

# First-time Principals Programme

He Hōtaka mō ngā Tumuaki hou

## Residential Course One

# 2009



### First-time Principals Programme

Centre for Educational Leadership

The University of Auckland

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## Residential Course One

# Starting Your Leadership

Centra Auckland Airport Hotel, Wednesday 15th – Friday 17th April 2009



### Welcome to the Residential Course.

Ngā mihi nui kia koutou katoa,

I would like to welcome you to this First Time Principals residential. You have become principals at an exciting time in New Zealand's history of schooling. A time of great opportunity and real challenge.

Never before have we had the depth of evidence available to us about which leadership practices lead to the improved achievement of every student in our schools, and particularly those who have traditionally been underserved by our education system. The challenge and opportunity that we all face as leaders is how we ensure that these leadership practices are embedded in the day to day interactions we have with students, teachers, parents, whanau, and other members of the schooling community. As we work to achieve this goal we know that we will see a lift in achievement of every student in our schools.

This residential has been designed around the evidence of what works. The Kiwi Leadership for principals and BES evidence work are central to the design of the leadership curriculum you will be working through.

All the best for this time together. I hope that you are able to reflect on what you do in the light of the evidence of what works and through the network of other first time principals committed to improving outcomes for every student in our schools.

Whaia te pae tāwhiti kia tata, whaia te pae tata, whakamaua kia tina!

Nāku noa,

**DARREN GAMMIE**  
Manager, Professional Leadership



### Tēnā Koutou Ngā Tumuaki Hou O Te Motu

Warm greetings and welcome to the first residential course of the 2009 First-time Principals Programme. The University of Auckland is for the eighth year proud to present the national induction programme for new principals in partnership with the Ministry of Education. Over one half of New Zealand's current principals have participated in this programme.

The first residential course Starting Your Leadership offers opportunities for you to learn more about your school context and current leadership capability.

An effective principal is first and foremost the leader of learning. Your leadership will contribute to the successful achievement of all students in your school. To assist you in this role, this residential course introduces you to educators who are dedicated to creating schools which are places of excellence and success for all.

A particular strength of the First-time Principals Programme is the fertile mix of leading educational researchers, highly experienced principals and new principals. This eclectic combination creates a unique opportunity for new principals to develop a profound systemic understanding of New Zealand education; it also enables them to develop powerful networks of professional interest and support.

Thank you for participating in the First-time Principals Programme. I am sure that you will relish the learning you are about to undertake.

Nāku noa mō tēnei wā

**JOHN LOCKE**  
Director, First-time Principals Programme

# Day 1 Wednesday 15 April

**8.30am**

**Registration Desk Open**

- *Reception Foyer*

**9.30am to 10.00am**

**Powhiri**

Kepa Stirling MoE

- *Jean Batten Ballroom*

**10.00am to 10.10am**

**Ministry of Education Welcome**

Marion Fitchett, MoE

**10.10am to 10.35am**

**Morning Tea**

- Leadership Websites & TKI HelpDesk
- Business Partner and Book Displays
- L&M/MoE Helpdesks

- *Jean Batten Ballroom Foyer*

**10.35am to 11.10am**

**Opening Address**

Rt Hon Anne Tolley, Minister of Education followed by Introductions to the FTTP Residential Course One Team

- *Jean Batten Ballroom*

**11.15am to 12.25pm**

**Workshop 1 (Sector Groups)**

**Diagnosing the State of Your School – What Next?**

**Group 1**

**Māori Medium Schools**

Keriana Tawhiwhirangi

- *Ambassador Room*

**Group 2**

**Smallest Primary Schools**

Margaret Palmer and Paul Shepherd

- *Jean Batten Ballroom 1*

**Group 3**

**Smaller Primary Schools**

Lionel Mickell and Clare Hocking

- *Amelia Earhart Room*

**Group 4**

**Small Primary Schools**

David McNair and Shelly Good

- *Jean Batten Ballroom 2*

**Group 5**

**Medium Primary Schools**

Wayne Asplin and Jacqui Patuawa

- *Amy Johnson Room*

**Group 6**

**Large Primary & Intermediate Schools**

Keri Milne-Ihimaera and Carolyn Stuart

- *Richard Pearse Room*

**Group 7**

**Secondary & Area Schools**

Graham Young and Carol Coddington

- *Jean Batten Ballroom 3*

**12.30pm to 1.25pm**

**Lunch**

- Leadership Websites & TKI HelpDesk
- Business Partner and Book Displays
- L&M/MoE Helpdesks

- *Jean Batten Ballroom Foyer and Vapor*

*Restaurant*

**1.30pm to 2.35pm**

**Keynote Address 1**

**Creating Cultural Connections**

Apryll Parata, MNZM, Deputy Secretary Māori Education

This will focus on the government's macro policy for improving Māori learners' achievement through Ka Hikitia - Managing for Success the Māori Education Strategy with particular emphasis on the education system's two most powerful levers for change - principals and teachers. It will examine what the evidence says works with and for Māori learners in teaching and learning relationships in the classroom that are underpinned by some key principles.

The approach will be interactive and canvass participants' personal, professional and cultural beliefs, experiences, observations and practice leading to some concrete next steps towards delivering significantly improved learning, achievement and education outcomes for and with Māori learners and their families and whanau by looking for potential not problems!

- *Jean Batten Ballroom*

**2.40pm to 3.40pm**

**Workshop 2 (Sector Groups)**

**Creating Cultural Connections**

**Group 1**

**Māori Medium Schools**

Keriana Tawhiwhirangi

- *Ambassador Room*

**Group 2**

**Smallest Primary Schools**

Margaret Palmer and Paul Shepherd

- *Jean Batten Ballroom 1*

**Group 3**

**Smaller Primary Schools**

Lionel Mickell and Clare Hocking

- *Amelia Earhart Room*

**Group 4**

**Small Primary Schools**

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**Large Primary & Intermediate Schools**

Keri Milne-Ihimaera and Carolyn Stuart

- *Richard Pearse Room*

**Group 7**

**Secondary & Area Schools**

Graham Young and Carol Coddington

- *Jean Batten Ballroom 3*

**3.40pm to 4.05pm**

**Afternoon Tea**

- Leadership Websites & TKI HelpDesk
- Business Partner and Book Displays
- L&M/MoE Helpdesks

- *Jean Batten Ballroom Foyer*

**4.10pm to 5.00pm**

**Plenary Session 1**

**'What Works' and Making it Work For You**

Dr Graham Stoop, Chief Review Officer, ERO and Dr Carol Mutch, Senior Advisor to Chief Review Officer, ERO

This presentation is in two parts. In the first part the Chief Review Officer, Graham Stoop, summarises the key factors of an effective school that come from a detailed analysis of the latest ERO national evaluation reports. These factors include: a focus on the learner, inclusive leadership, effective teaching, community engagement and on-going self review.

