equity
The ICP respects and acknowledges the varied challenges faced by each member in our shared journey to ensuring equity of access and opportunity for the learners and the communities in which we lead. Every member of the ICP acknowledges their responsibility to shape, lead and advocate for educational equity at all levels in their own cultural, social and economic context.

Powerful Partnerships
Once again, we are joined by Anna Pons from the OECD. The propositions of the Schools+ Network (OECD) will help to frame our thinking, but it is the feedback from our Regional Meetings that have set the direction for this Council + agenda.

The world continues to change and evolve, even in the short time that has passed since we last met in Singapore in 2022 but what does this mean for education, schooling and leadership?

As we consider together how best to support our current and emerging leaders, in contexts that are being transformed by technology and social/economic challenges, we can bring a global school leaders’ perspective to the question – what are the qualities needed by our ‘new leaders’ to lead the schools in the ‘new futures’ that are unfolding?
Questions for Consideration in Advance of Council

1. How challenging has it been for your jurisdiction to recruit the next generation of leaders?

2. Please outline any strategies you have used to encourage the next generation to take further steps into leadership?

3. How successful have your strategies been?

4. Our September Council in Finnish Lapland will begin with a two-day forum for New and Emerging Leaders, who will also be offered the chance to stay on for Council. Did you send Emerging Leaders to the conference?

5. Last year’s Council identified Principals leaving the profession as one of the major challenges faced by the education system worldwide. Do you feel that the problem has got better or worse since last year?

6. Please outline any strategies that you are aware of which are helping to encourage Principals to remain in their posts.

7. Did our session on student voice during last year’s Council in Singapore encourage you to make greater use of it in your region? If it did, please tell us more about any projects you have to promote greater use of student voice.

8. Council also includes presentations on the role of Artificial Intelligence. Do you think the use of AI will be a significant issue for education in your region over the next five years?

9. Please share any creative or innovative use of Artificial Intelligence that you are aware of in your region.

10. Would you be interested in making greater use of AI during our Council meeting in Rovaniemi?

11. Please outline any other significant challenges faced by leaders in your region.

Although the questions above can be answered Yes or No, we would like members to provide the back story, potential explanation and specific detail. Please come prepared to answer these questions from the perspective of your members.

Student Voice Questions

• What encouragement would you give to school or system leaders reluctant or fearful of facilitating students to have a voice in key decisions that impact on the student learning experience?

• How can an enthusiastic student representative or student council benefit students, school staff and the wider school community?

• In your experience, has your role as a student leader changed your understanding of how schools operate? What has been the biggest learning experience for you?

• What makes a good student leader? In your opinion, are there similarities to what makes a good school leader?
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8:00 AM</td>
<td>Registration, networking and coffee</td>
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<tr>
<td>8:45 AM</td>
<td>Ice-breaker activity</td>
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<tr>
<td>9:00 AM</td>
<td>Welcome from ICP President, Peter Kent</td>
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<tr>
<td>9:10 AM</td>
<td>Session 1: Newly Appointed Principals and Emerging Leaders; challenges and opportunities in the years ahead (Anna Pons)</td>
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<td>Discussion and response at tables.</td>
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<tr>
<td>10:30 AM</td>
<td>Break</td>
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<tr>
<td>11:00 AM</td>
<td>Session 2: Australian Research: ‘I wish they had told me that when I started out’ - Insights from new leaders</td>
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<td>Discussion and response at tables.</td>
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<tr>
<td>12:30 PM</td>
<td>Lunch</td>
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<td>1:30 PM</td>
<td>Session 3: Video and live Case Studies from Newly Appointed Leaders Around the World (Africa, Oceania, Americas and Europe)</td>
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<td>Discussion at tables: How does their experience resonate with yours?</td>
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<tr>
<td>3:00 PM</td>
<td>Break</td>
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<tr>
<td>4:00 PM</td>
<td>Session 4: Oide, Ireland: The practicalities of leading a school</td>
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<td>Discussion and response at tables.</td>
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<td>5:00 PM</td>
<td>End of day</td>
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<tr>
<td>8:45 AM</td>
<td>Ice-breaker activity</td>
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<tr>
<td>9:00 AM</td>
<td><strong>Session 5: World Café- Strategies for supporting Newly Appointed Leaders:</strong> Delegates in rotation visit inputs from Finland, The Netherlands, Canada</td>
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<tr>
<td>10:30 AM</td>
<td>Break</td>
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<tr>
<td>11:00 AM</td>
<td><strong>Session 6: Serving Principals Panel: What would I do differently if I was starting again?</strong></td>
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<td>12:30 PM</td>
<td>Lunch</td>
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<td>1:30 PM</td>
<td><strong>Session 7: The work of ICP</strong></td>
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<td>- Priorities for the coming year</td>
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<td>- Regional identity</td>
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<td>- How to become involved</td>
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<td>- New directions- fresh ideas</td>
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<td>OECD Schools Plus Network – How ICP members can support its further development (Anna Pons)</td>
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<tr>
<td>3:00 PM</td>
<td>Break</td>
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<tr>
<td>4:00 PM</td>
<td><strong>Session 8: Discussion at tables facilitated by ICP Executive members.</strong></td>
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<tr>
<td></td>
<td>- What have we learnt?</td>
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<td>- What will we do differently in the future?</td>
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<td>- What are the biggest challenges?</td>
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<td>- How can ICP build on the momentum of the conference</td>
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<tr>
<td>4:30 PM</td>
<td><strong>Session 9: Drawing Together of themes/ ideas/ challenges together.</strong></td>
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<td>5:00 PM</td>
<td>End of day</td>
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# Council+ - Day 1

