

13 Halsey Drive

Lynfield

Auckland 1042

14th May 2019

To Whom It May Concern

Please find attached my application for the position of principal at St Mary's College. I am currently the Deputy CEO of New Zealand Catholic Education, a position that I began in January this year. I do enjoy my current role however I have decided that I wish to return to a school where I can use my skills and abilities to enhance and develop the learning of students.

I took up my position in 1996 as Principal at St Dominic's Catholic College. St Dominic's College, at that time, had a roll of 425 students and when I left at the end of 2018 the roll was nearly 900.

During my time at St Dominic's Catholic College I was fortunate to work with staff and students who were passionate about education and Catholic education. I believe that we are called to make a difference to the lives of our students by ensuring that we challenge them to achieve highly and aim for excellence. It is also important that our students are encouraged to live a faith filled life that values the richness of our Catholic faith.

I was the Deputy Principal at McAuley High School from 1988 to 1995. During this period I worked with the then principal, Linda McQuade, to embed the Mercy Charism of the school. I am a past student of St Mary's College and began my education at St Mary's Primary School in Blenheim. The charism of a Catholic school is important, it needs, along with the Catholic Special Character, to be visible and lived in the day to day interactions in the school by student and staff alike.

I have not recently visited St Mary College as I am currently commuting between Wellington and Auckland for my current position, however I have visited the college on a number of occasions, as mentor (First time Principals programme) to the current Principal and have attended a number of meetings at the school.

Thank you for considering my application.

Yours sincerely

Carol Coddington

Curriculum Vitae

Carol Ann Coddington



Deputy CEO

New Zealand Catholic Education

PRIVATE & CONFIDENTIAL

May 2019

PERSONAL STATEMENT

I have a passion for Catholic education and have spent the major part of my teaching career in Catholic schools. The reason I have stayed in Catholic schools is because they offer our students not only a holistic education but also a future of hope and with Jesus Christ as the center of our schools we are able to teach and develop young people who have an understanding and the knowledge of a relationship with God.

The skills and attributes that I would bring to the role of Principal at St Mary's College would be as a strategic thinker and a principal who works in a collaborative and culturally responsive manner to decision making; this is an integral and important aspect of my present position and when I was a Principal. I am familiar with the Strategic Planning process and the need to make it achievable and relevant. It is also important to involve staff in the decision making that contributes to the goals of the school and the Board of Trustees Strategic Planning. I also have a sound knowledge of governance having been a Principal at St Dominic's Catholic College.

I am familiar with role of the Board of Trustees and the need to establish a sound working relationship with both the Board and the Board Chairperson to work together to bring about the best possible outcome for the students in the school. I have been fortunate to have worked collegially with the (seven) Boards of Trustees, we have always had a clear understanding of the difference between governance and management.

I have a clear understanding of the legislative framework within which we, as integrated schools, work and how that influences our roles as Principals and places extra responsibilities in terms of the Catholic Character on our leadership in our schools. During my time as Principal, I have been fortunate to have created a strong working relationship with both the Auckland Diocese Catholic Schools Office and the NZ Catholic Education Office whereby I have been privileged to call upon them for advice and guidance.

In my current role of Deputy CEO of the New Zealand Catholic Education Office I work very closely with others in the office and have gained a clear understanding of the contribution our schools play in ensuring the Church is relevant and alive for our young people as the future of the Church.

I am able to work with a diverse range of people and communicate in a manner that acknowledges their role and the experience that they bring to their positions. As part of my role as a mentor to First Time Principals I was fortunate to have access to the latest pedagogy, leadership theories, management techniques and I also learnt how to work with Principals when they need to have the "hard" conversations around various issues that Principals face in their positions.

I believe that I communicate clearly with people. I like to ensure that they clearly understand the message and have a clear understanding of the issues and ideas being discussed. It is important to listen carefully and to always be well prepared when leading or initiating discussion that concerns important decisions and issues.

I am also aware of the importance of a sound education that will ensure that the students in our care are able to realise their goals and to be able to make choices which enable them to achieve as young Mercy women and be successful.