In the second part of the presentation, the Senior Adviser at ERO, Carol Mutch, suggests how to make it work in today's environment by showing how self review is not an 'add-on' but the linchpin around which school decision making occurs.

- *Jean Batten Ballroom*

**5.45pm**

**Mentor Assistance**

**6.00pm**

**Pre-Dinner Drinks**

**7.00pm**

**Dinner in Sector Groups with Mentors**

- *Jean Batten Ballroom*

# Day 2 Thursday 16 April

8.30am to 9.35am

## Keynote Address 2

### Whatever

Mark Treadwell, Independent Consultant

The conceptual age and the evolution of School v2.0

Global communication and knowledge sharing capabilities made possible via the internet has resulted in the world being on the cusp of a second Renaissance period; "Nouvelle Compréhension" [The New Understanding].

The ability to publish our ideas to a global audience and our capacity to communicate with anyone, anywhere, anytime presents educators with the capability to radically change their teaching and learning practices.

The new focus of education is on the development of understanding and wisdom rather than knowing and remembering.

This will place new stresses and strains on how education is perceived in the community and it fundamentally changes its purpose. Changing education practices which focus on transforming disengaged learners to engaged learners will hopefully remove the phrase "whatever" from our learner vocabulary; forever.

- *Jean Batten Ballroom*

9.40am to 10.40am

## Workshop 3 (Sector Groups)

### Engaging Learners

#### Group 1

##### Māori Medium Schools

Keriana Tawhiwhirangi

- *Ambassador Room*

#### Group 2

##### Smallest Primary Schools

Margaret Palmer and Paul Shepherd

- *Jean Batten Ballroom 1*

#### Group 3

##### Smaller Primary Schools

Lionel Mickell and Clare Hocking

- *Amelia Earhart Room*

#### Group 4

##### Small Primary Schools

David McNair and Shelly Good

- *Jean Batten Ballroom 2*

#### Group 5

##### Medium Primary Schools

Wayne Asplin and Jacqui Patuawa

- *Amy Johnson Room*



#### Group 6

##### Large Primary & Intermediate Schools

Keri Milne-Ihimaera and Carolyn Stuart

- *Richard Pearse Room*

#### Group 7

##### Secondary & Area Schools

Graham Young and Carol Coddington

- *Jean Batten Ballroom 3*

10.40am to 11.05am

### Morning Tea

- Leadership Website & TKI HelpDesk
- Business Partner and Book Displays
- L&M/MoE Helpdesks

- *Jean Batten Ballroom Foyer*

11.10am to 12.25pm

### Options Session 1

#### Select One:

#### Expecting More and Delivering More: How can Teachers Enhance Student Performance?

Christine Rubie-Davies, Senior Lecturer, School of Teacher, Learning and Development, The University of Auckland

Recently researchers have begun to investigate teacher characteristics in relation to expectations. These studies ask questions such as: what is it about teachers that mean they have high or low expectations for all their students?

This presentation will report specific teacher beliefs and practices that can lead to large academic and social gains for students. It will also provide an opportunity for principals to

discuss how they might turn their school into a high expectation school based on the ideas that will be presented.

- *Amelia Earhart Room*

#### Leading Learning with ITC

Derek Wenmouth, Director of e-Learning, Core Education Ltd

One of the greatest challenges we face in leading learning in our 21st century schools is the growing impact of digital technologies. Over the past three decades we have seen a steady increase in the range and complexity of these technologies in our schools and education system, and more recently, in the hands and bedrooms of the students we teach. Not only do these technologies enable us to teach and organise our schools in ways not previously possible, they also feature large in the futures that we are striving to prepare our students for. In his talk Derek will explore the impact of digital technologies in education, and suggest ways in which school leaders need to be thinking and acting in response.

- *Jean Batten Ballroom 2*

#### Principal Appraisal - Effective Processes

Dallas Graham, Schools Development Officer, Ministry of Education

In this session we will look at effective principal appraisal practices including;

- Sample appraisal policy
- Sample appraisal cycle that includes all of the legislative requirements
- Processes, systems and formats for goal setting, professional development plans, data collection, self evaluation, appraisal interviews and final report.

- A review of the new professional standards for principals and where they fit into principal appraisal.
- Selecting and briefing a suitable appraiser.

Participants will receive a handout booklet containing the aspects covered in this session.

**- Jean Batten Ballroom 1**

### **Being a Principal - Being Yourself: Approaches to Making it all Work for You**

Margaret Bendall, Leadership and Management Facilitator,  
The University of Auckland

Successive cohorts of first-time principals continue to tell us that one of their greatest challenges is managing their own workloads.

In the context of the Kiwi Leadership for Principals framework, this interactive workshop will explore some of the ways in which principals might balance the demands of a rewarding, but ever-challenging role, against the vital need for self-care.

**- Amy Johnson Room**

### **Creating Culturally Responsive Contexts- Sounds Good but What Does it Really Mean?**

Bruce Ritchie, Principal, Massey High School

To create an environment within our schools where students are at the centre of teaching and learning and are able to be confident, connected and actively involved learners is a vision set out in the New Zealand Curriculum. What conditions are necessary to ensure an effective and successful learning environment for Maori students? This presentation will focus on creating culturally responsive contexts, what that means, why it is important and how to go about creating it within our classrooms and schools.

**- Jean Batten Ballroom 3**

### **Sustainability: The First and Final Challenge of Leadership**

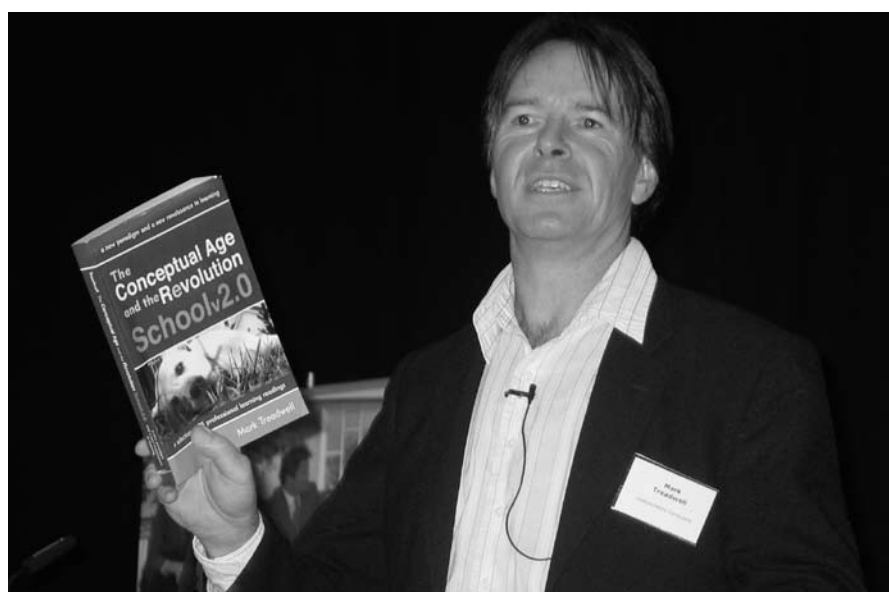
John Locke, Director, First-time Principals Programme

A Principals' job is to lead change and at the same time to nurture a resilient heritage.

