



**voices**

The magazine of  
the ZIS Community  
Summer issue 2018

# All aboard

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the ZIS community



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Nato Welton



# Welcome

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Welcome to the summer issue of *Voices* magazine.

This issue, for the first time, on the back of the address sheet, we have included information about how you can support the ZIS Annual Fund. My husband and I joined the ZIS community in 2002 – and that year, we also started our support of the Annual Fund.

Our son Gregory graduated in 2007 and while he was a student here, numerous Annual Fund projects helped him to grow and develop. Since graduation, Gregory has enjoyed the benefits of the alumni community: ZISMeets have helped him to expand his network and, during his job searches, he realised how beneficial the ZIS name could be.

This year, the Annual Fund is supporting STEAM projects on all campuses, as well as alumni networking opportunities, and you can read more details about all the 2017/18 Annual Fund projects at [www.zis.ch/annualfund](http://www.zis.ch/annualfund). I hope that you will also consider making a donation to this year's Annual Fund: together we can strengthen the ZIS alumni community and continue to build the ZIS Experience and brand, benefiting not only our current students but also our alumni community.

And when that community comes together, you can be sure that one thing they will discuss is the school trip: whether with a sports team or as part of the curriculum, we asked you to share your memories, as you'll see on page 16. Elsewhere, on page 24, we examine the challenges of being a parent in a new country, and on page 38 we uncover the history of that most Swiss of crafts: watchmaking.

We hope you enjoy this issue, and we look forward to hearing your thoughts: share your #ZISExperience and your feedback via letter, email and on social media. We also look forward to reading all your classnotes, emails, tweets and updates, so please do keep them coming!

**Michaela Seeger**  
Director of Community Relations



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## ZIS COMMUNITY

## Insight and networking at ZIS alumni events

Want to get first-hand economic insights from a leading global investment firm, career advice from a LinkedIn trainer and an opportunity to network with your peers? Make the most of your ZIS connection by attending one of our exclusive events near you.

ZISMeets events bring together our global community in locations as far afield as the UK, Israel and Australia, to share experience, to network and reconnect. Most recently, in The Hague in April, professional career coach and

a LinkedIn trainer Masja van Loon, Class of 1989 (1988-89), shared networking and career advice, and in New York in May, Vice Chairman of BlackRock, alumni parent Philipp Hildebrand talked about the impact of global economics.

Closer to home, annual events such as the Zurich holiday apero, the Mattern Award honoree apero and class reunions remain much-loved features of the calendar. This summer, the Class of 2008 will meet at the villa for fun,

memories and an alumni versus varsity football match, with 2008 coach Nick Bentley reuniting with players.

To find out more about how you can make the most of your ZIS connection, join the 900-strong LinkedIn alumni network, connect on Facebook or check out your alumni e-newsletter ([www.zis.ch/alumni/alumniupdate](http://www.zis.ch/alumni/alumniupdate)). ►

If you'd like to find out more about the alumni programme, visit: [zis.ch/alumni](http://zis.ch/alumni)



# SWAROVSKI





**UP IN THE AIR**

Forget ‘ships that pass in the night’. In 2018, the ZIS community is all about ‘alumni that meet on a flight’ as alumni parents Paul Lieblich and Philip Ryan found out on a recent trip from Montreal to New York.

Paul, a former Director of IPSZ 1995-2002, and Philip, a past Chairman of the Board of Trustees and now a ZIS Foundation Inc. trustee, made the most of the chance meeting and enjoyed the opportunity to swap notes and insight – at 35,000 feet.

**STUDENTS SHOW THEIR SOLIDARITY WITH PARKLAND**

Upper School students took part in a voluntary 17-minute walk-out in March, to honour the 17 victims of the Parkland shooting in Florida. Grade 11 student Julian Thomet organised the event, during which more than 250 students created a peace sign on the field.

Julian had a personal reason for wanting to join the global student action: he was previously at a school near Sandy Hook where, in December 2014, 26 children and adults were shot and killed at a primary school. “At an assembly the next day our principal said this could never happen here,” said Julian, “and I thought: ‘Why not?’”

The walk-out received a hugely positive reaction from around the world, with many favourable comments on the school’s social media. ZIS students’ involvement was reported by US media, including ABC News.

“While we are always hesitant to disrupt classes, we encourage ZIS students to feel empowered to show initiative and to care for the world around us,” said Director Jeff Paulson.



**JOHN MATTERN AWARD**

Margaret Smith, Deputy Head and teacher from 1972 to 1983, has been named this year’s John Mattern Alumni Award for Faculty honoree.

For more information about Margaret and the award, go to [zis.ch/mattern](http://zis.ch/mattern)



**GRADUATION SPEAKER**

Patrick Mueller, Class of 1981 (1980-81), CEO at chemical processing equipment company DrM, will address the Class of 2018 at graduation in June. Patrick gained a diploma in Chemical Engineering at ETH Zurich and an MBA at INSEAD, France.

**IN BRIEF**

**ZIS Community**

Once again, it was great to hear from so many of you with your updates.

**Christina Haupt**, Class of 2010 (1997-98, 2004-2010), got in touch ahead of completing her Master’s in Fine Art and Art Teaching at the Hochschule Luzern, following a spell back at ZIS in 2015 while working on her PGCE; **Claire Matern**, Class of 2010 (1997-2000) has launched her home-cooked foodie website [acheesemongersdaughter.com](http://acheesemongersdaughter.com); and **Alain Meier**, Class of 2012 (2004-12), has been in the news, featuring in the *Forbes* article ‘The Stanford Bitcoin Mafia’ for his participation in the Stanford Bitcoin Group research team.

In sad news, 2016 John Mattern Alumni Award for Faculty honoree **Dick Killen** (English teacher 1972-1990) passed away peacefully in October 2017, aged 79. A memorial will be held for Dick on 7 July at the Middle School villa. For more information please contact [alumni@zis.ch](mailto:alumni@zis.ch).

We also send our condolences to the families of **Joshua Ballinger**, Class of 2014 (2009-14), who died following a road accident in Canada in February, and former PE teacher **Garry Wright** (2007-13), who passed away suddenly last June.

For more updates on what ZIS alumni around the world are up to, look out for our Alumni Links e-newsletter. Please email all your news and updates to [alumni@zis.ch](mailto:alumni@zis.ch) ►



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## YOUR FEEDBACK

Thank you to everyone who took the time to fill out our reader survey – your feedback is important to us

# 77%

of you said that the magazine 'kept you connected' with your ZIS experience.

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# 74%

of you thought the content of the magazine was 'relevant' or 'very relevant' to you.

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# 89%

of you read 'most' or 'all' of the magazine.

Voices is funded by advertising. If you're interested in advertising in the magazine or know of an organisation that might be, please contact us at [voices@zis.ch](mailto:voices@zis.ch)



## ANNUAL FUND SUPPORTS STEAM PROJECTS

ZIS students and teachers have benefited from a series of special science, technology, engineering, arts and math (STEAM) events, led by top-level consultants and speakers, thanks to contributions to the ZIS Annual Fund.

As well as investing in tools and equipment for Makerspaces on most campuses, the Fund supports workshops and courses across the school. In the Lower School, consultants David Lyttle and Kath Murdoch worked with teachers on new approaches in STEAM teaching and learning; Middle School students spent four days creating an original piece of theatre with Frantic Assembly; and Grade 12 students learned about culinary arts at an off-site, hands-on cooking course.

We were also thrilled to welcome Gerry Wheeler, the executive director emeritus of the National Science Teachers Association, to discuss the development of science and engineering practices throughout the school.

To support the Annual Fund, visit [www.zis.ch/giving](http://www.zis.ch/giving)

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## TEACHER AND STAFF TRANSITIONS

We'd like to welcome 13 new teachers and staff members who will be joining ZIS for the 2018/19 school year, and to thank those leaving school this summer.

Learn more at [www.zis.ch/transitions](http://www.zis.ch/transitions)

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## NEW DIRECTOR SEARCH

The Board of Trustees has established a search committee, led by Chairman Ron Steijn, to find a new school Director, following the announcement that Dr Jeff Paulson will leave ZIS in June 2019. International educational search firm Carney, Sandoe & Associates have been asked to assist in the process.

Final candidates have visited the school to meet with the community, ahead of an anticipated announcement by the beginning of the next school year.

Find out more at [www.zis.ch/director-search](http://www.zis.ch/director-search)

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## THE ZIS SUMMER PROGRAMME

Keep young minds and bodies active with ZIS's summer vacation programme. Activities for students in Pre-School to Grade 8 include STEAM, kayaking, gymnastics and art.

Register at [www.zis.ch/student-life/vacation](http://www.zis.ch/student-life/vacation)



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experience with  
Glion in the UK  
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watch video

"I take my role as a Glion alumna very seriously and think it's important to be a role model, showing recognition to the hotel school and how much we have learned. For this reason, I hire three lobby interns from Glion every six months."

Anastasia Schneider  
French and Vietnamese

Bachelor's degree in Hospitality  
Management, Graduated in 2009

Head of Guest Relations,  
The Landmark London

## Get in Touch with an Education Counselor

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# Jeff Paulson on...

**In a changing world, we need to focus on the things that matter to our students' futures – flexibility and resilience.**

**P**ride and awe. As we reach the end of another school year, those are the two overriding emotions I have when I look at just how far our students have developed over the past two semesters. Their growth is testament to the fabulous team we have here, of course, but what pleases me most is that we all strive for much more than simply filling heads with facts and figures. We go beyond teaching; we are preparing the next generation for the changing world that awaits them.

Employability is a key component of the ZIS curriculum. In today's fast-changing world, we simply can't predict the ways in which the workplace will be transformed over the coming years. But we can furnish our children with skills that will prepare them for life outside school and university, and give them the best chance of thriving in their careers.