PROFESSIONAL LEADERSHIP, CURRICULUM, PEDAGOGY, SECTOR INVOLVEMENT

-
- Member of National Association Catholic Secondary Schools Principal's Association Executive, past Chairperson Secretary 2012- 2018.
 - Facilitate conference organization annually for National Association of Principal's Catholic Secondary Schools.
 - Facilitated inaugural New Zealand Catholic Secondary Principals and Australian Catholic Secondary Principals Conference in Queenstown (2017)
 - Member of Auckland Catholic Secondary Schools Executive Committee and past Chairperson.
 - Member of the Australasian Dominican Education Network, attended the conferences both in Australia and New Zealand.
 - Past Chairperson of the Waitakere Secondary Principal's Association.
 - Principals Representative on Futures West Advisory Group 2005 -2013.
 - Waitakere Secondary Principal Representative on West Auckland Principal's Association Executive Committee.
 - 2016-2018 – Principal representative on the Ministry of Education Professional Development Learning North West Panel.
 - Instituted closer relationships between contributing schools through leadership of eWest (Extending High Standards across Schools). We were the lead school.
 - Mandarin Out West Confucius Classroom cluster member with Holy Cross Primary, Western Heights Primary and Henderson North Primary.

- I completed the Ministry of Education Principal Appraisers Course run by UNITEC and have been accepted as an appraiser by the Ministry of Education.
- Catholic Secondary Principal's Trustee for the Diocese of Auckland's Robert Ned Covich Scholarship.
- 2008 Participated in Principal's Development Leadership Programme (PDPC).
- 2009 to 2018 - First Time Principal's Programme Mentor have successfully mentored First Time Principals including Catholic Secondary Schools Principals during this time.
- Principal's Forum to China 2010.
- Extensive marketing for International students in Asia and South America
- Principals Asia NZ Forum to Singapore 2012. Member of SPANZ & NZPF.
- Participated in the Experienced Principal's Development pilot program 2009/2010. Focus was on using evidence knowledge to effect changes in leadership practices both at Senior and Middle management level.
- Principal of a successful Catholic secondary school.
- Regularly attend Dominican Education Network Conferences (Australia/NZ), Australian Catholic Secondary Principal's Association Conference, SPANZ, National Association of Principal's Catholic Secondary Schools and National Catholic Education Conventions.
- Growing the school from a roll of 450 to mid 800's and taking it through a rapid period of growth and development that impacted on personnel infrastructure and systems.
- Integrating the school into a Year 7 -13 school with all the inherent curriculum, personnel and structural implications that that entails.
- Involvement in the A@W initiative, this involves working collaboratively with the other secondary schools in West Auckland and working with staff in school to bring about changes and improvements.
- Established Mandarin, as language in the school at junior level with the intention of growing it through the school.
- Lead ESHSAS school (2007 – 2009).
- Led school through a number of successful ERO reviews. 2011 and 2014 ERO Review 4-5 year gained.
- Member of Te Kahui Ako O Waitakere (Community of Learning) cluster focussing on Maori and Pasifika achievement and transitions from one level of schooling to the next.

- Develop strategic targets to raise achievement at all levels of the College and to ensure that we are at the forefront of future focused education.
- Deputy Principal McAuley High School 1988-1995