What part can you play in the creation of a self sustaining and self improving school: a school that engages vigorously in the complexities of continuous improvement yet at the same time develops a powerful learning-culture?

This interactive session will focus on the leadership issues surrounding the creation of an enduring, responsive, continuously improving school focused on worthwhile learning.

**- Richard Pearse Room**



### **Saving Time with the Leadership Websites**

e-Facilitators

This option offers an intensive coaching experience in the use of the new Leadership websites to quickly find information to solve problems and issues that you deal with each day.

The option is limited to 10 people

**- Jean Batten Ballroom Foyer**

### **12.25pm to 1.15pm**

#### **Lunch**

- Leadership Website & TKI HelpDesk
- Business Partner and Book Displays
- L&M/MoE Helpdesks

**- Jean Batten Ballroom Foyer and Vapor Restaurant**

### **1.15pm to 2.30pm**

#### **Options Session 2**

Curriculum Case Studies

#### **Select One:**

#### **Effective Governance and Management: The What, Why and How Explained**

Elaine Hines, Manager, Training and Development, NZ School Trustees Association

Elaine will discuss and give practical templates for effective governance and management policy frameworks. This session will also cover the aspects that help ensure positive relationships between the board and principal including reporting to the board and the relationship between the principal and chair.

**- Jean Batten Ballroom 1**

#### **Whatever – Follow Up Session**

Mark Treadwell, Independent Consultant

The implications from the first session are considerable, including what a curriculum scaffold within the New Zealand curriculum

framework would look like and what would the technical infrastructure resource be that a school will require in order to enable the second paradigm to become a reality? This session will explore these two notions and provide some resource around how to meet, and indeed exceed the potential that this new paradigm opens up for educators and learners in New Zealand.

**- Jean Batten Ballroom 3**

### **Leading ICT Developments in Ways that Enhance Teaching and Learning**

Carolyn Stuart, Principal, Tawa Intermediate School

This session is an opportunity for you to raise your questions, queries and concerns about leading the ICT developments in your school. Some basic principles about the deployment of ICT in schools will be shared. The rest of the session will be about answering the group's questions, queries and concerns. Remember the only dumb question is the one you don't ask!!!

**- Jean Batten Ballroom 2**

### **Māori Educational Leadership: A Legacy of Praxis**

Fiona McGrath, Leadership and Management Facilitator, Team Solutions, The University of Auckland

Currently Māori educational leadership is at risk of being socially constructed by non-Māori values, realities and experiences and is in a crisis as more Māori leaders accept non-Māori perspectives of how to lead as their own. If educational leadership is to be valued then re-defining what counts as Māori educational leadership by Māori for Māori needs to be addressed and may require educational management programmes and educational institutes to re-think their pedagogical frameworks.

**- Ambassador Room**

## The New Zealand Curriculum 2007 – How is Your School Doing on ‘Bringing Effect’ to the NZC 2007?

Jill Lunn, Associate Director, First-time Principals Programme, The University of Auckland

This session will focus on:

- An approach that encourages new thinking about NZC 2007, that is useful for teaching staff to engage with.
- A way to move forward with this thinking.
- A self review tool that will enable school leaders to gather information of teacher’s understanding of the NZC thus far, and provide direction for where to go next.

- *Richard Pearce Room*

### Leading Literacy

Maureen Scott, Team Leader, Literacy Development Officers, Ministry of Education

This workshop will give a brief overview of the ministry’s key priorities for literacy and English language learning and the critical role of school leaders in bringing about improved and valued student outcomes.

The workshop will also cover the leadership tools developed by the Literacy Professional Development Programme (LPDP) and explain the rationale behind their development. Also discussed will be the literacy leadership questionnaire used by the Literacy Development Officer Team as part of their inquiry process with schools, and the evidence that informed this development.

- *Amy Johnson Room*

### Expecting More and Delivering More: How can Teachers Enhance Student Performance?

Christine Rubie-Davies, Senior Lecturer, School of Teacher, Learning and Development, The University of Auckland

Recently researchers have begun to investigate teacher characteristics in relation to expectations. These studies ask questions such as: what is it about teachers that mean they have high or low expectations for all their students?

This presentation will report specific teacher beliefs and practices that can lead to large academic and social gains for students. It will also provide an opportunity for principals to discuss how they might turn their school into a high expectation school based on the ideas that will be presented.

- *Amelia Earhart Room*

## Saving Time with the Leadership Websites

e-Facilitators

For description, please refer to Option Session 1

The option is limited to 10 people

- Personal Reflection
- Reflective Discussion

- *Jean Batten Ballroom Foyer*

### 2.30pm to 2.55pm

#### Afternoon Tea

- Leadership Website & TKI HelpDesk
- Business Partner and Book Displays
- L&M/MoE Helpdesks

- *Jean Batten Ballroom Foyer*

### 2.55pm to 4.00pm

#### Plenary Session 2

#### The Revised New Zealand Curriculum: Directions, Connections and Conundrums

Lester Flockton, Emeritus Director, Educational Assessment Research Unit, The University of Otago

The intended direction of the revised New Zealand Curriculum will be explained, the opportunities it offers and the obligations it requires will be outlined, and both possibilities and conundrums for practice will be illustrated. If the revised curriculum does not lead to new thinking and new approaches, then arguably it is a waste of time and money!

- *Jean Batten Ballroom*

### 4.05pm to 4.50pm

#### Workshop 4

#### Reflection and Consolidation

#### Select One:

By the end of the second day of a residential course many participants report that they are experiencing ‘information overload’.

The following three choices have been designed to assist you to process some of your learning from the past two days.

#### 1. Personal Reflection

Take time-out with a colleague or by yourself to ponder and plan.