Whatever path they choose, our students will need the flexibility and resilience to deal with change. They will need to be able to collaborate effectively and present their ideas to a group with clarity and confidence, whether as leaders or followers. And they must be creative thinkers, able to research problems quickly and come up with innovative solutions.

All our students are given the opportunity to develop these vital employability skills by engaging with the wider world. Last year, for example, the Lower School Student Council travelled to the Federal Palace in Bern to find out about the structures and processes of Swiss democracy, and see the nation's lawmakers in action.

The Global Issues exhibition sees groups from Grade 8 tackle topics with real-world significance: last year's

subjects ranged from 'body image' to 'nuclear energy'. It is not just an exercise in research, collaboration and critical thinking. When the groups display their final projects, they must be prepared to field questions from parents, teachers and other students. It's an excellent way of building up valuable presentation experience.

As students progress through the Upper School, ZIS can tap into its network of alumni and friends to help them develop their career aspirations. Each December, more than 100 senior professionals present at the Upper School Career Forum. After choosing the industries that interest them, Grade 10 students can sign up for small group sessions involving presentations and group discussions. It's an excellent opportunity for them to ask detailed questions and get expert advice, informing the choices they will soon have to make when they fill out their university applications.

None of this would be possible without the support of the wider ZIS community. Internships rely on the goodwill of the many organisations who take our Grade 11 students each year and, after graduation, ZISMeets events make more important connections. We owe the large number of parents, alumni and other individuals who volunteer their time and expertise our gratitude; it's an active network that comes with many benefits.

Through all these initiatives, we are ensuring that ZIS is a place that fosters professional success as well as academic achievement – and that however profound the changes in working culture, our students will always stand out as rounded individuals, ready and eager to make an impact. **V**



**The wider ZIS community is an active network, and we owe the large number who volunteer their time and expertise our gratitude**

**Jeff Paulson**  
Director of ZIS

# After school

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Upper School Social Studies teacher, Paul Doolan, is a master of bringing history to life.

WORDS DIANE SHIPLEY / PHOTOGRAPHY NATO WELTON

**I**t takes fewer than five hours to fly from Cork, on Ireland's south coast, to Zurich. But for the schoolboy Paul Doolan, now an Upper School Social Studies teacher, it may as well have been a different world. "I was frustrated by only being taught Irish history at school, so I had this huge interest in what the rest of the world looked like," he says.

In fact, feeding his curiosity has powered Paul's career. After leaving school in 1977, he spent five years travelling the globe, picking up odd jobs, from Israel to India.


In 1982, he decided it was time to get a degree, and studied history and Indian philosophy in the Netherlands, where he met his wife, Esther. After they both qualified as teachers, they moved to Japan for a decade, where they had their first two children (their third was born in Zurich).

Now Paul finds joy in making history come alive for others – and not only in the classroom. A few years after moving to Zurich, he began to run informal tours for visiting friends and new colleagues, something he's happy to do for whoever asks. "If I can enrich people's experience of the city, then that makes me happy," he says.

The focus of his tours varies, covering anything from medieval history to the start of the Dada movement in art. "One of my favourites was an American couple in their 70s: she was from the Amish community, he was from the Mennonite community – religions that date back to 16th-century Zurich. I was able to really personalise their tour."

When he first arrived in the city, Paul wasn't sure he wanted to settle, but a snippet of local history convinced him to give it a chance. "I was walking in the rain, missing Japan, when I went past the Hotel zum Storchen and saw a plaque that claimed Theophrastus von Hohenheim, an eccentric chemist better known as Paracelsus, had stayed there in 1527. He's one of my favourite 16th-century people, so I thought, 'Well, if it's good enough for Paracelsus...' and immediately felt much more at home."

Many of Paul's favourite historical sites are off the beaten track, like the Brunngasse, a picturesque lane in the old town that features the oldest wine bar in Zurich and a building that used to be a Carmelite convent. The city government's Heritage Department allows him to borrow the keys to some of Zurich's hidden attractions, which include a house containing rare Jewish frescoes from the 1300s and the remains of a Roman castle under the Lindenhof.

At the moment, though, he spends most of his free time on his doctoral dissertation, which is about the former Dutch East Indies, now Indonesia. "What interests me is that all Dutch people know Holland ruled Indonesia, but hardly anyone knows about the last years of the colony, from 1945-49, so I'm investigating how those years have been represented in Dutch culture." He expects to finish it this year, but his love of history is unlikely to ever end. "History sparks the imagination," he says. "It lifts you out of the world you're in and shows you that things used to be different – and maybe will be again." 

**History lifts you out of the world you're in and shows you that things used to be different – and maybe will be again**





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**In the frame**  
Paul Doolan at the Fraumünster Church in Zurich, built on the remains of a former abbey for aristocratic women founded by Royal decree in 845 AD.

# Five things...

...to do in Boston, MA.  
Past parent Susan Baer  
on this historic gem.



## HANG OUT IN THE STACKS AT THE SCHLESINGER LIBRARY

I used to be a chef and the Schlesinger Library at Harvard is perfect for foodies – it has one of the most outstanding historical collections of cookbooks in the world, from delicate books you need gloves to look at to contemporary ones. In the days before Google I did a lot of research there as a student at Radcliffe College (part of Harvard University).

## CHILL OUT WITH THE BRUINS

Boston is a massive sports city, so I recommend getting tickets to see one of the teams. I used to know a lot of the Bruins ice hockey players growing up because they lived nearby. My dad lives in Florida now, but he still plans his day around watching a game.

## SEE HOW THE WORLD LOOKED IN 1935

The Mapparium is a three-storey stained-glass globe that shows a perspective of the world in 1935, displayed at the Mary Baker Eddy Library. You can walk through it and look at the way the borders of countries have changed.

## BREAKFAST AT THE TRIDENT CAFE

This is a bookstore café at the end of Newbury Street towards Massachusetts Avenue. It's not expensive or fancy, but they make thick French toast and fresh smoothies with kale or whatever you want. It's also a great bookstore – a bit of a dying breed.

## CYCLE THE EMERALD NECKLACE

This picturesque trail of parks was planned by the landscape architect Frederick Law Olmsted, who also co-designed Central Park. You can pack a picnic and take a bike tour around the different gardens – it's such a nice way to see the city, especially as a family.

Share your insider insights: [#ZIStravels](#)  
at [facebook.com/zurichintschool](#)

# On the lake

There are quicker ways to get around,  
but few are as fun – or as iconic –  
as Zurich's beloved steamboats.

"The boats are a part of Zurich, they belong to Zurich," says Ernst Bosshard, steamboat captain. "They are a kind of landmark, and have a very long tradition. I love to see so many people take so much pleasure from them."


Ernst has been piloting boats on the lake for 38 years, something he says he was destined to do. "My mother tells me that as a child I used to draw boats, even though I had no real connection to them."

He's now part of their history. In July 1835, the *Minerva*, the first iron steamboat on the European continent, went into service on Lake Zurich. To keep pace with passenger demand, two large paddle steamers were later ordered: the sister vessels, *Stadt Zürich* (built in 1909) and *Stadt Rapperswil* (built in 1914).

Almost 100 years later, however, the steamboats were destined for the scrapyard. But after a public campaign, both paddle steamers were rescued and renovated, and were put back in service in 2004 and 2006 respectively. Many of the boats' original features are still in place, from a grand staircase and mahogany interiors to the captain's voice tube, through which he relays his instructions to the team below deck.

Deep in the steamboats' hearts are the boilers that drive the steam engine, originally run on coal, then heavy fuel and now diesel. "The fact that we use the original techniques make this such a special experience," says Ernst.

"Our visitors enjoy the special noises and smells that you can only find on a steamboat," he adds. "The ship's horn can be heard a long way off, and we often draw a crowd of steamer fans who check the schedules and come out specially just to see us. People just love to be part of the history."

Which is perhaps why the jubilee celebration of the *Stadt Rapperswil* in 2014 was such a special occasion. "There was a parade on the lake," says Ernst, "including members of an 'old timers' club', who brought their vintage boats to join in, and also relatives of the original Escher Wyss Company employees that built the ships; they came from around the world. It was a fantastic event, and a fitting tribute to these two wonderful features of the Zurich story." 

WORDS STEVE MCGRATH / PHOTOGRAPHY NATO WELTON



**Lake landmarks**  
Steamboat captain  
Ernst Bosshard  
oversees the  
ever-popular  
Stadt Zurich and  
Stadt Rapperswil.



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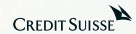


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# Small world

**Masood Razaq, Class of 1992 (1990-92), is founder and director of Verdacore, a boutique advisory and project development firm.**

**M**asood Razaq isn't sure which was the most nerve-racking: working with Bill Gates or trying to break a Toblerone the Swiss way in front of his peers. But one thing he's sure of is that no matter what he's doing, the experience at AISZ taught him to aim high.

"You should try to surround yourself with as many talented people as possible," says Masood. "It forces you to raise your game, to perform at a higher level, and to learn from some of the best people around. That will be a good thing for your career forever."

Masood first came to Zurich at 15 (having lived in Egypt, Spain, Saudi Arabia, Greece and Germany), and he settled into school quickly. "There was a family atmosphere, which gave it a feeling of intimacy and trust," he says. "Looking back, it was a privilege to be in such an intimate classroom setting. I do better in small groups."

Via Harvard, Cambridge University and Harvard Business School, his first job was with management consulting firm A.T. Kearney in London. However, his most significant professional experience was at Microsoft in Seattle, where he spent four years as part of the corporate strategy group, working with senior executives on new product ideas. "I had some meetings with Bill Gates, which were mildly terrifying. He's a really good guy, but it's hard to talk to someone about the future when they're way ahead of you on everything," he says.