PERSONNEL MANAGEMENT

- Led a number of department re-structurings to clarify roles and responsibilities, streamline systems and make more effective the work of individuals and teams
- Targeted professional development to link school goals, annual plan and individual needs reviewed.
- Restructured office systems to enable efficiencies and meet the demand of a growing school roll.
- Have led and managed a large number of staff during my time as Principal.
- Worked to ensure that staff are listened to and valued.
- Have a sound understanding of employment legislation.
- Raised academic achievement through a variety of strategies which resulted in the school becoming a top performing school in West Auckland. St Dominic's College students currently achieve at a Decile 8/9 level in NCEA.
- My sabbatical in 2007 included looking at student leadership models in schools both here and overseas. Our student leadership model has been reviewed to reflect the importance of effective student leadership.
- In 2007 I was awarded a sabbatical under the Principal's Sabbatical Award and I looked at the concept of the Middle School within the Year 7 -13 structure and as a result we have changed some of our departmental and teaching structures to cater specifically for Years 7 – 9.
- In 2013 as part of my Sabbatical I attended the Harvard University's Experienced Principals' Leadership Course. This was focused around raising student achievement and strategic leadership to improve outcome for students.
- 2017 my Sabbatical was focused on the Modern Learning Environment both from a functional aspect and the pedagogy.
- Introduced e-learning and developed “virtual classroom” initiatives for students learning and parental access to the school's online portal.
- Integrated Year 7 & 8 curriculum fully into a successful Year 7 – 13 model with specialist teachers.
- Introduced a Music Academy and programme through Year 7-10
- I have a collaborative approach working with staff to ensure that they are consulted and have a voice that is listened to. Also, it is important to listen to student voice and set up structures that enable respectful communication.

MARKETING and PUBLIC RELATIONS

- I developed the International Student markets. We have long standing Sister School agreements with Japan, Thailand and Columbia (these include Catholic schools) which raises student's awareness and understanding of the globalization of the World.
- Improved community perceptions of the college to being perceived as the top achieving girl's college in the area.
- Each year implemented a marketing plan for the College to ensure that the school is known in the community and parishes that we served.
- Have developed strong connections with Dominican schools in Australia, attend bi-annual Dominican Education Network Conferences and Australian Catholic Secondary Principal's Conferences.
- Enhanced student learning through community partnerships with business, industry and tertiary organisations.

EMPLOYMENT HISTORY

POSITION	EMPLOYER	START DATE	END DATE
Deputy CEO	NZ Catholic	Jan 2019	
Principal	St Dominic's Catholic College	1996	2018
Deputy Principal	McAuley High School	1988	1995 Dec
Assessment & Evaluation HOD	Correspondence School	1986	1988 Oct
HOD English & Dean	Tauhara College	1979	1986 April
Teacher	Taupo College	1975	19 78 Dec
Teacher	Taupo Intermediate	1974	1975 Oct

QUALIFICATIONS	Awarding Institute
Degree/Diploma	
Level 3 Accreditation Endorsed	NCRS 1999
Leadership in Catholic Schools	CIT 1998
Diploma of Teaching	Hamilton Teachers College 1971
Bachelor of Education	Waikato University 1974

APPLICATION FOR APPOINTMENT

**TO: CHAIRPERSON, BOARD OF TRUSTEES (Envelopes should be endorsed
"Confidential Application")**

POSITION APPLIED FOR:

PERSONAL DETAILS:

Name: Carol Coddington	Home Phone:	09 6262659
Address: 13 Halsey Drive, Lynfield, Auckland 1042	Work Phone:	
	Mobile Phone:	027 288 7505
	Fax:	n/a
Citizenship: New Zealand	Email:	c.coddington@nzceo.org.nz
Registration No: 103215	Practising Cert. No:	Expiry Date: 1 st October 2020

PRESENT EMPLOYMENT:

Name of Present Employer: NZCEO	Work Phone:	04 496 1739
Address: 22-30 Hill St, Thorndon, Wellington 6011		
Position Held: Deputy NZCEO	Date Commenced: 14 January 2019	

REFEREES:

Name: Peter Gall	Home Phone:	
Address: 35C West St Pukekohe 2120	Work Phone:	
	Mobile Phone:	021 936 753
	Fax:	
Relationship to Applicant: Peter has been my appraiser for five years after taking over Edsolnz from Ron Scott who was my previous appraiser.	Email:	petergall@edsolnz.co.nz
Name: Collene Roche	Home Phone:	09 373 3277
Address: 4e Highgate Towers 8 Howe St., Auckland 1001	Work Phone:	as above
	Mobile Phone:	027616 3680
	Fax:	n/a
Relationship to Applicant: Collene has been my mentor for 10 years	Email:	croche@xtra.co.nz
Name: Laura Friend	Home Phone:	09 833 9911

