

# First-time Principals Programme

He hōtaka mō ngā tumuaki hou

February 2010 - June 2011

This Educational Leadership Model (right) sets out the qualities, knowledge and skills principals need to lead 21st century schools.

(Source: Kiwi Leadership for Principals).



# 2010

## First-time Principals Programme He hōtaka mō ngā tumuaki hou

Indicative alignment of The First-time Principal Programme curriculum to the Kiwi Leadership for Principals Educational Leadership Model				
Educational Leadership Model element	Residential course 1	Residential course 2	Mentoring programme	Online programme
<b>Relationships</b>	Leading collaboratively. Managing staff competency.	Building relationships of trust. Developing the Board/ Principal relationship.	Building learning-focused relationships.	Building trust through open to learning conversations. Online communities of practice.
<b>Leading change</b>	Leading the Ka Hikitia strategy. Developing school-wide change.	Leading curriculum change. Leading learning with ICT.	Educational Leadership Practices tool. Goal setting. Professional Learning Plan. FTP Portfolio.	Contributing to online networking. Educational Leaders website.
<b>Problem solving</b>	Prioritising your priorities.	Open to learning conversations. Evidence-informed leadership.	Reflective practice. Implementing goals. Professional learning groups.	Helpdesks and mentor support. Accessing resources in the digital library.
<b>Pedagogy</b>	Leading literacy. Effective teaching. Gathering data on teacher effectiveness.	Leading numeracy. Implementing the key competencies. Standards and assessment.	The principal as the leading learner. Culturally responsive pedagogy.	Teaching effectiveness.
<b>Culture</b>	Culturally responsive leadership.	Sustainable leadership.	Understanding your school. Understanding Te Ao Māori.	Accessing resources in the digital library.
<b>Systems</b>	Ensuring an orderly and supportive environment. Helpdesks: Regional MoE, L&M advisors and e-learning.	School self review. Helpdesks: Regional MoE, L&M advisors and e-learning.	Strategic resourcing. Sharing leadership.	Planning and reporting. Educational Leaders website.
<b>Partnerships and networks</b>	Nurturing community/school relationships.	Building partnerships that benefit student learning.	Building professional networks.	Sector group online networks.
<b>Ako Being a learner</b>	Principal as the leading learner. Principal appraisal. Reflective practice.	Leading the learning school. How people learn.	Learning with and from others.	Learning from the digital resource library. Educational Leaders website.
<b>Pono Self belief</b>	Being a principal being yourself.	Leading with integrity. Developing resilience.	Making a difference to student learning. Building resilience in self and others.	Accessing resources in the digital library.
<b>Awhinatanga Guiding/supporting</b>	Promoting and participating in teacher learning and development.	Developing teacher effectiveness.	Supporting and challenging leadership practices.	Culturally responsive leadership.
<b>Manaakitanga Leading with moral purpose</b>	Leading schools for Māori to enjoy educational success as Māori.	Educational pathways for all students. Developing relationships between schools.	Dealing with ethical dilemmas. Māori enjoying educational success as Māori.	Māori enjoying education success as Māori. Accessing resources in the digital library.



The 2010 First-time Principals Programme is a nation-wide, eighteen month induction programme for new principals.

The programme is designed to meet the needs of participating principals from all regions, sectors and types of schools. The objective of the programme is to develop the knowledge, skills and capabilities of first-time principals to support their successful school leadership of teaching and learning.

## The First-time Principals Programme is the New Zealand induction programme for new principals of all types of schools.

The University of Auckland is proud to have delivered this programme since its beginning in 2002 to well over half of New Zealand principals.

The programme is a partnership project initiated and funded by the Ministry of Education; designed and delivered by the First-time Principals Programme Project Team at The University of Auckland Centre for Educational Leadership (UACEL) based in the Faculty of Education. Further information about UACEL is at [www.education.auckland.ac.nz/uacel](http://www.education.auckland.ac.nz/uacel)

The Project Team includes both senior academics and people with outstanding school leadership experience.

2010 is an exciting time to be the principal of a New Zealand school. The role is one of great influence and opportunity.

- The New Zealand Curriculum and the Ka Hikitia strategy present principals with a mandate to lead substantial educational change.
- Recently published Best Evidence Syntheses provide new principals with world leading research of the highest quality to guide the development of their leadership practices for the improvement of student outcomes.
- The Ministry of Education's Professional Leadership Plan, Kiwi Leadership for Principals and Educational Leadership Model articulate a strategic and coherent framework to assist new principals with their responsibilities.