It was in Seattle that he met his wife, Sofia, an interior and clothing designer, and it was also a time where he discovered a new challenge. "I became interested in working with business people who are risking their own capital and doing things more organically, and I wanted to see if I could do that in an emerging markets context." Through Verdacore, he advises Gulf-based family groups, entrepreneurs and mid-sized businesses on strategic opportunities, operational improvement and investments, in addition to mentoring a couple of startups.

He'd like his two sons (Zayn, 6, and Rayan, 10) to have a similar high school experience to his own



– and not just academically. He played soccer and tennis, visited the Uffizi gallery in Florence with his art class and took part in Model United Nations conferences, a simulated version of UN proceedings. "You definitely felt that teachers were passionate about their subjects and cared about you – they weren't just punching in to a job," says Masood.

He also picked up some practical skills. "One of my classmates taught me how to break a Toblerone the Swiss way: press inwards on the last point with your thumb, rather than pulling it apart."

He still keeps in touch with about a dozen school friends through Facebook. "Many of them are doing amazing things. It makes you set your sights higher in terms of what you can do in the world." 

Masood Razaq offers advice to members of the Gulf-based business community.



"We could hear rustling and the flashlights made these big shadows. We think we saw a wolf - well, we saw a shadow shaped like a wolf. It was fun to be scared."

Alma  
Grade 4

PLAYFUL  
00190



# A voyage of discovery

Since 1963, students have journeyed to new worlds of friendship, language and culture – all while on a school trip.

WORDS MEGAN WELFORD / ILLUSTRATIONS RODERICK MILLS

**W**aking up far away from home with students you barely know, being presented with an entire fish on a plate for the first time, or stumbling across a wolf on a night hike – a school trip can take you out of your comfort zone. For some, it's a first taste of independence; for others it's a chance to test themselves in a totally new environment. But for everyone, trips often provide the most indelible memories of their time at school.

**Austin Cervone**, Class of 2014 (2003-06), says he will never forget the mountain residential trip he went on aged seven. "We hiked along the side of a glacier – very steep and covered in snow. We hiked across very carefully and I thought: 'Wow, they trust me enough to walk across this thing!'"

"In the classroom, you trust that the teachers are looking out for your safety. Of course, here they were too, but I was conscious that it was down to me whether or not I slipped and fell. Actually I think the parents were walking below us, in case we fell, but that wasn't really made a big deal of. It was my first sense of risk management for myself."

For **Holly Fasano**, Class of 1975 (1970-75), the memory of getting to know people in a different way is the strongest of her many AISZ trips. "I think the quantity of time you spend with people on trips leads to quality moments," she says. "Including with the teachers. At school they have to stick to the curriculum but if **Mr Kinniburgh** (Maths and physics teacher, 1969-90) falls down on a ski trip you can both laugh about it. You're more relaxed. I remember the ski team had these sweaters – blue with a yellow stripe – and we would get their second-hand ones and all wear them on the trips."

There are also the moments of self-discovery that come with challenge. Holly remembers being confronted by an entire fish, complete with head, on her plate in a restaurant in Madrid, "still in a swimming position". And **Alma Tali Levi** (Grade 4) experienced the thrill of fear on a night hike during a mountain residential trip to Leysin last year. "We could hear rustling and the flashlights made these big shadows. We think we saw a wolf – well, we saw a shadow shaped like a wolf. It was fun to be scared."

"I learned that it doesn't matter who you are with, as long as you're enjoying yourself," she adds. ►

# I thought: ‘Wow, they trust me enough to walk across this thing!’

For Alma, freedom came in simply being able to choose her lunch. “We packed our own sandwiches and you could choose your own fillings – I had turkey and cucumber and lettuce. At night you could choose what you put in your tacos, and I ate six!”

She also learned practical skills. “I like being inside usually,” Alma says, “but I liked being outside on the trip. I learned how to make a shelter out of mud and leaves – for it to be waterproof you have to put leaves an arm deep. I learned that to make a fire you should strike a match inwards.” She also learned that her teachers were young once, as they told stories about hikes they’d been on when they were children. “That was weird,” she adds.

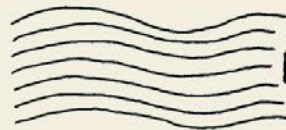
The feeling of independence is something **Rajvir Singh**, Class of 2015 (2008-15), remembers from his Model United Nations trips. “I was 14, alone with a group in St Petersburg, debating against kids who were 18 and 19. It was a trial by fire! We really enjoyed it. We were acting like we had a day job, then going out for dinner in the evening. It was very refreshing. When you’re 14 you think you’re 18 anyway! You feel mature, and when you’re given that freedom you feel the responsibility to step up. It’s a controlled exposure to the real world.”

Austin agrees, and points out the value of trips in breaking down the walls between cultures.

“I remember speaking to people I’d never spoken to before and it being part of sensory overload for me,” he says. “I wasn’t used to such a plethora of perspectives. I still have the bandana signed by everyone in my group. In the US now there is so much fear of difference, but at ZIS there was a pride in diversity. My brother **Brendon Cervone**, [Class of 2009 (2003-06)], who’s 26 now, still talks about a ZIS trip to Normandy where, on the beaches, he discussed the Second World War with students from all different perspectives – the Allies, the Axis – and recognized where people were coming from. It was so powerful for him.”

For **Andreas Meitanis**, Upper School Social Studies teacher, it’s that sense of perspective that is all-important. “The ‘classroom without walls’ is a noble concept,” he says. “In class, the kids’ question is always, ‘Is it going to be on the test?’ On a trip, that question is out. The idea is, let’s take them outside for a week, and do something that adds to their knowledge and experience. However, the trips need to be organised, well focused and well thought out to reflect the principles they were founded on.”

Before they can sign up for one of his Classroom Without Walls (CWW) trips, Andreas makes it very clear that the students aren’t going on holiday. “On my trips I don’t use guides, I ask the kids to prepare ►



"Looking at a renaissance statue of a mercenary in Venice, for example, is a way to connect visually with philosophical concepts, with politics, with artists' propaganda."

Andreas Meitanis,  
Social Studies Teacher



"I remember being petrified to speak at the Model UN, but my classmates were so supportive, they bolstered me."

Holly ☺  
Class of 1975

DEN  
HAG



# Hard skills, soft skills, life skills – what you can learn on a school trip is limitless

to be guides. They could be giving a one-and-a-half-hour presentation on an artefact or archaeological site. Sometimes they're so good I almost cry."

For Andreas, it is the intangibles that come out of the trips that makes them so special. "I love the sailing trip we go on to Poros in Greece," he explains. "The kids are fidgety because they're so used to always doing something. But here you have three hours in the same 10 square metres, so you'd better socialise. I don't talk, I just listen to them. A leisurely conversation can take you all over the place. I love it when the kids start ruminating. In Crete we have two-hour lunches and we all eat together four days out of six. The kids will say to me, 'I was talking to James, he's actually a nice guy!' It's a chance to mingle."

"People come out of their shells," agrees Rajvir. "You might set off with certain opinions of people, but when you're on a trip you're on the same team, and you often realise you were wrong about them."

"You also see people's weaknesses," adds Holly. "And sometimes your own. I remember being petrified to speak at the Model UN, but my classmates were so supportive, they bolstered me."

Rajvir is now studying management at St Andrews University and feels the Model UN trips prepared him for his "actual college skill set". "Tutorials are much easier for me," he says, "because I've spoken in a room of 300. At school you can be quite sheltered, but on these debate trips you're putting yourself out there, and other people are not afraid to tell you you're talking rubbish. You have to have natural arrogance to debate, you have to convince people that you're right, like in a job interview. But if you're too cocky no-one has time for you. You need to have the right amount of confidence."

Hard skills, soft skills, life skills – what you can learn on a school trip is limitless, explains Andreas. "Looking at a Renaissance statue of a mercenary in Venice, for example, is a way to connect visually with philosophical concepts, with politics, with artists' propaganda. The other day I was linking the industrial revolution and deforestation with the Arsenale in Venice. The students were laughing at me, saying: 'Is there a day you won't mention our trip to Venice?' I said: 'If I don't, give me five minutes and I'll think of something!'" **V**



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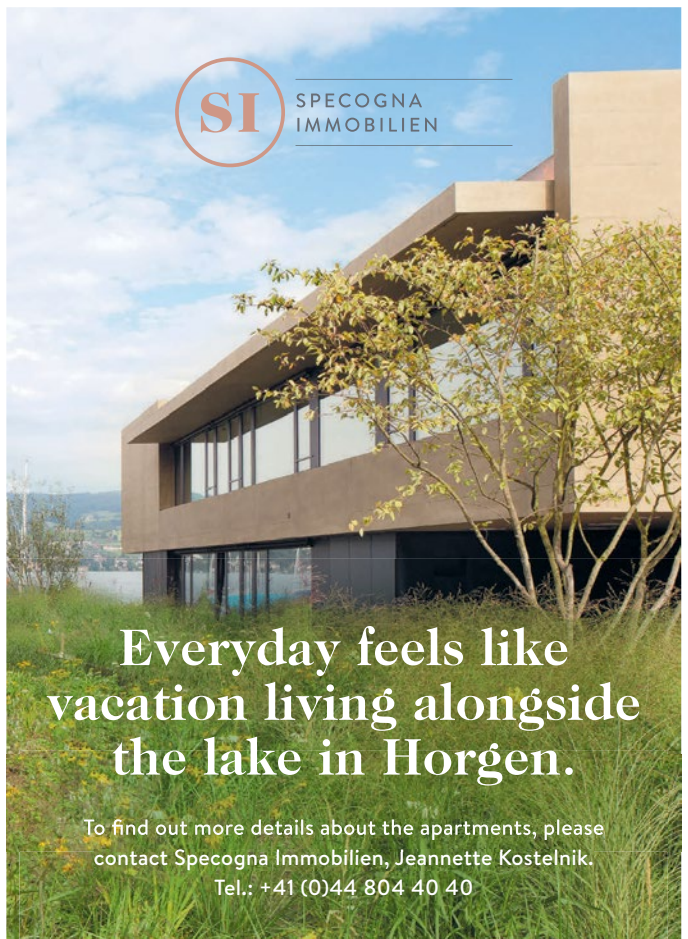
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WORDS LUCY JOLIN / PHOTOGRAPHY NATO WELTON



**So much more than simply a ‘trailing spouse’, partners in a move abroad bring organisation, energy, hard work – and an implicit understanding of how to embrace another culture.**

**Fulya Arman**  
 “I want to learn the language and I began skiing. OK, I’m still scared of going down the hill, but I’ve tried.”