Address: 1 Birdwood Rd.,Swanson, 06100

Work Phone: 09 838 0390

Mobile Phone: 021 0239 8960

Fax:

Email: lfriend@stdoms.ac.nz

Relationship to Applicant: I appointed Laura to a Junior Science position 15 years ago she is now Principal's Nominee and Assistant Principal

TERTIARY EDUCATION QUALIFICATIONS:

Institution Attended	Year	Qualifications Attained	Date Awarded
Waikato University	1968 - 19770	Diploma in Education	& Diploma in Teaching1971
Auckland University	1972-1973	Bachelor of Education	1974

TEACHING SERVICE (list all schools and positions) :

Position	Class Level	Salary Scale	School	Date From	Date To
Assistant Teacher	Year 6	Beginning Teacher	Murrays Bay Primary	1971 January	1971 Decemb er
Assistant Teacher	Years 9&10	Year 2 teacher	Carmel College	January 1972	1972 Decemb er
Assistantant Teacher	Year 3	Year 3 Teacher	Milford Primary	January 1973	1973 Decemb er
Assistant Teacher	Year 7	Year 4 Teacher	Taupo Intermediate	January 1974	August 1974
Assistant Teacher	Years 9-11	5 th YearTeacher	Taupo Nui-a-Tia College	January 1975	Decemb er 1978
HOD English, Careers Adviser, Dean	Years 9-13	8 th -	Tauhara College	January 1979	1985
PR3 Evaluation & Assessment	Years 9-13		Correspondence School	1985	1987
DP	Years 9	DP Salary	McAuley High School	October 1987	Decemb er 1995
Principal 1996 - 2018St Dominic's College	Years 7-13			<input type="checkbox"/>	<input type="checkbox"/>

PROFESSIONAL MEMBERSHIPS



Please give details below:

SPANZ

Waitakere Principals Association (Chairperson)

Waitakere Secondary Principals Association

Auckland Secondary Principals

North West Professional Development assessment Panel

National Association Catholic Secondary Principals Association (Chairperson & Secretary)

OTHER INFORMATION

Have you had any injury or medical condition which the tasks of this job may aggravate or contribute to? If yes, please give details below:

Yes ☐ No ☒

Do you have any matters relating to yourself currently or previously before the Teachers Council? Do you have a current New Zealand drivers licence?

Yes ☐ No ☒

I give permission for St Mary's College Board of Trustees or Ahead Associates Limited on its behalf to check my record with the NZ Police.

PRIVACY ACT 1993 (To be signed by the Applicant)

This Application is submitted with the understanding that any further information given is for the use of the employer and their authorised representatives who may at any time have access to this information.

Furthermore members of the Board of Trustees (or their agents) may make enquiries of my present or past employers or colleagues or any other person who may assist in establishing my suitability for the position of Principal at this school. My express consent will be sought before any person I have not specifically nominated is contacted

APPLICANT'S SIGNATURE: Carol Coddington DATE: 14th May 2019

DECLARATION:

HAVE YOU EVER BEEN CONVICTED OF AN OFFENCE AGAINST THE LAW? (apart from minor traffic offences) Received police diversion for an offence, have charges pending or know of any reason why you should not be employed to work in a school environment?

Yes ☐ No ☒

If YES, please provide date and details of offence(s) on a separate sheet. Please note that you may be asked to provide a copy of the relevant court records available from the registrar of the court concerned.

I certify that I am registered (or provisionally registered) as a New Zealand teacher. I solemnly and sincerely declare that to the best of my knowledge and belief the information given in this application and in my C.V. is correct.