The mission statement of the First-time Principals Programme is *the closer educational leaders get to the core business of teaching and learning, the more likely they are to have a positive impact on students.*

The induction programme is designed to meet the individual needs of first-time principals. It seeks to develop the professional and personal skills and capabilities of new school leaders in their school context, so that they can work effectively with their colleagues and communities to further improve teaching and learning in New Zealand's schools by:

- Enabling Māori to enjoy educational success as Māori.
- Improving student achievement in literacy and numeracy.
- Ensuring educational pathways for all students towards worthwhile qualifications.



## Criteria for Enrolment Ngā whakaritenga mō te urunga mai

To participate in the 2010 First-time Principals Programme and in accordance with Ministry of Education enrolment criteria a new principal must:

- be a newly appointed first-time school principal. First-time principals of all regions, sectors and types of schools are eligible to participate. Re-appointed and acting principals are usually not eligible to participate unless there are approved special circumstances
- be permanently appointed as a first-time principal since 1st February 2009 to participate in the 2010 programme
- have the approval and support of their Board of Trustees for participation in the First-time Principals Programme
- enrol in the programme not later than 30th June 2010.

Enrolment application is electronic and completed online via the programme's website [www.firstprincipals.ac.nz](http://www.firstprincipals.ac.nz).

For enrolment assistance please contact the Project Coordinator, email [firstprincipals@auckland.ac.nz](mailto:firstprincipals@auckland.ac.nz).

## Commitment Ko ngā āhuatanga me whakatutuki

First-time principals participating in the induction programme are expected to:

- want to learn about and increase their school leadership effectiveness
- promote their own learning and the learning of others by positively contributing to and participating in the various learning activities
- attend the two residential courses in 2010 for the full duration of each course
- participate in the mentoring activities and online learning opportunities
- compile a portfolio related to the progress of their professional learning plan goals
- complete the Educational Leadership Practices Tool and other self assessment tasks
- complete the evaluation questionnaires about the First-time Principals Programme to assist its continuous improvement.

## Certificate

### Ko te tohu

First-time principals participating in the programme have the opportunity to receive the National Certificate for First-time Principals Programme completion. To receive the certificate a participant is required to complete all parts of the induction programme, as outlined in the previous section. The certificate is optional for participants and is neither a requirement for enrolment nor for participation in the programme. It is designed to recognise the commitment of a participant to their own professional learning and their successful completion of the First-time Principals Programme. The certificate is endorsed by key national organisations and issued by The University of Auckland Centre for Educational Leadership.

## Costs

### Ko te utu

Costs directly associated with residential courses will mostly be met by the Ministry of Education through The University of Auckland Centre for Educational Leadership. These costs are for a participant's travel to each course, accommodation, meals and resources at the course. Other incidental costs will be met by the participant, usually through their board of trustees. Such other costs might include, for example: use of private vehicle to attend a professional learning group; airport to hotel venue transfers; hotel room telephone and internet use; refreshments during travel; private vehicle parking at residential course venues; additional nights' accommodation unless approved by the Project Director.

## First-time Principals Programme

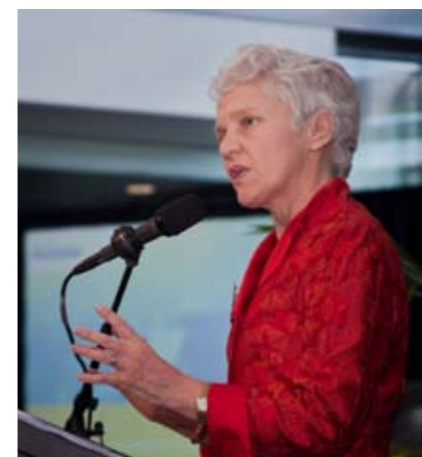
### He hōtaka mō ngā tumuaki hou

Please refer to the back page of this brochure for the 2010 First-time Principals Programme curriculum. The curriculum is designed to focus on the educational leadership role of the principal and the associated leadership practices.

### The programme has four components:

- two residential courses of three and two days each
- a mentoring programme
- online learning
- formative evaluations and self-assessments

The Ministry of Education in liaison with the regional Leadership and Management Advisers provide a regionally-based programme to support first-time principals with their management and compliance responsibilities, such as financial and property management.