**F**ulya Arman has taken the philosophy of ‘Seize the moment’ very much to heart. In 2010, she left a career in Istanbul as a computer engineer (for companies including Microsoft and Apple) with her husband, **Alper**, who works for PepsiCo, and two sons, **Mert**, Class of 2015 (2013-15) who is now studying at University College London, and **Ufuk** (Grade 9). It was a move that gave her the chance to learn a new language – and a new way of living.

Initially, the family lived in Berne, which proved something of a culture shock. “I had to adjust, as Berne is like a village compared to Istanbul!” remembers Fulya. “The first weekend, we went out to the city to eat something and everywhere was closed. We couldn’t find anywhere. And we thought: where are the people? What are they doing at the weekend? Then we realised that it was winter and they were either on a hike or in the mountains, skiing. In Istanbul you go to a restaurant or a shopping mall at the weekend – in Switzerland, you go skiing or for a hike.”

After “getting by” in German for the past six years, Fulya is now taking intensive language courses – “everything I can find,” she says – and hoping to improve her German enough to speak to local people. And she has also embraced the lifestyle. “I began skiing. OK, I’m still scared of going down the hill, but I’ve tried!

“Every country has opportunities and challenges and it’s important to be open and not be afraid to try new things,” says Fulya. “Be part of the international school community. ZIS helped me a lot, as lots of the people are trailing spouses. They know how it is when you leave your job and your country and come somewhere new. Everyone is supportive and everyone tries to do something that is helpful for the others.” ►

**A**dam Silverstein moved from Los Angeles to Zurich in 2016 when his wife, **Mindy**, got a new job at Credit Suisse. In LA, where they had lived for the previous 21 years and brought up their children, **Max** (Grade 5) and **Ben** (Grade 3), he had been a trial lawyer. But at that point, he says, he wanted to live differently.

He started with what he loved. Having coached children's soccer and basketball teams, he offered to help out those teams at ZIS. Then, an opportunity to share his great passion – his collection of hip-hop music and memorabilia – presented itself. At a coffee morning, a parent asked him if he could put together a Spotify playlist for the Grade 4 holiday party.

"I said: 'I'll go one better. I've got two turntables, a mixer and a lot of records. I'll DJ the party.' And it was a huge hit, an absolute, smashing success. Kids from other classes were peeking in, wanting to know what was going on. I let the kids have a go at scratching, pulling the record back and forth on the groove to make that distinctive sound. I did it all again a week later for the Grade 2 party, and then I was asked to DJ the Ghana Cup, the community day in support of the school's partnership with the Bosomtwe International School. I was told it was the best Ghana Cup yet, in terms of people not only playing football but staying afterwards to enjoy the atmosphere and the music."

His fame has spread: since then he has DJ'd the school's welcome BBQ at the start of the year and at the International Beer Bar in Zurich. And now he has the time to put his expertise in hip-hop memorabilia to work in the voluntary sector, as well: he is the Director of Museum Collections and Archives, as well as being on the board of trustees, for the Universal Hip Hop Museum in New York, due to open in 2022.

"Life in Zurich is better than I ever hoped it would be," says Adam. "Mindy and I work as a team, so I don't really feel like I'm 'trailing'. It's given me the opportunity to live my dream and for that I will always be thankful and appreciate her efforts to make this family a more unified and happy group." ►

**Adam Silverstein**  
"Life in Zurich is better than I ever hoped it would be. I don't really feel like I'm trailing. It's given me the opportunity to live my dream."



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Juni	3. 6. RICCARDO	SPICE OF LIFE
	17. 6. SPRUZZI	THANK GOD IT'S FRIDAY!
Juli	8. 7. RICCARDO	FREAK YOU
	22. 7. NAIL	SOUL MADNESSSES
August	5. 8. SPRUZZI	STRAIGHT OUT

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**Nina Zetterberg**

"I always try to stay positive and open-minded, and to try new things as a way of embracing the place I'm living in."

**N**ina Zetterberg says that being the 'trailing

spouse' has given her the chance to completely reinvent herself. In her home country, Sweden, she worked in banking and insurance, before the family – daughters **Clara** (Grade 11) and **Elvira** (Grade 12) – moved to Bangalore, India and then to Zurich with her husband, **Martin**, with his job at ABB.

"Mine was an important job, but it wasn't my passion," she says. "I love beautiful things and beautiful homes. In India, I had the chance to explore photography: there's so much colour there. Working with lovely things gives me more of a good feeling, but I tried to stay away from what I have done before."

After meeting interior design manufacturers in India, she formed a company in Zurich that imported customised block-printed home textiles such as cushion covers, curtains and tableware. That experience led to her next project: studying interior design and continuing to work on her photography skills.

Meanwhile, she has thrown herself into every possible opportunity to explore the country and learn new skills, including snow-shoeing, rowing, hiking and visiting local cultural events. "I always try to stay positive and open-minded, and to try new things as a way of embracing the place I'm living in," she says.

"I try to speak German as much as I can. I think it is always nice to be humble, as we are foreigners in this country and it's a great thing to try to learn some of the language skills. I also think people should get involved in either their school or expatriate organisations. Facebook is a great place to find different groups that share your interests. For me it's been photography: I'll find a group that I can attend and get out there and practice my skill and get to know people."

Nina says she's very happy in Switzerland, but chances are that her travels aren't done yet. "My daughters are in their final years in school – so you never know! We're not keen on going home yet as we are still enjoying the adventure of being away." ►

# D

Deirdre Flynn's family moved to Chicago in 2015 when her oldest son graduated from ZIS, but she still has fond memories of her time abroad. She thinks a better title than 'trailing spouse' would be 'executive producer', which encapsulates what she says is "that skill of trying to pull everything and everyone together. So as well as exploring my own passions, I was the one who had to get us settled, find out where the doctors were and where to walk the dog, how to buy a whole new range of appliances – there were a million little details that I had to whip in to shape. And I also had to help the children get comfortable and acclimatised to the school, to new friends and to this whole new life."

She says the experience has made her a completely different person. "I feel like I've grown up a lot. Creating a new life abroad is a whole new level of responsibility, but I was pleased to find I'm capable of it. And it's helped me develop a picture of this world that is so much bigger than the one I had before."

Like other members of the ZIS community, being a trailing spouse has resulted in a completely new career. Deirdre was a substitute teacher in New Jersey when her husband, **Nick**, opted for a new job with Swiss Re in Zurich in 2007. It was a deliberate decision, she says, as they wanted their children, **Cullen**, Class of 2015 (2007-15) and **Brian**, Class of 2019 (2007-15), to see the world and experience different cultures. "Putting my career on hold was a very small sacrifice next to the idea that we were going to go abroad for two years, educate our kids and get to see at least Europe, if not more of the world."

But five years into their stay, she heard about an opportunity with Freedom from Chemical Dependency (FCD), the leading international nonprofit provider of school-based substance abuse prevention services. FCD regularly works with Upper School students as part of the curriculum – as well as offering parent education sessions – and Deirdre was able to join the team.

"I've now been all over the world with FCD," she says, "including Europe, parts of Asia and a lot of the US, as well as obviously back to ZIS. It's such a unique experience – and one I'd never have discovered if I hadn't been living abroad." **V**

**Deirdre Flynn**  
"Creating a new life abroad is a whole new level of responsibility, but I was pleased to find I'm capable of it."

PHOTOGRAPHY LUCY HEWETT







# Clear. Concise.

Whether you're trying to bring a revolutionary new product to market, launch a charity or even get elected, expect to have one number on speed dial: your communications strategist.

WORDS WILLIAM HAM BEVAN / ILLUSTRATION ISABEL CASTILLO

**T**he digital age has brought with it an explosion of different channels and platforms – such as Facebook, Twitter, Instagram and LinkedIn – and unprecedented opportunities for anyone seeking to get their message across to an audience. But the result is information overload on an incredible scale.

A study by research firm Zenith estimates that in 2019 the average global citizen will spend more than seven hours a day consuming various forms of media. Focus on North America, and the figure goes up to around a staggering 10 hours of reading, posting, streaming and watching a day. So how can journalists, PRs, marketing professionals and digital content creators cut through all the noise?

According to **Will Gluckin**, Class of 2009 (2003-07), you could find worse places to start than simply going back to basics. While distribution channels may have evolved, the fundamentals of good writing remain unchanged from the days of newsprint and hot-metal typesetting. As the PR and communications manager for GetYourGuide – a Berlin-based startup that allows travellers to book tours, excursions and entry to attractions in advance – Will knows this only too well. “The first and last skill in my line of work is being able to write a good sentence. If you can’t express a thought clearly, concisely and persuasively in a tight sentence, you need to go back to the drawing board,” he says.

**Richard Morais**, Class of 1977 (1973-77), is an award-winning writer who spent 17 years as European bureau chief for Forbes and edited Barron’s *Penta* magazine. His books

include *The Hundred-Foot Journey* – made into a film starring Helen Mirren and Om Puri – and he is currently working on his third novel. He says: “The human need to hear stories is as relevant today as it was 10, 50, 100 or even 1,000 years ago. It’s how we process the events of life. The technology that delivers those tales has changed radically in the past 25 years, but hearing them is a constant need of humanity.”