APPLICANT'S SIGNATURE: Carol Coddington DATE: 14th May 2019

S464 FORM

Education Act 1989, Section 464
(Previously – Private Schools Conditional Integration act 1975, Section 65)

APPLICATION FOR A POSITION RELATED TO SPECIAL CHARACTER IN A CATHOLIC SCHOOL

A. POSITION BEING APPLIED FOR

Position: Principal
School: St Mary's College
Address: New St., Ponsonby

B. PERSONAL

First Names: Carol Ann
Surname: Coddington
Address: 13 Halsey Dr., Lynfield, Auckland 1042
Religion: Catholic
Telephone Number Day: Evening: 0272887505
e-mail: ccoddington@xtra.co.nz

C. PARISH

1.0 Are you a member of a Catholic parish community? Yes ☒ No ☐

If yes, name and address of parish: Christ the King, richardson Rd., Owairaka

2.0 Are you involved in parish ministry? (eg. Youth Ministry, Ministry of Word, Eucharist, Hospitality, Service, Liturgy) Yes ☒ No ☐

If yes, name of Ministry or Service: Ministry of the Word and Eucharist (up until end of 2018 I still fill in as I am commuting between Auckland and Wellington weekly)

D QUALIFICATIONS OR COURSES IN RELIGIOUS EDUCATION AND/OR THEOLOGY (See Notes)

Qualification/Course Attended (Include your Certification for Teachers in Catholic Schools if applicable)	Institution and Year
Leadership in Catholic Schools	
Level 3 Accreditation Endorsed	

Duplicate and attach relevant CV material or certificates etc as appropriate.

3.0 If you are a beginning teacher, were you associated with a Catholic school as part of your practice teaching professional training? Yes ☐ No ☐

If yes, name and address of school(s):

E. PREVIOUS TEACHING EXPERIENCE RELATED TO THE SPECIAL CHARACTER OF A CATHOLIC SCHOOL

Position	School	Year Level	From	To
Assistant Teacher	Carmel College	Yrs 9 & 10	January 1973	December 1973
Deputy Principal	McAuley High School	Years 9-13	October 1987	December 1995
Principal	St Dominiac's Catholic College	Years 7-13	January 1996	January 2019

F. OTHER QUALIFICATIONS & EXPERIENCE RELEVANT TO THE SPECIAL CHARACTER OF A CATHOLIC SCHOOL (See Notes)

Have been an active member of the National Association of Catholic Principals attended and organised the Annual conference that was always based on
Member of the Dominican Education Network Australasia - organised two New Zealand based conferences.
Chairperson of NAPCSS (5 years)
Secretary for NAPCSS (7Years)
Auckland Catholic Secondary Principals member Chairperson (3 Years)

G. CATHOLIC CHARACTER REFEREES Please provide three referees. At least one referee must be a priest, ethnic chaplain or lay pastoral leader who is familiar with your religious practice. (See note on referees.)

1	Name	Secretary Bruce Drysdale	Phone: Day	833 4335
	Address	11a Riserra Drive, Ranui auckland 0612	Night	833 4335
			Cell	0211 163 1292
	Email	bruce@florisdale.co.nz		
2	Name	Fr Benedict Francis	Phone: Day	626 7744
	Address	Christ the King, 260 Richardson Rd, Owairaka Auckland	Night	627 2089
			Cell	
	Email	blessedb@yahoo.com		
3	Name	Fr Kevin Murphy	Phone: Day	
	Address	4A Woodside Rd.,Mt Eden Auckland 1024	Night	
			Cell	021 375 781
	Email	kevm@now.net.nz		

I acknowledge and accept that the information I have supplied will be used by the Proprietor (Board of Trustees in secondary schools) in terms of Education Act 1989, Section 464 to assess my **acceptability** for the position as defined in the Act, and also by the Board of Trustees to determine my **suitability** for the position as defined in the Act. I have read the information in this document that explains acceptability.

Signed: Carol Coddington

Date: 14th MAy 2019

SELF ASSESSMENT

Please complete the following self-assessment. Please limit your responses to the space provided. Bullet points are acceptable.

Personal Statement

Summarise your reason for being a strong candidate for the position of Principal of St Mary's College School.

I have been a successful principal of a Catholic Secondary School in Auckland. Also have worked in a girls school for a number of years and have a good understanding of girls development and educational needs.

I have been active in professional principal groups for a number of years.