#### 2. Reflective Discussion

Four topics of enduring interest and significance have been selected to enable principals to share and explore ideas. The discussions will be led by Mentors-in-Residence. (Some discussions will share the same room)

#### NZ Curriculum (2007)

Clare Hocking

- *Jean Batten Ballroom 1*

## Effective Educational Engagement with the Community

Keri Milne-Ihimaera

- *Jean Batten Ballroom 1*

### Teaching Effectiveness

Keriana Tawhiwhirangi

- *Jean Batten Ballroom 2*

### Leading ICT Developments

Wayne Asplin

- *Jean Batten Ballroom 2*

### 3. Clinics

Six guest speakers have generously made themselves available to respond to your queries. These will be small group discussions each limited to eight people. (Some clinics will share the same room)

- *Amelia Earhart Room*

### NZC

Lester Flockton

- *Amelia Earhart Room*

### Leading Learning with ICT

Carolyn Stuart

- *Ambassador Room*

### Culturally Responsive Contexts for Learning

Fiona McGrath

- *Amy Johnson Room*

### Understanding the Potential of ICT

Derek Wenmoth

- *Richard Pearce Room*

### School Version 2.0

Mark Treadwell

- *Richard Pearce Room*

### School Trustees Association

Elaine Hines

- *Jean Batten Ballroom 3*

### 4.50pm to 5.00pm

#### FTP Advisory Group

#### 6.00pm

#### Mentor Assistance

#### Free Evening Optional Activities

# Day 3 Friday 17 April

**8.30am to 9.35am**

## **Keynote Address 3**

### **The Principal as the Leading Learner**

John Edwards, International Consultant

The core activity of all schools is learning. Effective principals model active reflection and learning and in doing so foster the creation of a learning community. This keynote address will focus on the skills, models and processes fundamental to thoughtful transformational leadership in school settings.

- *Jean Batten Ballroom*

**9.40am to 10.40am**

## **Plenary (Workshop 5)**

### **Facilitative Questioning: Learning With and From Each Other**

John Edwards and Bill Martin, International Consultants

- *Jean Batten Ballroom*

**10.45am to 11.10am**

## **Morning Tea**

- Leadership Website & TKI HelpDesk
- Business Partner and Book Display
- L&M/MoE Helpdesks

- *Jean Batten Ballroom Foyer*

**11.15am to 12.25pm**

## **Case Studies**

### **Leading and Managing Curriculum Change**

#### **Select One:**

#### **How to Implement the New Zealand Curriculum: Practice and Pitfalls**

Peter Verstappen, Principal, Southbridge School

Where are you on your journey to implement the NZC in your school by 2010? This session focusses on one school's work with the new curriculum, with emphasis on effective community consultation.

Participants will explore how to engage with their communities in conversations about curriculum, and how to incorporate community goals and aspirations into school-wide curriculum programmes within the context of a professional learning community.

- *Jean Batten Ballroom 1*

#### **Implementing the Key Competencies at Alfriston College**

Sue Impey, Principal, Alfriston College

Since 2004 Alfriston College has been on a journey to meet the needs of 21st century learners. One that is student centred, forward thinking and is not afraid to challenge the: one teacher, one class, one hour, one subject, one room, one year level structure that is typical of

most high schools. Susan will provide detail about Alfriston 'Three Day Episodes', Integrated Learning' and 'Independent Learning' practices that are aimed at embedding many facets of the NZC Key Competencies. Susan will be assisted by some Alfriston students.

- *Amelia Earhart Room*

#### **Professional Leader?**

Peter Simpson, Principal, Belfast School

As the Professional Leader in your school your time will be consumed trying to manage the small things that will pull you away from the role as the Leader. The session will present an example of how one Principal has tried to deal with this issue.

- *Jean Batten Ballroom 3*

#### **The Revised Curriculum: Written in Pictures**

Arna Graham Sommerville, Principal, St Joseph's School (Fairfield)

In this presentation Arna can't give you all the answers, but she could give you a framework to start the journey with. If you're already on the wave, it could provide you with affirmation and maybe a new frame to look at the next part of the Journey.

- *Richard Pearse Room*

#### **Developing Teacher Effectiveness**

Carol Ngawati, Education Partnership Project Manager, Unitec

This session outlines a collaborative Professional Development project, designed for Teachers in Kura Kaupapa Māori.

This project involved academic enhancement, staff professional development sessions, inclass support, and individual teacher research projects. This session will outline the 'Inclass Support development and the benefits of 'feedback' based on evidence.

The messages presented in this case study are applicable to all schools and pertinent for all school leaders.

- *Amy Johnson Room*

#### **Developing & Promoting an Educational Vision for Your School**

John Edwards & Bill Martin, International Consultants

For far too long the designs for curriculum and pedagogy have been taken out of the hands of teachers. How can this be? Teachers are the people who do the work daily; they are the people who know their students, they also know what works and what does not work in the reality of their classrooms. In this session you will be taken through a powerful process to create a shared vision in a school and how to

turn that vision into reality. Data from schools in Australia and New Zealand already using this process will be shared. The schools in which the process was developed have won State and National awards in the USA, and it was Bill Martin who led these schools.

- *Jean Batten Ballroom 2*

**12.30pm to 1.10pm**

## **Lunch**

- FTP Advisory Group
- Leadership Website & TKI HelpDesk
- Business Partner and Book Displays
- L&M/MoE Helpdesks

- *Jean Batten Ballroom Foyer and Vapor Restaurant*

**1.15pm to 2.25pm**

## **Workshop 6 (Sector Groups)**

### **What have I learned so far?**

#### **Group 1**

##### **Māori Medium Schools**

Keriana Tawhiwhirangi

- *Ambassador Room*

#### **Group 2**

##### **Smallest Primary Schools**

Margaret Palmer and Paul Shepherd

- *Jean Batten Ballroom 1*

#### **Group 3**

##### **Smaller Primary Schools**

Lionel Mickell and Clare Hocking

- *Amelia Earhart Room*

#### **Group 4**

##### **Small Primary Schools**

David McNair and Shelly Good

- *Jean Batten Ballroom 2*

#### **Group 5**

##### **Medium Primary Schools**

Wayne Asplin and Jacqui Patuawa

- *Amy Johnson Room*

#### **Group 6**

##### **Large Primary & Intermediate Schools**

Keri Milne-Ihimaera and Carolyn Stuart

- *Richard Pearse Room*

#### **Group 7**

##### **Secondary & Area Schools**

Graham Young and Carol Coddington

- *Jean Batten Ballroom 3*

**2.30pm to 3.05pm**

## **Poroporoaki and Closing Ceremony**

- *Jean Batten Ballroom*

**3.10pm**

## **Closure**

# Introducing the Presenters

**MARGARET BENDALL** was formerly the principal of Epsom Girls Grammar School, before taking up her current position working for the Faculty of Education, University of Auckland, through Team Solutions, providing support to school leaders in Auckland and Northland. Much of her work is focused on the implementation of the New Zealand Curriculum (2007), in individual schools, led by the principal and senior leaders. As the co-ordinator of the writing team for the current national English curriculum, and a Board member for NZQA for several terms, her current work extends a career-long interest in how schools can continuously improve what they do to maximise the potential of every student.