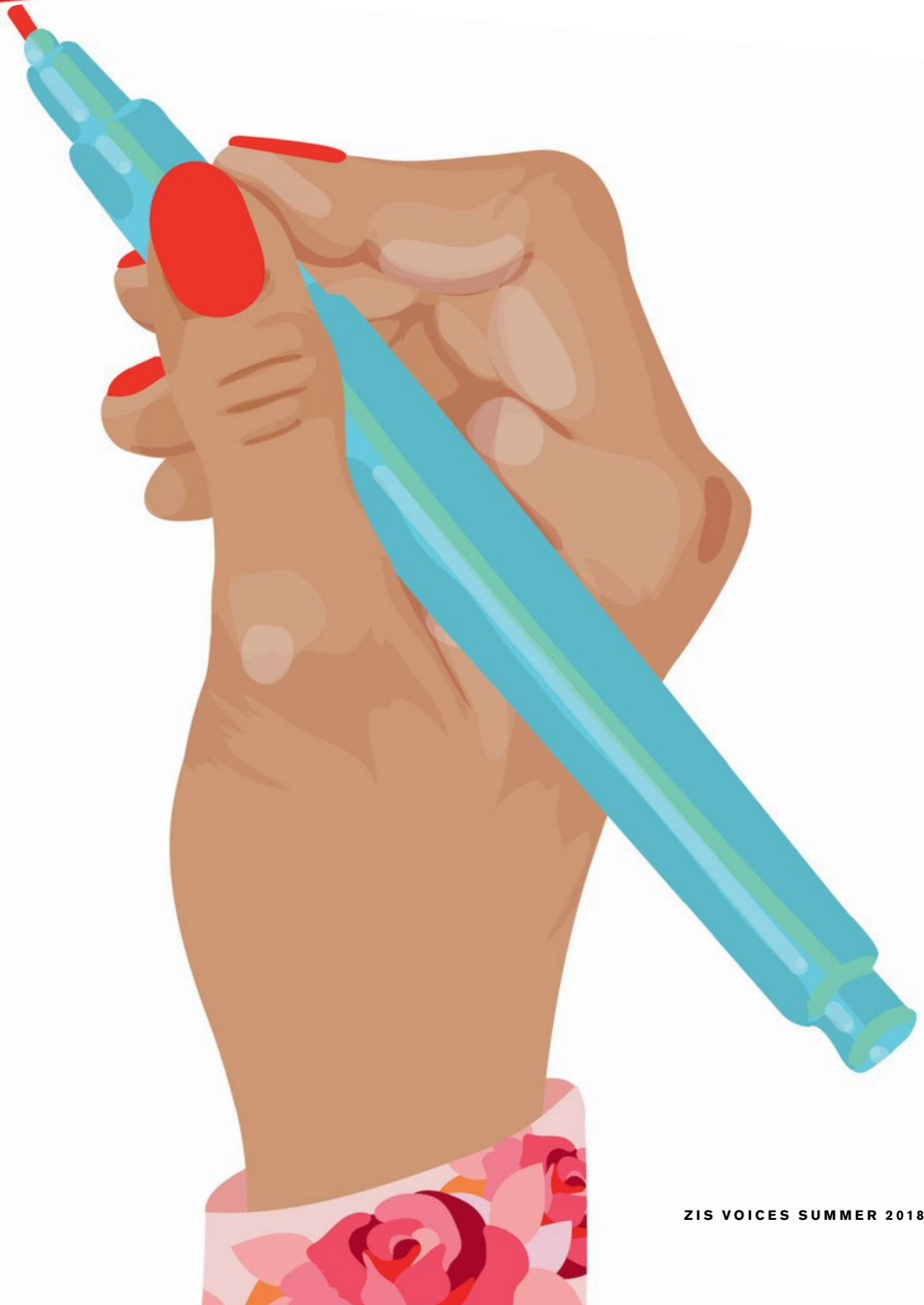
The problem, Richard believes, is that the medium has taken priority over the message – something that’s not unprecedented in history. “I read an amazing essay by the management consultant Peter Drucker,” he says. “He went back and studied the Gutenberg printing press, and found that it threw roughly 10,000 monks out of work. That was a huge proportion of the population of Europe in the 15th century.

“There was a period that lasted about 100 years when all the wealth went to the technicians – the people advancing the print technology – rather than the storytellers. That’s the kind of period we’re in now. In our lifetime, with the internet, we’ve experienced the second Gutenberg press.

“The trouble for us storytellers is that the means of delivering the story is constantly changing, with new types of technology. But as it did with the Gutenberg press, eventually the technological breakthroughs of the internet age will plateau, at which point the wealth will again transfer back to the storytellers and away from the technicians.”

Which means that while good writing skills are necessary to succeed in the business, they’re no longer sufficient in themselves. Communications professionals need to understand the entire distribution process – all the way ▶

# Persuasive.





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## Creating a buzz for a brand through content marketing blurs the worlds of journalism and marketing

to the readers' screens – and they are expected to know exactly who those readers are.

In marketing, the extent to which writers get involved in strategy will depend on the size of their organisation. **Caroline Sieg**, Class of 1990 (1986-90), is a digital-content marketer and strategist who has worked with brands including Lonely Planet, Travelzoo, Swarovski and Art Basel. She says: "If you're a small company and you don't have the budget to do much consumer research, you'll probably be doing a lot yourself. It's best to come up with a strategy where you focus on one social channel. Make sure your content is strong and well researched.

"For a larger enterprise, cutting through the noise and getting your message heard means finding out what your competitors are doing, putting some research into what your customers are listening to (and ignoring), and using that information to launch multiple campaigns in different media. You can then monitor where people are responding and get a pretty good idea of which bits of communication are getting through and which aren't."

**Andrea Munzer McCauley**, Class of 1992 (1988-89), is Head of Content Marketing for Tandem Theory, a Dallas-based marketing agency, having previously worked on in-house public relations for RadioShack, Target and the US Department of Homeland Security. She says: "The industry has changed because there is so much more information about who our audiences are and what they care about. A few years ago, we would communicate very broadly to a general audience. Today, with all the information and analytics, we can immediately know what's hitting the target."

These data-driven insights are making possible the most valuable innovation in digital marketing: personalisation. "It's no longer all one-way communication," says Andrea. "It's about finding the people who make up our core audience, engaging with them and creating a dialogue – following them and commenting on social media, and opening up a two-way conversation. Personalisation will continue to become even more important."

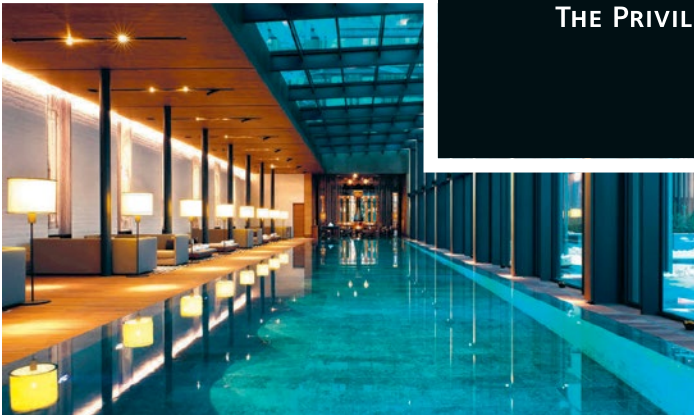
It also means accepting that in the digital era, it's simply not possible to be all things to all people. Will says: "It was tempting, in my first seven or eight months in the job, to try to tell every story all the time; but that's not an approach that's really effective or scalable. You have to know who you are, what your brand stands for and what got you this far. For us, we ►



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## Cutting through the noise and getting your message heard means launching multiple campaigns in different media

have to focus on a few really powerful stories that resonate deeply, rather than trying to talk about every undiscovered beach or unturned stone in a foreign city.”

The rise of content marketing – using online material to create a buzz around a brand, rather than advertising it directly to consumers – throws up some ethical quandaries. Caroline says: “It’s certainly true that we have a world where journalism and marketing have blurred into each other. Some people think this is a bad thing, and some think it’s good.

“What I’ll say is that 20 years ago, marketing copy was generally a load of fluff. It was all about ‘Let’s sell a product – let’s tell people what we think they want to hear’. There wasn’t a mechanism for customers and consumers to respond, and say, ‘No – what you’re saying isn’t really true.’ Customers and consumers are more savvy today.”

Will agrees, pointing out that the greatest calamity any communicator can face is losing the trust of their audience. He says: “In our industry, for instance, you get some brands using travel blogs as a sales channel, and trying to take advantage of their audiences to drive revenue and increase profit margins. But if bloggers are seen as puppets of travel corporations, only concerned with trying to sell products and post nice pictures of things they’ve been told to post, they lose their credibility.”

And to credibility, Andrea would add one other vital attribute: authenticity. “You may have an understanding of what your goals and objectives are, who your core audience is and what resonates with them. But you won’t succeed if you’re trying to put across an artificial veneer of who you are. The best communicators are those who put their authentic selves into their work.”

### FIVE TIPS FOR BETTER COMMUNICATION AT WORK

#### LISTEN BEFORE YOU SPEAK

“Communicating is about building relationships,” says Andrea Munzer McCauley. “Listening to your peers, colleagues and team members in the workplace is critically important, because they will have insights and information that can make a big difference in the scale and scope of what you need to communicate.”

#### KEEP IT BRIEF AND INCISIVE

Will Gluckin says: “I once had a very wise boss who told me that whenever you want to send an email, write it out and make sure all the relevant points are in there. Then you should leave it a day, and edit it down to half the length. If something needs to be said, it can be said in half as many words.”