It is important to use my skills to develop and implement shared goals and vision for a school

It is also important develop targets which set an expectation that all students will experience success in learning.

I believe that teachers are enabled to take on appropriate leadership roles.

Students success should be acknowledged and celebrated

Principals work within four areas of practice to lead change and to solve problems in their schools: culture, pedagogy, systems, and partnerships and networks. The areas are described separately but in practice they overlap and interlink.

- Culture: "What we value around here"
- Pedagogy: Knowledge about teaching and learning
- Systems: How things work around here
- Partnerships and networks: Creating positive links to support learning

Principals who focus the school culture on enhancing learning and teaching:

- have the skills to develop and implement shared goals and vision
- develop targets which set an expectation that all students will experience success in learning
- create a culture in which teamwork is expected and valued, and in which teachers are enabled to take on appropriate leadership roles
- build distributed leadership networks that secure commitment and responsibility for continued improvement through all levels of the school
- challenge and modify values and traditions which are not in students' best interests
- lead and create opportunities to celebrate progress and success.

Curriculum Delivery & Pedagogy

Describe an initiative that you have set up for an innovative approach to curriculum delivery, and how this initiative impacted on the teaching and learning process. How was the effectiveness of this initiative measured?

Developed an integrated curriculum delivery for Year 7 & 8 students which focussed on developing a passion project. Teachers volunteered to lead this initiative with self selected groups of students.

Research has shown that students are more successful when they have a teacher who works with them on a regular basis to help them achieve their goals. I was involved in setting up Academic Coaching from Years 7-13. It involved developing staff skills that enabled them to work with their individual students to set goals, strategies and skills that gave their coachees the understanding and support to achieve their goals. All members of the teaching staff were academic coaches including all of the senior leadership team. This programme also involved parents who met with their daughters and their daughters academic coach on a regular basis. Students also met with their academic coach during each term on a regular basis. This programme ensured that students were regularly monitored as regards their academic progress and encouraged to achieve their goals. the programme has been successful in terms of students being monitored and well supported booth ademically and pastorally.

Professional Leadership

How do you currently enact the role of 'Professional Leader of Learning' and how do you demonstrate being a learner?

The principal is the leader of learning in the school and they need to role model this to the staff by doing the following:

The principal should play an active role in the professional development committee of the college and work collaboratively with the PLD Committee to develop an ongoing strategic plan for PD

Research indicates that principals who are pedagogical leaders have a moderate-to-large impact on student outcomes (Nelson & Sassi, 2005).

Powerful pedagogical leadership practices includes recognising that it is important that as a principal participate in and promote professional learning.

Professional leadership is about principals, senior/ middle leaders and teachers working together to solve pedagogical problems, obtaining appropriate resources, planning and monitoring the curriculum and the quality of teaching .

Professional development needs should be part of the annual plan and be adequately resourced.

Modern Learning Environment

Discuss how current educational trends/theories will help prepare or students to be 21st Century Woman of Mercy

The MLE will help prepare students to be 21st Century women of Mercy by enabling them to gain the following skills:

It fits in well with what is generally agreed are the challenges our education system faces; To equip young people to be problem solvers

Encourages students to be innovators, designers and creators and not just passive consumers.

Empowers students to use digital technologies for learning across the curriculum.

It relies on teachers being prepared to hand over some of the control for learning to their students and to look at ways how they can provide the questions rather than the answer

This fits in well with what is generally agreed are the challenges our education system faces;

It equips young people to be problem solvers and encourages students to be innovators, designers and creators and not just passive consumers.

It empowers students to use digital technologies for learning across the curriculum. This does rely on teachers being prepared to hand over some of the control for learning to their students and to look at ways how they can provide the questions rather than the answer.

Students educated in the Mercy charism need all these skills to be able to challenge the injustices that exist, to offer hope to people and to be strong young Mercy women who contribute positively to society.