**JOHN EDWARDS** is Managing Director of Edwards Explorations, an Australian-based company concerned with exploring and developing human potential. He has a long and distinguished career in educational research, and has been one of the major research grant recipients in cognitive science in Australia. He is internationally recognised for his research on thinking and professional growth and learning. John is one of the few top international researchers to have turned his research into award-winning practice in education, elite sport, business and industry. He is also a personal coach to a number of business, sport and school leaders around the world.

**LESTER FLOCKTON** is a graduate of Dunedin Teachers College and the University of Otago. He has extensive experience in New Zealand's school system as a teacher, principal, inspector of schools, Ministry of Education official, researcher, university teacher, educational thinker and leader.

Throughout his career in education he has worked on many national curriculum committees and projects including the revised New Zealand Curriculum (2007), led numerous professional development programmes, made dozens of conference presentations, and held office in various professional organisations

Lester maintains a wide-ranging interest and involvement in matters impacting on teaching and learning, curriculum and assessment, and the leadership, governance and management of schools. He examines the claims of research, policy and practice with a critical mind.

Lester is a Senior Research Fellow and Emeritus Director of the Educational Assessment Research Unit at the University of Otago.

**DALLAS GRAHAM'S** long career in Education includes principalship of 3 schools covering the range of teaching principal, principal of a

decile 1, medium sized school and finally as the foundation principal of a brand new school. She has changed direction to take up a position as School's Development Officer at the Ministry of Education. One of her key roles is to broker support for First Time Principals in the Auckland and Northland regions.

Dallas has a keen interest in Principal Appraisal to provide accountability for ensuring high quality teaching and learning, leading to ongoing improvement of student achievement and for the principal's own personal and professional development.

**ARNNA GRAHAM SOMMERVILLE** is principal at St Joseph's Catholic School in Hamilton. Arnna has enjoyed the challenges and thrills of principalship for the past ten years, and six years in senior leadership prior to this. In addition to Arnna's work at school she is Sector Leader for the Revised Curriculum, working with 33 Catholic Schools in the Hamilton Diocese and enjoys the new learning as she work towards my Masters in Educational Leadership. Growing new leadership is a key focus of Arnna's work and she finds the journey is an exciting one.

**ELAINE HINES** is currently Manager, Training and Development for the New Zealand School Trustees Association and is one of New Zealand's most recognised speakers on effective school governance with over 18 years primary and secondary schools trustee experience. Much of Elaine's success comes from the breadth of understanding that she has of the education sector as teacher, parent, trustee, board chair and governance facilitator, combined with the innovative ideas and solutions to common governance issues that NZSTA professional development delivers. Elaine has worked with independent schools, state and state integrated schools, not for profit organizations, run train the trainer programmes for facilitators in both New Zealand and Australia and continues to be passionate about student learning and governance. Elaine is currently a secondary school board chair.

**SUSAN IMPEY** is currently principal of Alfriston College, a year 9-13, decile 3 multicultural school (current roll 1250), located in South Auckland and established in 2004. A foundation DP at the College, Susan become principal (FTP) in August 2007, prior to this she was a DP at Manurewa High School and has previously taught at Waiuku and Otahuhu College.

**JOHN LOCKE** is the Director of the First-time Principals Programme. He is a former Principal of Kaitia and Okaihau Colleges in the Far North and was the Foundation Principal of

Alfriston College in Manurewa. John has been the recipient of a Woolf Fisher Study award and presents regularly at national and international conferences. John has a particular interest in the leadership practicalities of creating effective teaching and learning environments.

**JILL LUNN** is the Associate Director of the First-time Principals Programme. Previously she was a Leadership and Management Facilitator with Team Solutions as part of the Faculty of Education at The University of Auckland. She retains some of this work in combination with the position with the First-time Principals Programme. Jill has had recent international experience where she worked in Hong Kong for two and a half years supporting local Chinese teachers in two large schools to bring about change in the English Curriculum area. Prior to this Jill was Principal of Melville Primary School in Hamilton during which time she led her team to develop many initiatives to cater for the diversity of the school community. Jill began her teaching career in Gisborne and has taught in many different rural and city schools in both Gisborne and Hamilton.

Jill is married to David, has two grown up sons and one 'nearly teen' grand daughter. Education and family are very important parts of her life.

**BILL MARTIN** is the best leader John has encountered in 30 years of educational and business experience in over 20 countries. Bill is a nationally recognised principal in the USA and his consultancy services are in strong demand. On two occasions Bill has led his staff to create award-winning schools, and these were in tough areas. Most recently, Monroe High School in Detroit won an award as one of the top three hundred from the thirty six thousand high schools in America. Bill is currently working to establish an international network of Teacher Designed Schools based on his successful career in school leadership. He brings a huge store of personal practical knowledge on creating powerful learning environments for teachers and for students, and on growing leadership capacity.

**CAROL MUTCH** is the Senior Adviser to the Chief Review Officer (Education Review Office). Carol has held many leadership roles in primary schools in Otago and Canterbury, in teacher pre-service and in-service education at the former Christchurch College of Education and, prior to her role at ERO, was an associate professor at the University of Canterbury.

Carol has researched, written and presented widely on educational research, evaluation, policy and curriculum. She has also lived and



worked at different levels of education in the UK, Canada, Japan and Samoa.

**CAROL NGAWATI** is an ex-Resource Teacher of Learning and Behaviour Māori in the Waitakere Area. In her nine years as a RTLBM, she has been involved in the implementation of a 'School for Young Mothers', Te Kotahitanga in 3 Secondary Schools, 'Mana Wahine Project, Teachers Council Representative, development of a Waitakere city wide education plan and numerous other initiatives in raising the achievement of students and building the capacity of Teachers. Carol was involved as one of the 'Aspiring Principal Pilot' 2008. She has three daughters and four grandchildren. One in Mainstream education, one in Kura kaupapa, and one at Kohanga Reo. Her husband Gerard also works in Education.

**APRYLL PARATA** joined the Ministry of Education as Deputy Secretary Maori Education in March 2007.

Apryll's primary tribal affiliation is to Ngati Porou of the East Coast, North Island, New Zealand. She also has affiliation to Ngai Tahu of the South Island on her dad's side.

Apryll began teaching in 1983. In 1992, at the age of 32 years, Apryll was appointed to the position of principal of Ngata Memorial College. She is the youngest female principal ever to be appointed to a state secondary school

Apryll brings to all that she does a blend of hard-won experience in the educational arena; a reputation for innovative problem-solving and a commitment to the achievement of standards of excellence. Prior to joining the Ministry she was for ten years Director of Gardiner Parata's Education Practice involved in Iwi, regional and national Maori education projects at both a strategic and operational level.