#### BE HONEST, BUT BE KIND

“These can be tricky to do together, but it’s a good mantra to keep with you,” says Caroline Sieg. “If you genuinely disagree with someone, you don’t necessarily have to express your view in an unkind fashion. You can do it in a way that involves facts rather than attacking someone’s personality.”

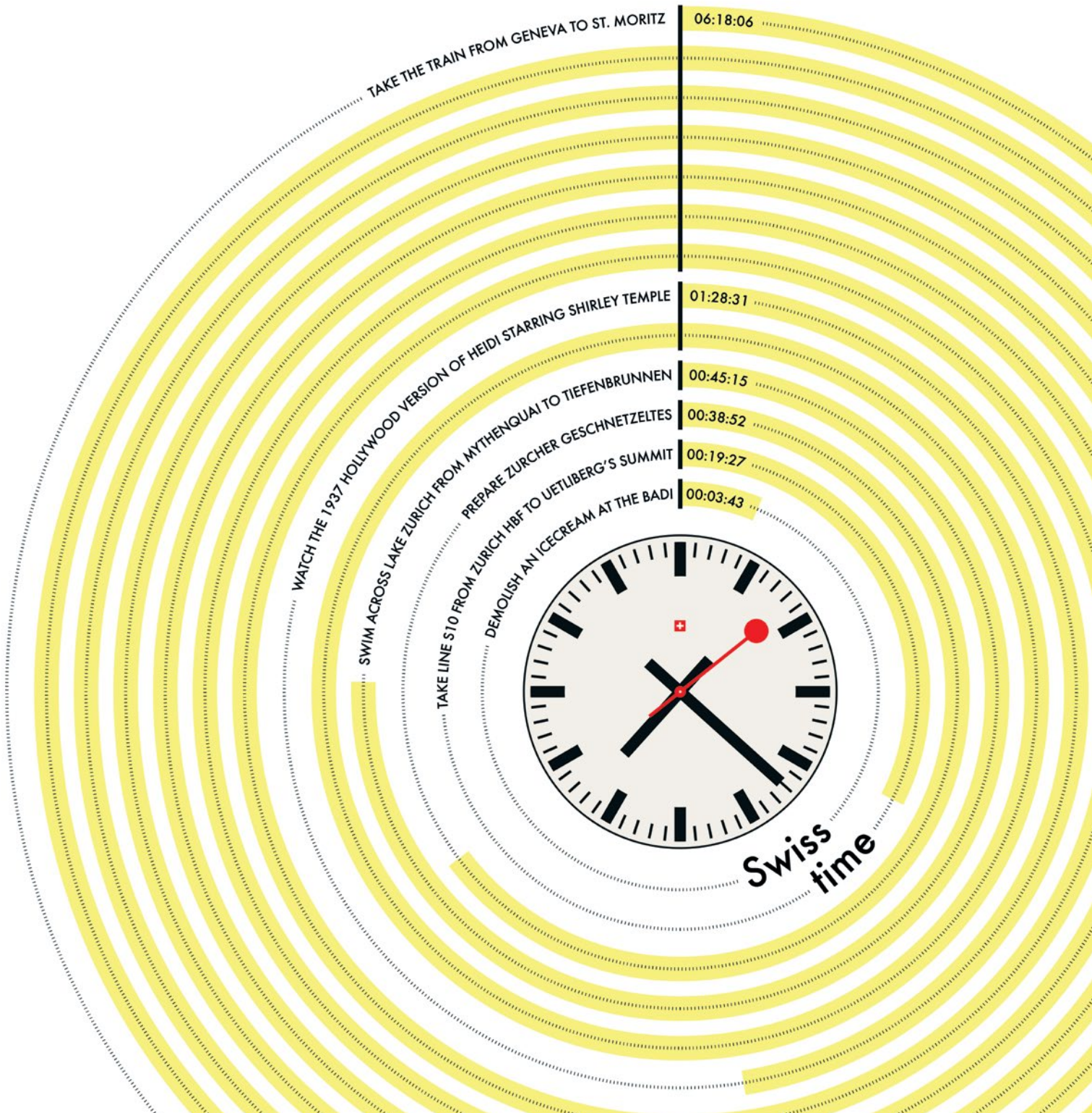
#### USE LANGUAGE CREATIVELY

Richard Morais says: “Jim Michaels, the great editor of *Forbes* magazine, once said that poetry was what was missing from business journalism. Great storytelling comes from a love of language. Anyone can write a press release, but if you want yours to stand out from the thousand others, you have to think about poetry as well as hard facts.”

#### KNOW YOUR LIMITS

“It comes back to credibility,” says Will. “It’s vital to know what you’re qualified to talk about – what you can be authoritative on – and when it’s better to listen and reach a group consensus rather than speak your mind and call it final.”

Swiss watchmaking has a strong reputation. But what is it that makes a Swiss watch so special? We asked watch-lovers from within the ZIS community to share their expertise and memories of this uniquely Swiss tradition.







# A journey into time

WORDS WILLIAM HAM BEVAN



You may need to squint a little to pick them out – they’ll usually be found in tiny letters at the bottom of the dial – but the words ‘Swiss made’ can have a profound effect on the value of your wristwatch. Consumers are willing to spend between 20-50 per cent more on watches with genuine Swiss provenance, according to the industry portal, Swisstime. But what is it that makes them so special, and such a treasured part of the Swiss experience?

In short: expertise, heritage and prestige – a combination that can only really be found in Switzerland. Indeed, visiting a leading luxury watchmaking manufacturer can be eye-opening. The craftsmanship is impeccable; rare and limited edition pieces are still made entirely by hand, taking hours of work to complete.

The protection of the ‘Swiss made’ label has been one of the Federation of the Swiss Watch Industry’s main activities, says its president, Jean-Daniel Pasche. “It’s a priority because we have to ensure our credibility,” he says. “Customers trust and appreciate the commitment of the Swiss brand to quality. When they buy a Swiss watch, they’re buying into more than 300 years of tradition.”

Switzerland’s association with horology began as early as the 16th century, when Huguenot refugees brought their clockmaking expertise to Geneva. The austere rule of John Calvin, under which jewellery was banned, meant local goldsmiths were eager to learn the newcomers’ craft. The watch industry flourished, soon spreading over the Jura Mountains. By the mid-1800s, Switzerland had become the world’s most important producer of watches, with its most prestigious houses establishing a reputation for accuracy, innovation and elegance that has persisted to the present day. One of the biggest challenges faced by the industry was the ‘quartz crisis’ of the late 1970s, when the mass production of electromechanical watches in the Far East plunged traditional watchmaking into turmoil. In the early 1980s, Switzerland struck back with the low-cost Swatch, and it was in this environment that **Robert Gottschalk**, Class of 1978 (1973-78), began his career as a designer. ►

FAMILY FUN AT WORLDFEST

04:34:24

WRITE AN ARTICLE FOR THE LION'S JOURNAL

01:48:06

HANG OUT AT THE MAKERSPACE CLUB

00:51:37

TAKE BUS 161 FROM BURKIPLATZ TO THE SPINNERGUT VILLA

00:19:48

BEAT THE MIDDLE SCHOOL TURKEY TROT RECORD

00:11:51

MAKE A SPEECH AT TEDxYOUTH

00:10:00

CROSS THE COURT AND SCORE A SLAM DUNK

00:00:22



ZIS  
time



On leaving AISZ, he had studied architecture for several years before switching to industrial design. One of his first commissions after university was to design a series of watches for Twix, a competitor to Swatch. “It was fun,” he says. “We did a line of about 10 watches. Of course, you couldn’t compare these plastic watches to something like a Tissot. And it was still frowned on a little bit – the Swiss doing what the Japanese had done – until they accepted these watches as legitimate.”

“I think the biggest challenge with watches, and the thing that fascinated me most about the design process, is that it’s an incredibly small surface you’re working with. You have a canvas that’s just two to four-and-a-half centimetres in diameter. To this day, I’m still amazed when I go to the watch fair in Basel, and see how designers manage to reinvent the wheel each year, or reinvent time.”

Robert still has three of his own designs, but his day-to-day watch is a Mondaine – the classic design based on the well-known and much-admired Swiss railway clock. “It’s such an iconic piece,” he says. “It was added to the collection of the Museum of Modern Art in New York. It’s really hard to beat the simplicity and clarity of it.”

Les Ambassadeurs has been a landmark on Zurich’s Bahnhofstrasse since 1964, stocking and servicing a wide selection of Swiss watch brands. Assistant branch manager Fabian Ackermann says: “Because I’m Swiss, I’m proud of what we produce, and I like to share that with our visitors – giving them the feeling that they’re seeing something very special. It’s a great field to work in.”

One brand that inspires a dedicated following all over the world, he says, is Breguet. Founded by the Swiss watchmaker, Abraham-Louis Breguet, in 1775, the company introduced many of the technical advances that are still found in top-end watch movements. It has enjoyed the patronage of figures including Marie-Antoinette, Napoleon Bonaparte, Leo Tolstoy and Winston Churchill. “For me, it’s one of the most interesting brands in terms of history,” says


Fabian. “Breguet was the most famous watchmaker in the world, and responsible for so many different complications.”

That love affair with Swiss watches often begins at school. **Sergey Shetyashin** (Grade 11) was presented with his father’s Tag Heuer 1120 on his 16th birthday. “It was the first Swiss watch he ever bought, at the start of the 90s,” he says. “It’s one of my most prized possessions, and I’ll always look after it. It’s sturdy and practical, and has never broken down.”