## Residential Courses

### Ko ngā wānanga

The two residential courses of three and two days each (five days in total) for the 2010 First-time Principals Programme are as follows:

- Residential Course One (Auckland)**  
Wednesday 7 April to Friday 9 April 2010
- Residential Course Two (Auckland)**  
Wednesday 29 September to Thursday 30 September 2010

Please refer to the back page of this brochure for the curriculum outline for each residential course. Events and activities at residential courses include keynote addresses, sector group workshops, option sessions, e-learning tutorials, case studies, mentor assistance and networking opportunities. Residential courses are a blend of required curriculum areas and activities which focus on national goals and priorities, and options that are responsive to the needs and contexts of individuals and sector groups.

Presenters and facilitators at residential courses include faculty of The University of Auckland and other universities, experienced principals, mentors, consultants and representatives from several education sector organisations.

Further information about residential courses is provided to participants on enrolment, including travel and venue arrangements.

Residential courses are held at a hotel with conference facilities and participants have individual rooms. Participants may not share rooms (with family, partner, friends etc).

## Mentoring

### Ko te tohutohu, ko te manaaki i te tauhou

Each first-time principal is assigned a mentor who is an experienced principal from the same school sector and where possible from a similar type of school. The mentors are trained in mentoring at The University of Auckland.

Each mentor typically mentors three or four new principals.

Mentoring is individualised and needs-based. The mentoring relationship lasts for up to eighteen months, depending on the needs of a first-time principal.

### Mentoring includes:

- developing a professional learning plan and goals with each first-time principal which includes a goal linked to the Ka Hikitia strategy.
- school-based advice and guidance, as well as email, video and telephone communication
- professional learning groups to learn with and from other first-time principals
- a small online group for discussions with the mentor and other first-time principals
- developing a portfolio which tracks the progress of the Professional Learning Plan and goals
- clinics at residential courses where first-time principals can access individual assistance from mentors and other experts.

## Online Learning Akoranga rorohiko

The online component of the programme is increasing in significance as new technologies create multiple professional learning opportunities. The mentoring programme includes the use of a wide variety of web-based communication and collaborative tools. A wide variety of resource materials can be downloaded from the secure section of First-time Principals Programme website [www.firstprincipals.ac.nz](http://www.firstprincipals.ac.nz). Online modules are designed to build professional capability and can be accessed from both the First-time Principals Programme website and the Ministry of Education Educational Leaders website.

## Evaluations

### Ko te arotake

The Project Team at The University of Auckland Centre for Educational Leadership is committed to the continuous improvement of the First-time Principals Programme. Feedback from participants is important and this is why confidential evaluation questionnaires are integral to the programme. The evaluation results provide valuable data to assist in identifying the strengths and areas for improvement of the induction programme. In addition, an advisory group of first-time principals representing their sector groups and types of schools is appointed by the participants at their first residential course. This group gives feedback to the Project Team on behalf of the participants during and between the residential courses.

## Project Team

### Rōpū Kaimahi

#### Director

**John Locke MEd Admin, BSc, DipTchg**, former Principal of Kaitiāia and Okaihau Colleges, Foundation Principal of Alfriston College.

#### Academic Director

**Professor Viviane Robinson PhD, MA (Hons)** is a Professor of Education at The University of Auckland and Academic Director of The University of Auckland Centre for Educational Leadership (UACEL).

#### Associate Director

**Jacqui Patuawa MEdL, DipTchg**, is former Principal of Welcome Bay Primary School and Firth School, Regional Lead Mentor in the First-time Principals Programme, and previously Facilitator at the Principals Development Planning Centre.

#### Strategic Director

**David Eddy MEdMgt (Hons), MA (Hons), DipTchg**, is Executive Director of The University of Auckland Centre for Educational Leadership (UACEL) in the Faculty of Education. Prior, he was the inaugural Director of the First-time Principals Programme (2002-2007) and Principal of Glendowie College.

#### Project Coordinator

**Yohei Guy BA (Hons) Screen and Media Studies**, has a background in retail management, corporate and conference media production.

#### Project Assistant

**Donna Kerkmeester DipEventMgt**, has prior experience at Guinness and ITN (UK) and international student management at Western Springs College.

#### Research Associate

**Jane Park MSc, BSc**, was previously a visiting research fellow at Manchester Business School and research assistant at the Department of Psychology at The University of Auckland.

#### E-learning Coordinator - TBA

## Contact us:

### First-time Principals Programme

The University of Auckland  
Centre for Educational Leadership  
Private Bag 92019  
Auckland 1142, New Zealand

Phone 64 9 373 7599 ext 83095

Fax 64 9 373 8781

Email [firstprincipals@auckland.ac.nz](mailto:firstprincipals@auckland.ac.nz)

Web [www.firstprincipals.ac.nz](http://www.firstprincipals.ac.nz)