Apryll has three children, Winiata (20yrs), Tapui (16yrs) and Raiha (12yrs).

**BRUCE RITCHIE** is Principal of Massey High School, a school of 2500 students in Waitakere City. Bruce is in his fifteenth year as Principal and has also taught at Mt Roskill Grammar School, Queen Charlotte College, Waitakere College, Auckland Grammar School and Glenfield College. He has been the recipient of two Woolf Fisher Fellowships, one in 1993 as an Assistant Principal and one in 2006 as Principal.

**CHRISTINE RUBIE-DAVIES** was a primary school teacher in Auckland for a number of years, before moving into the University of Auckland in 1998. Her major research interests relate to teacher expectancy effects, teacher beliefs and the particular characteristics of teachers that make a difference for students and their learning. Christine has a special

interest in Māori students. She won a University of Auckland Teaching Excellence Award in 2006 and a National Tertiary Teaching Excellence award in 2007.

**MAUREEN SCOTT** is a part of the ministry's literacy team based in Wellington. She is currently the Team Leader of the Literacy Development Offices based in regional ministry offices. Prior to entering the ministry in 2004 Maureen worked in low decile multi-cultural schools for 20 years in a variety of roles ranging from classroom teacher, Reading Recovery teacher, senior teacher, Assistant Principal, Deputy Principal and Acting Principalship. Maureen is passionate about literacy teaching and learning and has worked in schools that have "turned the curve" for students' literacy achievement.

**PETER SIMPSON** has been a Principal since 1986 in a variety of settings, including sole-charge. Currently the NZPF Vice-President, he has been actively involved in NZEI as well as NZPF.

In 2006 Peter was awarded a Woolf Fisher Fellowship and studied "Values Education".

**GRAHAM STOOP** is the Chief Review Officer, and the Chief Executive of the Education Review Office. He came to ERO in March 2007 from the position of Pro-Vice-Chancellor at the University of Canterbury which he had held for the previous year. From 2004 to 2006 Graham was the Principal and CEO at the Christchurch College of Education. Prior to that, Graham was Principal of Burnside High School for seven years.

Graham attended Christchurch schools, the University of Canterbury, and the Christchurch College of Education. He graduated with a first-class honours MA in history and a PhD from the University of Canterbury. He also holds postgraduate qualifications in education, educational administration, and philosophy from other New Zealand and Australian universities. Most recently he has studied at Oxford and Harvard Universities. He is a Fellow of the New Zealand Institute of Management.

**CAROLYN STUART** is the Principal of Tawa Intermediate in Wellington and the project director for the On-Line Bridges Cluster. Prior to this she was seconded to work in the Ministry of Education's Student Management Systems Team from her role as Principal at Southbridge School in Canterbury. She is passionate about making a difference to the lives of children and educators. Carolyn has had articles published, and presented at conferences in Australia and New Zealand on many of the aspects facing educators in the 21st century. She still cheers for the Crusaders within the land of the Hurricanes.

**ANNE TOLLEY** is MP for East Coast; a large and diverse electorate which stretches from Gisborne, around East Cape and through to the Whakatane plains.

Anne was first elected to parliament on the National Party list in 1999, and was appointed Spokesperson on Women's Affairs and Early Childhood.

In 2006 Anne was elected Senior Whip, the first woman to hold the position in the National Party. In 2008 she took over the Education portfolio. Anne Tolley was re-elected as MP for East Coast in the 2008 General Election, with an increased majority, and was appointed Minister of Education, Minister for Tertiary Education, and Minister responsible for ERO.

Anne lives in Gisborne with her husband, and has three adult children. Anne is a former Hawkes Bay Regional Councillor, a Napier City Councillor and was the Deputy Mayor of Napier City. Before entering parliament Anne was an active Rotarian, served on the Napier Girls' High Board of Trustees, and was a Trustee of the Hawkes Bay Community Law Centre.

**MARK TREADWELL** is an independent consultant. He has presented keynote addresses to the International Confederation of Principals (2007), the 21st Century Learning Conference in Hong Kong (2008) and the Irish Principals Association (2007); International Thinking Conference (KL 2009). Mark was chosen as the ACEL Australian Travelling Scholar for 2008. Mark is also a Director of Dataview; a software development company working on creating 21st C learning environments. His recently released books include "Whatever: The Revolution of School v2.0" and "Whatever Next!: The Global, Conceptual Curriculum" released in Nov 08. These are available for download or purchase from <http://www.Schoolv2.org>. Mark's notes and resources are available online at <http://www.i-learnt.com> and <http://www.teachers.work.co.nz>.

**PETER VERSTAPPEN** is the Principal of Southbridge School in Canterbury. Since 2007 Southbridge School has developed a model of long-term strategic change called /\*2020VISION\*/, in partnership with the University of Canterbury and Cognition Educational Research Trust.

Peter is a graduate of Otago University and Christchurch College of Education and is active as a researcher and presenter in areas of curriculum implementation and staff performance management.

**DEREK WENMOTH** is currently the Director of eLearning CORE Education Ltd based in Christchurch, New Zealand. He has a broad background in education, with experience as a teacher and Principal, and as a teacher educator. He has a special interest in

educational technology, eLearning and distance education, and is an eLearning adviser to the Ministry of Education.

Derek was recently recognised as one of the George Lucas Education Foundation's Global Six educators for 2008, for his work in "who are reshaping the future of education" -

<http://www.edutopia.org/derek-wenmoth>

Derek is a regular speaker at conferences and seminars, and maintains a regular blog where he shares his ideas and thinking across a range of areas relating to the use of ICT in teaching and learning - <http://blog.core-ed.net/derek>

**FIONA MCGRATH** has spent many years within the education system in secondary schools and as a lecturer in pre-teacher training (Epsom) and postgraduate educational leadership and management programmes at Unitec. Currently, Fiona is a leadership and management facilitator for Team Solutions offering support for Māori Principals in northland. Fiona's work is aimed towards the development of pedagogical frameworks for Māori educational leadership as defined by Māori for Māori. Fiona is a recipient of the Nga Pae o te Maramatanga Doctoral Scholarship Award.

## e-Facilitators

**BARBARA BAKER** is at present working as the Governing and Managing Community Facilitator at Te Kete Ipurangi (TKI) in Wellington. Prior to 2004, she worked as a primary teacher and Principal in Wairarapa and Wellington schools with time spent working in the reading recovery programme. Always enjoying small schools, her last position was as sole-charge Principal of Ohariu Model School, Wellington.

**ERIC BAKER** is an e-Facilitator working in PEN and First-time Principals Online. He has many years experience as a Principal from sole charge to large urban primary schools. In recent years he was a facilitator for an ICTPD cluster and Online Editor ICT for TKI. Throughout his career he has been involved in the professional development of teachers and principals as a guest speaker, tutor and course director.