**Leslie Struthers**, Class of 1979 (1974-79), still mourns the loss of the blue-face Bucherer watch that she received from her parents to mark her graduation from AISZ. She recalls the moment, around 30 years ago, while on her way to work, she realised with horror that the watch was no longer around her wrist. “I was walking to the bus, and it disappeared,” she says. “I just assume it fell off and I didn’t notice. I spent that morning walking back and forth on that street, retracing my steps and looking in hedges. I never found the watch, and I miss it to this day. I think one of the reasons why it upset me was that it was a tangible tie to that period of my life – I was in Zurich for around six years, and it was a wonderful time.”

For **Chris Oggerino**, Class of 1979 (1976-79), the indestructibility of a certain brand of watch made it an object of desire. “While at AISZ, I was about to play volleyball with my classmate, **Bill Brems** [Class of 1979 (1976-79)],” he says. “He walked on to the court and realised he was still wearing his watch. He took it off and just slid it against the wall, out of the way. I looked at him questioningly and he said, ‘It’s an Omega – they’re tough.’

“That was the testimonial of the year for me. I decided at that moment that I would have one of those some day. I’m happy to report that I now own what I consider to be the ultimate watch: the Omega Solar Impulse, limited edition. I love my watch and, no, Apple won’t be replacing it, ever!”

In fact, many in the Swiss watch industry are now reporting that the threat from devices such as the Apple Watch is less profound than originally feared. Jean-Daniel Pasche is confident about the future of the industry. “A traditional Swiss watch has to satisfy emotion: we like wearing it and we expect it to have a long life. We have the means to keep developing, we have the brands, the technology and the people, and we’ll keep working on finding new customers.” 

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# ZIS today

**Deputy Director Mark Schulz says professional development is the key to ZIS's teaching excellence.**

**T**he concept of 'growth mindset' among our students is a major focus for us here at ZIS. The idea originated from Carol Dweck, Professor of Psychology at Stanford University, and runs something like this: if you have a growth mindset, then you're willing to take risks to improve, to be persistent, to leave your comfort zone and see failure as part of the learning process. If you have a fixed mindset, then you won't take those risks and you fear failure. You feel you're as good as you're ever going to be.

It's easy to see how this way of thinking around a growth mindset can benefit students, but it can bring huge benefits to teaching, too. The research is completely consistent: the factor that has the greatest impact on a student's learning potential is their teacher.

So, while we get the best possible teachers in front of our children, we then give them everything we can to help them get stronger. Like all quality employers, we see the further development of our faculty and staff as vital, and we've made that the foundation of our professional growth-planning model. We define teaching under four quadrants: instructor, faculty colleague, community member and professional. So we are not just looking for teachers who are great practitioners in their own classroom, we are also looking for those other aspects to be demonstrated. Our teachers set goals across these quadrants.

At the start of the year, our principals, assistant principals and education directors – who all work with groups of about 18 teachers – sit down with those teachers to discuss and identify goals. They will set an individual goal around teaching practice and then one of the

other three quadrants. Teachers are given the autonomy to identify what they want to work on themselves. Quite often, groups of teachers will collaboratively come up with a team goal.

Goal-setting is supplemented by a check-in in the middle of the year, where all teachers ask students for anonymous feedback around their learning experience. That leads to the mid-point meeting discussion about survey feedback, student progress based on assessment data, the teachers' reflection on that, what changes they intend to make based on the feedback from the students, and what progress they have made against their two goals. Towards the end of the year, there's a final conversation regarding progress throughout the year.

We also have a system of classroom walkthroughs where our team of leaders make unannounced classroom visits. Or teachers will ask them to come to look at a particular aspect of the practice, or look at something they are trying differently, to get specific feedback on the effectiveness of this.

Recruitment of teachers is a really important part of what we do. ZIS has an excellent international reputation and we attract many very high-quality applicants. We make it clear, however, that no matter how good they are, we still want them to become a better teacher or a better leader – whether that's individual practice, how they work and share with others, or how they lead within the school.

And that culture of excellence, of striving, of risk-taking, has in itself become one of our strengths. It's something that high-quality people will seek out and embrace, meaning that it benefits teachers and students alike. **V**



**It's easy to see how a growth mindset can benefit students, but it brings huge benefits to teaching, too**

**Mark Schulz**  
Deputy Director of ZIS

# Perspectives

Doing business ethically is no longer optional. We ask leading ZIS experts about how they marry performance with principles.

WORDS SARAH WOODWARD / ILLUSTRATION JACOB STEAD

**Essa Al-Saleh**  
President and CEO  
of Agility Global  
Integrated Logistics  
(Current parent)



**Andrew Gibson**  
Senior Vice President –  
Human Resources  
at Mondelēz International  
(Current parent)



**Melinda de Boer**  
Director of External  
Communications  
at Amcor  
(Current parent)



An ethical approach is not an optional extra for me, it is a core value driven by a strong business motive. In previous centuries, people made money without a care for the environment and society; today, everyone knows this approach is not sustainable.

The point is, our understanding of what sustainable business is will continue to evolve; doing the right thing and acting in an ethical manner is more than just a nice thing to do – it's become necessary.

Looking at my older two children (who graduated from ZIS and are now studying in the US), I notice how, over the past decade, awareness of the environment and social justice has become part of the everyday language. That drives me to try to do better – I believe strongly in leading by example.

Today our approach is to think about our community, our environment and our people. In the past years we have supported communities that have been hard hit by natural disasters – whether in Haiti, the US, Chile and others – by sending our trained staff to support in the essential logistics relief.

By ensuring the core of the business transparent, and constantly reinforcing a culture of financial integrity and ethical conduct, we are making ourselves more effective and a better company to work with and for.

I interact with many different employees, all of whom need to know that we operate to fair and robust standards. We have a set of values and a code of business conduct and ethics that guide our work culture and help our workforce, suppliers and customers to be aware of what to expect. The prospect of running any operation without clear standards would be a nightmare. But more than that, it is what people want.

Ethical standards are an integral part of our business proposal. In practice, that means, for example, ensuring there are channels of reporting inappropriate behaviour in the workplace, conflicts of interest or uncompetitive behaviour and corruption, and helping our producers to farm sustainably. We support the initiative Cocoa Life, which seeks to achieve positive, lasting change for cocoa communities in countries such as Ghana and the Ivory Coast, and we created the Harmony Charter, a sustainable partnership along the European wheat chain, from farmers to millers.

We are very conscious of our responsibilities and since January 2016 we no longer advertise any of our products on media aimed at children under 12. I have an 11-year-old daughter with a sweet tooth and I know how hard it is to bring up children to eat responsibly – especially with the number of products I bring home!

I want the planet to stay beautiful for my two sons – and in my role I have the opportunity to make a contribution to that effort. My sons recently tried spending a day without packaging – it was impossible. Packaging is an enabler of modern life, but poor waste management can see it leak into the environment and cause problems. Amcor's commitment to sustainability was one of the reasons I joined the company.

We invest heavily in R&D, and the company has a long-term partnership with the World Food Programme (WFP) working to make sure aid packaging effectively carries products to people in need. A number of Amcor colleagues have been on WFP missions, where they followed the supply chain, tested packaging and proposed improvements so that it would better protect aid products, including nutritious food for malnourished children.

And as part of Amcor's commitment to the Trash Free Seas Alliance, 30 Zurich employees got together for a clean-up on the lake. Just by walking one kilometre up and down the lakeshore we collected more than 30kg of rubbish, from broken bottles to cigarette butts. And that's in Switzerland, which people imagine is spotless.



**Michel Demaré**  
 Independent Vice  
 Chairman at UBS Group  
 AG / recent Chairman of  
 Syngenta (*Current parent*)



Until recently, corruption was perceived as the way you do business in some countries. But I think there's been a shift in mentality in recent times, and the new generation has higher expectations of ethical behaviour.

The message has to be strong – you won't keep your job unless you change the way you behave. We have introduced many rules of compliance in the financial sector, but the challenge is to ensure integrity is at the root of our culture.

In my time, I have come across grey areas of ethics when it comes to sustainability in food production. Unless we introduce technology to global farming, then in 30 years' time we will not be able to feed the planet. I was shocked to see how much animosity was aroused by the use of pesticides and GMOs (genetically modified organisms). The philosophy at Syngenta is to offer farmers a choice, not to impose an option. Companies should be able to engage with sceptics in an open, transparent, factual and objective dialogue.

There is a great deal of educating and communicating to do, starting at primary school level, with teachers as well as pupils. Ethics is a very broad concept sometimes difficult to define, and behaving ethically is difficult – though I hope it will be less so for the next generation.

# Athletics and activities

Led by an experienced team, ZIS gymnasts have their sights set on raising the bar – and winning medals – with agility, strength and flexibility.

WORDS DIANE SHIPLEY / PHOTOGRAPHY NATO WELTON

**P**E teacher **Elena Romanovskaia** remembers the Olympic medal-winning Belarusian gymnast **Olga Korbut's** acrobatic feats well. In fact, as a girl, she once managed to break a sofa while mimicking her idol's kicks and flicks.

She may not have fulfilled her gymnastic ambitions – she had to 'settle' for a place in the Russian national field hockey team instead – but the discipline remains her passion. And, today, Elena is one half of ZIS's vastly experienced gymnastics team – the other being substitute PE teacher **Olesya Kalnishevskaya**, who was a junior Olympic rhythmic gymnast in her native Russia.

The programme they teach is unique in this area. Originating in the French-speaking part of Switzerland, it is adhered to by other members of the Swiss Group of International Schools (SGIS), but ZIS is the only school in the German-speaking part of the country to have implemented it. It involves four apparatus: floor, beam, asymmetrical bars and a vault/mini trampoline combination.

"We were keen to offer more competitive sports programmes, and gymnastics seemed a great place to start," explains **Jay Haken**, Lower and Middle School Athletics Director. "We teach the fundamental movement patterns that support everything else: agility, strength and flexibility." The new programme started in the Lower School but expanded to the Middle School. Now, more than 70 students from Grade 2 to Grade 8 take part in the competitive programme, with another 50 students working towards it.