## September 22

### NEW LEADERS NEW FUTURES

<table>
<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>8:00 AM</td>
<td>Registration, networking and coffee</td>
</tr>
<tr>
<td>8:45 AM</td>
<td>Ice-breaker activity</td>
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<tr>
<td>9:00 AM</td>
<td>President’s Welcome and Setting the Stage (Peter)</td>
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<td>- Celebration of our Cultural Diversity</td>
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<td>- Introduce the Executive</td>
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<td>- Structure of the program</td>
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<td>Welcome from Surefire</td>
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<tr>
<td>9:30 AM</td>
<td>Session 1: Anna Pons- the challenges of sustainable leadership and recruiting the next generation of leaders: Perspectives and Solutions from Around the World</td>
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<td>Discussion at tables</td>
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<tr>
<td>10:30 AM</td>
<td>Break</td>
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<tr>
<td>11:00 AM</td>
<td>Session 2: Introduction to the Finnish system, including</td>
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<td>- The role of Governance</td>
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<td>- Parental Councils</td>
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<td>- Principal Barometer results</td>
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<td>Q &amp; A from Council Members</td>
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<tr>
<td>12:15 PM</td>
<td>Lunch</td>
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<tr>
<td>1:15 PM</td>
<td>Session 3: Student Leaders Forum</td>
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<td>Table discussion of how to further develop our student voice forum</td>
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<td>2:30 PM</td>
<td>Break</td>
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<tr>
<td>3:00 to 5:00 PM</td>
<td>Session 4: Education of indigenous people in Finland (Outside venue)</td>
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<tr>
<td>7:00 PM</td>
<td>Transfer to Council Dinner venue</td>
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<tr>
<td>8:45 AM</td>
<td>Ice-breaker activity</td>
</tr>
</tbody>
</table>
| 9:00 AM| **Session 5: AI and the way it is impacting education – case studies from the Americas**  
          Two inputs of 15 minutes:  
          • OPC - Canada (Nadine Trepanier and Nancy Brady)  
          • Learnerspace - Argentina (Gabriel Rshaid) |
| 10:30 AM| Break                                                                |
| 11:00 AM| **Session 6: OECD Schools Plus Network – How ICP members can support its further development (Anna Pons)** |
| 12:30 PM| Lunch                                                                |
| 1:30 PM | **Session 7: Annual General Meeting (AGM)**                          |
| 3:00 PM | Break                                                                |
| 3:30 PM | **Session 8: World Café: ICP’s area of focus for the next two years:**  
          • Kenya Convention  
          • Membership Growth and application process  
          • Building on the momentum of our Emerging Leaders Forum  
          • Developing the role of student voice in school leadership |
| 4:30 PM | **Session 9: Drawing Together of themes/ideas/challenges together.**  |
| 5:00 PM | End of day                                                            |
Welcome Reception

Date: Wednesday 20 September, 2023
Time: 5:00 PM to 7:00 PM
Venue: Santa’s Hotels, Premium Lounge
Council Dinner

**Date:** Friday 22 September, 2023  
**Time:** 7:00 PM - Transportation to venue.  
**Venue:** Santa’s Igloos Arctic Circle Restaurant  
Arctic Eye  
**Address:** Joulumaankuja 8, 96930 Arctic Circle  
Tel: +358 400 102 181
Cultural Tour
Option 1
(Chosen during registration)

Visit to Santa Claus Village

Santa Claus Village on the Arctic Circle is like a real village offering dreamy services and amenities. Touring around the village is magical simply for the charming curb appeal of the accommodations. Take a walk on these magical little paths and village roads and end up on the central square surrounded by boutiques, where all the magic culminates to the crossing of the Arctic Circle. There are so many things on top of meeting Santa Claus in Santa Claus Office you can do in Santa Claus Village.
Visit to Arktikum museum

Open your eyes to the Arctic!
Arktikum is a science centre and museum that lets you experience northern nature, culture, and history up close. Housing the University of Lapland’s Arctic Centre and the Regional Museum of Lapland, we stimulate thought, encourage debate, and provide a deeper understanding of the Arctic.