**ROSALIE GOLDSWORTHY** is an on line community facilitator and mentor. She began her career in Education in the late 60's when she trained to teach at Auckland College of Education. After time out to have a family, Rosalie taught in Te Aroha and then in New Plymouth. She was Principal of Parkway College in Wainuiomata for 8 years before taking up her current position. Rosalie will be available to facilitate through VolP using Skype throughout the Residential.

**WAYNE SNEDDON** has been a Principal for 22 years, the last eighteen of which were spent at Belmont Intermediate School. For the past twelve months he has been a LeadSpace Facilitator. Currently he works for Team Solutions as both an e-Facilitator and Leadership and Management Facilitator.

**ROGER SOMMERVILLE** is currently a PEN and e-Facilitator based in Tokoroa. His teaching service was in secondary schools and included 9 years as Principal of Tokoroa High School until December 2002. His experiences have developed a particular interest in supporting principals in rural and low-decile schools.

## Mentors

**WAYNE ASPLIN** is Principal of Ngahinapouri Primary School, a position he has held since 1994. Ngahinapouri School is a U4 rural full primary 17km south west of Hamilton.

He started his teaching in 1980 and has taught all levels from Year 1 to Year 8 in a wide range of schools from a small two teacher rural school to large city intermediates.

In his spare time he enjoys participating in and watching sports, reading and spending time at the beach. He coaches a girls under 17 rowing crew and plays basketball. Wayne is married with one adult daughter living in Australia and a daughter and son at university.

**CAROL CODDINGTON** has been the Principal of a Year 7 - 13 Catholic Girls College (roll 930) since 1996.

She has been active in both local and national Principal's Associations. Currently her school is a lead school in an ESHSAS project working to develop seamless transition for students from primary to secondary schooling and is also involved in a city wide student achievement project with the Ministry of Education.

Carol has a strong interest in keeping up to date professionally and believes that we have a responsibility to always work for the benefit of our students.

**SHELLY GOOD** is the Principal at Elstow-Waihou Combined School located near Te Aroha in the fertile Waikato region. She has been at Elstow-Waihou for 12 years. The primary school is a full primary and children feed into Te Aroha College for their secondary education.

Shelly was a mentor in the University trial of the Waikato Aspiring Principals Mentoring Programme for two years. This year she is facilitating a Professional Principals Learning Community (PPLC) to continue her interest in leadership for learning. Shelly is very involved in her own local cluster of schools and leads the principal's group who meet regularly to support one another in their school leadership and the

delivery of cluster wide activities. She is also a keen NZEI member and an NZEI Waikato Principal's Association representative for the Piako Branch. She is passionate about the professionalism of principals and the teaching fraternity.

**JOHN LOCKE** see presenter information.

**JILL LUNN** see presenter information

**CLARE HOCKING** has been involved in education for 30 plus years. She has developed herself professionally in all Curriculum areas, Special Education and in Human Resource Management. She is an accredited Principals Appraiser.

Clare has taught at all levels of primary school - Years 0 - 8, with a particular interest and expertise in the Years 7 & 8 area of the school. Previous leadership positions (in Christchurch, Wellington, North Canterbury, Nelson and Auckland) have included Deputy Principal, Acting Principal and Principal.

Clare is currently working as a Leadership and Management Facilitator within the Faculty of Education at The University of Auckland with Team Solution and is Director of the Aspiring Principals' Institute with the University of Auckland Centre for Educational Leadership. In 2008 Clare was the Regional Coordinator for the National Aspiring Principals' Pilot for Auckland/Northland.

**DAVID MCNAIR** is the Principal of Gordonton Primary School, a full primary situated north east of Hamilton City.

He commenced his teaching and work in education in New Plymouth at Highlands Intermediate before having a year as an assistant psychologist. A successful stint in a senior teaching position at Manukorihi Intermediate in Waitara preceded a three year posting to the New Zealand Forces School over in Singapore. Returning to New Zealand, David was appointed to associate Principal of Cambridge Intermediate before taking up his first principalship at Karapiro School.

David has worked extensively over a number of years with Jeremy Kedian at the Waikato University Leadership Centre.

An avid follower of the Waikato and Chiefs rugby teams and a keen musician, David is married with two adult sons.

**LIONEL MICKELL** is currently semi-retired, having become self employed since 1st February 2009. Prior to this he was a Leadership and Management Facilitator for TEAM Solutions for 4 years working mainly with Principals but also with Senior Leaders and Boards of Trustees on occasions. Lionel was Principal of Onehunga Primary School for thirteen and a half years then moved to Mangere East Primary School for four and a half years.

Lionel was a foundation mentor for the FTTP then withdrew from 2005-7, rejoining for 2008. He has been an acting Associate Director of the programme twice. Lionel lives with his partner Teresa and has four adult children and two grandchildren.

**KERI MILNE-IHIMAERA** is the Principal of Moerewa School. She has been involved in school mergers, closure and re-organisations. She has been a teaching Principal and remembers having to learn quickly about the enormity of that role! Keri is passionate about schools engaging with whanau in reciprocal relationships that authentically value the contributions of whanau and community.

Keri has been on the Te Akatea Executive for the past three years. Another exciting learning opportunity! She has learnt about the importance of meeting regularly with like-minded Māori colleagues to share ideas and re-energise. Keri is proud of the 'Aka Tokerau' group they have been able to grow in Tai Tokerau over the past few years, and particularly of their role in helping support new Maori Principals to the North

**MARGARET PALMER** is the Principal at Waterlea School in Mangere Bridge, Auckland.

Margaret comes from a long line of teachers. She began her teaching career in Timaru. And began her principalship at Otunui School, a sole charge position in the King Country. From 2005 to 2007 Margaret was the Associate Director of the FTTP.

She has enjoyed part-time studies as they have enhanced her qualifications while providing theoretical and practical support to her leadership roles.

She has played an active role in union work, principals support networks and community trusts in the communities she has lived in. She currently is a Board member of the Foundation for Youth Development and she chairs the Kiwi Can Advisory Board.

Throughout her life she has been supported by her caring family. Margaret has been a keen team sports woman and now enjoys taking her exercise at the more leisurely pace of walking.

**JACQUI PATUAWA** is currently the Principal of Welcome Bay Primary School, a U4 school in the Bay of Plenty. She has more than 20 years of experience in education, over 16 years of these in Leadership positions as both a deputy Principal (4 years) and as a Principal (11+ years).

Jacqui has a Masters degree in Educational Leadership. She has also been seconded to the Waikato Leadership & Management Team. She was also, until its closure, a trained and active facilitator at the Principal Development Planning Centre in Wellington.

In her other life she is a wife, a mother of two, a stepmother of 5 and a step grandmother of 12 – not bad for a 45 year old!