There are four competitions between SGIS schools a year, typically held in Geneva and Lausanne. Taking part isn't compulsory, but most students of competition standard choose to attend.

For **Yana Smetanich** (Grade 5) competing is the best part of the programme. "You're always nervous at the beginning but, when it's over, the feeling that you've just spent three hours doing gymnastics in front of more than a hundred people makes you really proud," she says. It has also earned her seven medals.

But it's not only about winning. Elena says that students' victories mean the most when they've overcome a setback. "We had a girl who fell at a big event and was upset, but she needed to go to the next stage of the competition. Olesya and I said to her, 'Forget about what happened, this is your chance to shine'. She went on to win the gold medal. The whole team was crying with happiness."

## Yana says competing in gymnastics makes her feel proud – it has also earned her seven medals

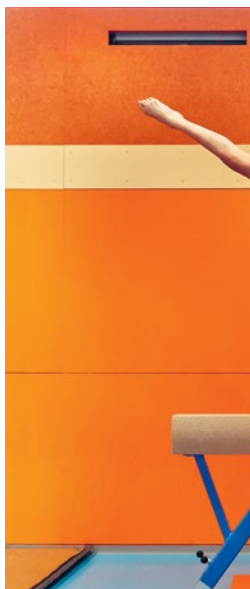
Beginners are encouraged to try as many different activities as possible. "Many children have no background in the sport," says Elena. "We teach them forward rolls, backward rolls, handstands, and simple exercises on the asymmetrical bars and the beam. They stretch, learn new sequences of exercises, and enjoy being physically challenged."

**Evie Reza** (Grade 7) had no previous experience of gymnastics but soon found she enjoyed the artistry. "I also play football, but there you have to score a goal – there's no other way to win," she says. "With gymnastics, you can do all these different movements. I love it."

She admits it can be a bit frustrating to have to do something over and over and still not get it, but it's clear her hard work paid off – she has won seven medals at competitions, for floor, beam and vault.

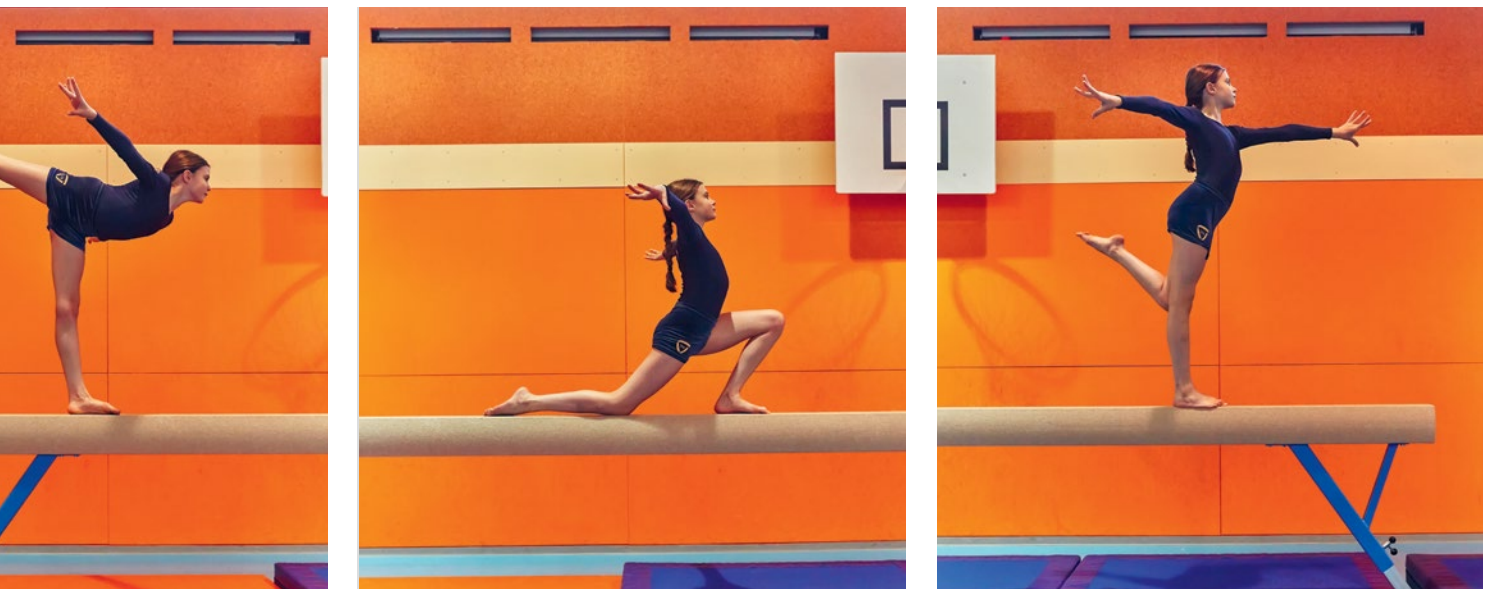
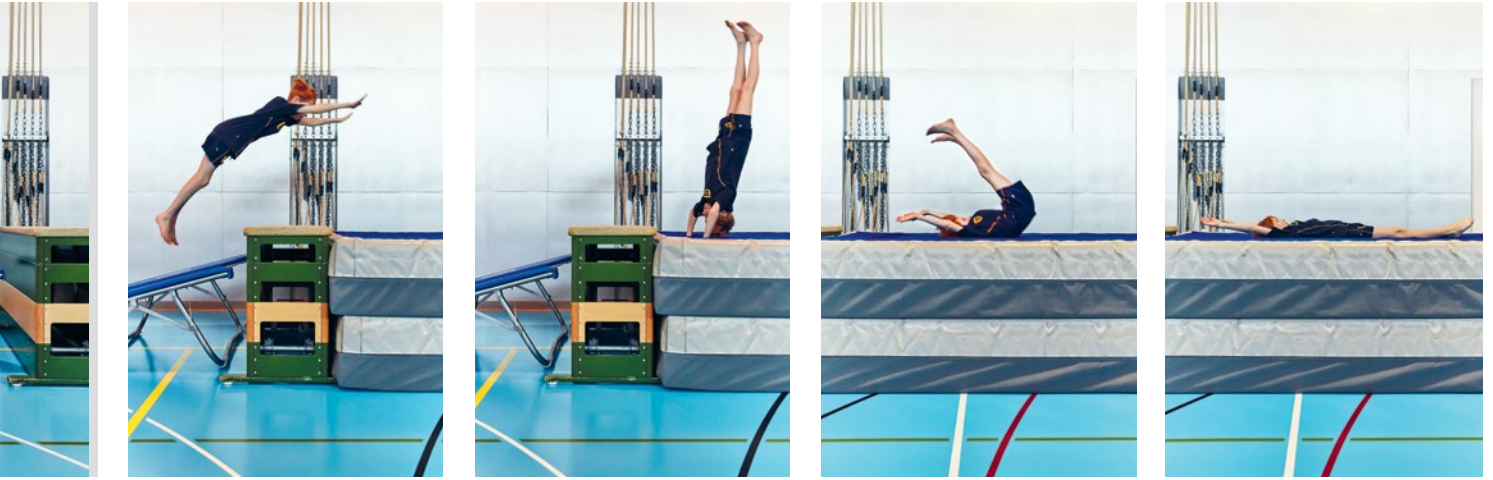
In the future, both the coaches and Jay would like to see the students not only continue to win medals individually, but also as a team. There are also plans to encourage more boys into the sport. In the meantime, the end-of-year internal school competition allows everyone involved to celebrate their love of gymnastics, regardless of skill.

"Coaching at ZIS is such a joy," says Elena. "The children are all open to becoming stronger and better – and it's a dream to help them." **V**





**From top:**  
Ethan Kolek (Grade 5) on vault; Hayden Smith (Grade 3) on floor; Claudia Lucena Montes (Grade 6) on beam.



# Why I love... writing

With a sci-fi novel under his belt, Leo Billante can't get enough of the written word.

WORDS LUCY JOLIN

PHOTOGRAPHY NATO WELTON

**T**en-year-old Leo Billante, Grade 4, discovered his love of writing three years ago, when he wrote and illustrated a thrilling five-page graphic novel about the downfall of bad guy Dr Evil and his army of robots, defeated by Leo himself and his four best friends.

Right now, Leo is an enthusiastic participant in NaNoWriMo (National Novel Writing Month) at school, where the aim is to produce a novel in a month by writing a little every day. His science fiction novel, *John Grant and the Strange Invasion*, is available from Amazon. "It's about three 14-year-old friends who start off just having a normal day," he says. "But then aliens invade the world and cause massive destruction, and the friends have to fight them. I know a little about aliens and a little about dimensions in space, but that's not so important – it's a story, not science."

This year in class, he was also tasked with writing a realistic fiction story about a family member's migration experience. He chose to write about his paternal great-grandfather who emigrated from Sicily to America in the early 1920s. He enjoyed interviewing his grandfather and learning about family members who, until then, had just been names.

Inspiration doesn't always arrive, he says – but that's no reason to stop writing. "Sometimes writing comes easily, and sometimes it's harder. It's easier when I have a plan. But when I'm stuck and have to figure out what I'm going to put, I just sit and think. When it's easy, I feel like I just know what I'm doing."



And he's committed to doing whatever it takes to follow a career in writing. "It takes dedication to write well, and I think I have it," he says. "Maybe, after I've written lots of not-so-good stories, I'll write one that's really good."

"Sometimes all you need to write a story is to read something and be inspired. You're the writer. You make the story. It's not like making a movie, where you need all this equipment. You just need a pen and paper, and no one can tell you what to do." 📖

Leo Billante is looking forward to seeing his second book published.



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