See, explore and enjoy the Arctic stories shared through our experiential exhibitions and events!
Social Programmes

Cultural Tour
Option 3
(Chosen during registration)

Finnish baseball experience

Learn how to play Finnish Baseball with professional players. Experience includes an introduction to the sport, learning phases and a game. After the game, there will be a refreshing and relaxing moment in the Finnish Sauna and swimming in the Lake.
Rovaniemi in a nutshell
Rovaniemi is the provincial centre of Lapland, located right on the Arctic Circle. The town lies at the confluence of the rivers Ounasjoki and Kemijoki, and is a historical meeting point for trade, people and cultures of the north. Today, Rovaniemi is a lively university town and a popular travel destination, as well as the regional, commercial, administrative, educational, cultural and sports capital of Finnish Lapland. In terms of geographic area, Rovaniemi (8,017 km²) is one of the largest towns in Europe. With approximately 60,000 inhabitants, it is the 15th biggest town in Finland.

Card payments and cash
Debit and credit cards are widely used in Finland, and the most common cards (Visa, MC and Maestro) are accepted pretty much everywhere. Some places might ask for personal identification, so it's recommended to have your passport or other official ID with you. Carrying a bit of cash on you might come in handy when using local buses, for example. There are several cash machines in central Rovaniemi, marked either OTTO or NOSTO.

Currency
Finland’s currency is the Euro (€). Unlike many other Euro countries, Finland does not use one and two cent coins. The smallest coin in circulation is the five cent coin. There is no currency exchange in Rovaniemi.

Electricity
The mains voltage in Finland is 230V and frequency 50 Hz. As in most central European countries, the sockets are types C and F with two round pins. If you bring electrical and electronic devices, kindly check in advance whether you need an adapter, transformer or converter.

Drinking water
Finnish water is very clean and tap water is drinkable everywhere. Bottled water is sold in supermarkets and kiosks.

Language
There are two official languages in Finland: Finnish and Swedish. Finnish is spoken by 92% of the population and Swedish by 5.5%. In Lapland, Sami is spoken as well. Most Finns speak good English and often other languages as well.

Time zone
Finnish time is UTC+2 (UTC+3 during daylight saving time). Daylight saving time is in use from the last Sunday of March until the last Sunday of October.
Getting around
Rovaniemi is a relatively small town with short distances. In the city centre, everything is close to everything else and walking is the way to get around. For getting out of town, you don’t need to stroll; have a look at the transport options below.

Local buses
Buses are the only form of public transport in Rovaniemi. Timetables, routes and ticket prices of local buses can be found here: www.linkkari.fi

Some useful lines:
- Line 8: Santa Claus Village
- Timetable Autumn 9.8.2023-15.10.2023
- Line 5: Lapland Central Hospital
- Line 4: University of Lapland

Buses to Ranua Zoo:
Matkahuolto operates daily coach services to Ranua Zoo. See their website for details.

Taxis
We’d recommend the following taxi companies in Rovaniemi:

Taxi Lähitaksi Rovaniemi,
tel: +358 100 7300;
email: info@lahitaksirovaniemi.fi

Rovaniemi Taxi Service,
tel: +358 60 030 030 / +358 29 009 1090;
email: info@rovaniemientaksipalvelu.fi

Menevā Taxis,
tel: +358 800 02120;
email: myynti@meneva.fi

Tipping
In Finland, tips are neither common nor expected. However, it is not unheard of to leave a tip if you are pleased with the service.
Entering Finland

Visa Information
Finland is a member state of the Schengen Area. Please check the list on the following link to check if your country of citizenship requires or not a tourist/visitor short-stay visa for a maximum of 90 days within 6 months when travelling for touristic purposes.

https://www.schengenvisainfo.com/finland/visa/tourist-visitor-visa/

Attached please find the link to a general letter of invitation that you can complete with your personal information for visa purposes. Template - Letter of Invitation - Council+ 2023 You can also send a copy of your passport to the Executive Secretary admin@icponline.org to request that a letter of invitation be prepared for you.

Vaccination
No special vaccination is required when travelling to Finland.

COVID-19
Passengers will no longer be required to present certificates of COVID-19 vaccinations or recovery or be tested for COVID-19 when entering the country.

Map of Rovaniemi
Contact Information

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