**PAUL SHEPHERD** is Principal of Glenbervie School, east of Whangarei City. Glenbervie School is a semi-rural school of 250 students.

Paul has been a Principal for 20 years in a number of schools throughout the North Island of New Zealand. These ranged in size from 48 students to 250 students.

He originally took up the position of Principal of Glenbervie School in 1990 (returning in 2000). In the intervening period Paul lectured at the Tai Tokerau Campus of the Auckland College of Education and worked as a consultant for MultiServe Education Trust.

While Principal of Glenbervie, Paul has been an active member of the Whangarei Primary Principals' Association, has served on the executive for 7 years and as President for 2 ½ years.

Paul is married to Robyn who works at Blomfield Special School and Resource Centre with wonderful and special children. He has two adult sons.

**CAROLYN STUART** see presenter information

**KERIANA TAWHIWHIRANGI** is Ngati Porou born and raised with connections to Te Aitanga a Hauiti, Ngai Tamanuhiri, Rongomaiwahine, Kahungunu and Ngapuhi.

She has been Principal in Te Kura o Waipiro Bay, Te Kura Reo Rua o Waikirikiri, and briefly as a relieving Principal in Te Kura Reo Rua o Hiruharama.

Keriana has worked in a wide range of educational settings. She is currently working part time as a Primary Principal Advisor with the University of Waikato, School Support Services.

At the national level Keriana has enjoyed active roles on NZEI – National Executive and Te Reo Areare, National Advisory Committee for Special Education, and in training facilitators for the Human Rights Commission.

From Jan 2005 – Dec 2008 Keriana was the Programme Director at the Principals' Development Planning Centre for experienced principals.

**GRAHAM YOUNG** is married to Barbara, with three adult children, Elizabeth, David and Hamish. Graham was Principal at Tauranga Boys' College from 1985 until May 2008. He is currently Secondary Principal Consultant to the University of Waikato. His teaching career has provided him with a variety of opportunities in coeducational and single-sex schools, including city, south Auckland and the far North. Graham was involved with the Executive of the Secondary Principals' Association of New Zealand from 1998 to 2008, being President in 2005 and 2006. He has had experience on a number of reference groups for various government and Ministry initiatives, including being a member of the Board of New Zealand Qualifications Authority for a period of time.

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We would like to acknowledge and thank RICOH for providing the photocopying services for the course at no cost. We greatly appreciate their support.

# Residential Course One 2009 Starting Your Leadership

Wednesday 15th April to Friday 17th April 2009, Centra Auckland Airport Hotel

Time	Day 1 Wednesday 15th April	Time	Day 2 Thursday 16th April	Time	Day 3 Friday 17th April
8.30am	<b>Registration Desk Open</b>	8.30am - 9.35am	<b>Keynote Address 2</b> <b>Whatever</b> Mark Treadwell	8.30am - 9.35am	<b>Keynote Address 3</b> <b>The Principal as the Leading Learner</b> John Edwards
9.30am - 10.00am	<b>Powhiri and Welcome</b> Kepa Stirling MoE	9.40am - 10.40am	<b>Workshop 3 (Sector Groups)</b>	9.40am - 10.40am	<b>Plenary (Workshop 5)</b> <b>Facilitative Questioning: Learning With and From Each Other</b> John Edwards and Bill Martin
10.00am - 10.10am	<b>Ministry of Education Welcome</b> Marion Fitchett, MoE				
10.10am - 10.35am	<b>Morning Tea</b> - Leadership Website & TKI HelpDesk - Business partner and book displays - L&M/MoE Helpdesks	10.40am - 11.05am	<b>Morning Tea</b> - Leadership Websites & TKI HelpDesk - Business partner and book displays - L&M/MoE Helpdesks	10.45am - 11.10am	<b>Morning Tea</b> - Leadership Websites & TKI HelpDesk - Business partner and book displays - L&M/MoE Helpdesks
10.35am - 11.10am	<b>Opening Address</b> Rt Hon Anne Tolley, Minister of Education	11.10am - 12.25pm	<b>Options Session 1</b>	11.15am - 12.25pm	<b>Case Studies</b> <b>Leading and Managing Curriculum Change</b>
11.15am - 12.25pm	<b>Workshop 1 (Sector Groups)</b> <b>Diagnosing the State of Your School - What Next?</b>	12.25pm - 1.15pm	<b>Lunch</b> - Leadership Websites & TKI HelpDesk - Business partner and book displays - L&M/MoE Helpdesks		
12.30pm - 1.25pm	<b>Lunch</b> - Leadership Website & TKI HelpDesk - Business partner and book displays - L&M/MoE Helpdesks	1.15pm - 2.30pm	<b>Options Session 2</b>	12.30pm - 1.10pm	<b>Lunch</b> - FTP Advisory Group - Leadership Websites & TKI HelpDesk - Business partner and book displays - L&M/MoE Helpdesks
1.30pm - 2.35pm	<b>Keynote Address 1</b> <b>Creating Cultural Connections</b> Apyll Parata				
2.40pm - 3.40pm	<b>Workshop 2 (Sector Groups)</b> <b>Creating Cultural Connections Workshop</b>	2.30pm - 2.55pm	<b>Afternoon Tea</b> - Leadership Websites & TKI HelpDesk - Business partner and book displays - L&M/MoE Helpdesks		
3.40pm - 4.05pm	<b>Afternoon Tea</b> - Leadership Websites & TKI HelpDesk - Business partner and book displays - L&M/MoE Helpdesks	2.55pm - 4.00pm	<b>Plenary Session 2</b> <b>The Revised New Zealand Curriculum: Directions, Connections and Conundrums</b> Lester Flockton	1.15pm - 2.25pm	<b>Workshop 6</b> <b>What Have I Learned So Far?</b>
4.10pm - 5.00pm	<b>Plenary Session 1</b> <b>'What Works' and Making it Work for You</b> Graham Stoop & Carol Mutch	4.05pm - 4.50pm	<b>Workshop 4</b> <b>Personal Reflection</b> <b>Reflective Discussion</b> <b>Clinics</b>		
5.45pm	<b>Mentor Assistance</b>	4.50pm - 5.00pm	<b>FTP Advisory Group</b>	2.30pm - 3.05pm	<b>Poroporoaki and Closing Ceremony</b>
6.00pm	<b>Pre Dinner Drinks</b>	6.00pm	<b>Free Evening with Optional Activities</b> <b>Mentor Assistance</b>	3.10pm	<b>Closure</b>
7.00pm	<b>Dinner</b> In Sector Groups with Mentors				

KEYNOTE ADDRESS
  PLENARY SESSION
  OPTIONS SESSION
  WORKSHOP (Sector Groups)
  CASE STUDIES