Janne Pender
Collene Roche
Alan Burton

P.O. Box 109210
Newmarket
Auckland 1149

www.aheadassociates.co.nz

Referee's Report

(Confidential to Ahead Associates Limited
and St Mary's Board of Trustees)

For: (Candidate to complete)

Referees Name: Laura Friend

Address: 1 Birdwood Road

Swanson 0610

Home Phone: 09 8339911

Mobile Phone: 021 0239 8960

Work Phone: 09 838 0390

Email: lfriend@stdoms.ac.nz

1. What is your relationship to the applicant? How long have you known them? What opportunities have you had recently to see them at work?

I worked with Carol as my Principal at St Dominic's Catholic College for approx. 15 years, including 2 years as a member of the Senior Leadership Team, 4 years as a subject leader and 4 years as Principals' Nominee.

I have also worked alongside Carol closely on projects involving Priority learners and Culturally Responsive Pedagogy.

2. What are the main reasons that they will stand out as being an excellent candidate for this Principal position?

From a perspective of being a Principal of a Catholic School, Carol is a strong leader of Special Character –having been the Chief Catechist at St Dominic’s College for over 20 years. She role modelled the Gospel Values which underpin our faith through interactions with staff and students within the College and also in the wider community through her Parish. She encouraged staff to live by their values and supported them in upskilling themselves through attending professional development through the Catholic Institute and Australian Catholic University. She led the school in their faith development and was instrumental in the unpacking of the Veritas school values for staff and students in recent years. Carol has also been a strong advocate of the importance of understanding the Dominican Charism by the Board of Trustee members in ensuring that they fully understand their role in upholding the Special Character and the part a Catholic / State Integrated school plays in serving the Catholic Community and educating our young women.

Thinking about the personal values and attributes that Carol brings as a Principal, Carol was a much respected leader of the St Dominic’s College community. She was highly regarded as being a role model by staff, students and their whanau. She is a compassionate, empathetic leader who takes the time to develop relationships with her staff; however she is also prepared to make the ‘hard’ decisions when required. She is even tempered and not easily flustered, having a wealth of experience to fall back upon. She deals with staff in a fair manner and takes the time to look at all possibilities before making decisions. Her loyalty and integrity is unquestionable. She leads by example, and fully supports others in the development of their careers path – giving them responsibility to lead projects / initiatives.

Carol having being a Principal of a girls’ Catholic school for over 20 years, lead the College to double in size and saw the results improve dramatically. This was done through strategic leadership, focusing on the development of the staff she has and careful management of resources and personnel. She supported teachers at St Dominic’s College to upskill and move up through Middle Management and into the Senior Leadership Team. She formed collegial working relationships, based on mutual respect and operated an open door policy for all staff. She has a wealth of experience and much to offer as a Principal to another College.

Carol was also a lead Principal in the recent NCEA reviews and an active member of numerous working groups to ensure that the New Zealand curriculum reflected the needs of our students. She was able to share this involvement with the staff, and motivate the staff to make the changes needed to keep abreast of changes in educational pedagogy. Time and support was also given to teachers to pursue their own inquiries around educational developments and then encouragement on the best ways to share this with others.

Having worked at various Colleges in Auckland and lived overseas, Carol is able to develop relationships with all cultural groups within her Community. She is aware of the need to build whanau/ student / school partnerships that are strong and collaborative and has the skills to maintain these. Carol worked hard during her time at St Dominic’s to encourage the building of these community networks through Hui, whanau groups, student groups within the College and Extra – curricular events i.e. Cultural nights. She was also instrumental in the development of the Kāhui Ako Community of Learners in West Auckland, of which St Dominic’s College is a member.

3. What is their Achilles' heel? weaknesses? Or, areas needing development?

Carol's Achilles' heel or weakness, I feel on occasion has been her over commitment to the College, government working groups etc. and the supporting of new staff / teachers / Principal's within the educational arena. Carol has a wide breadth of experience to offer and needs to remember to take time for herself on occasion and remember that it's Ok to say no.

4. Any other comments that will help this BOT consider this applicant?

Please return directly to:

Janne Pender

Ahead Associates

By email: janneponder@aheadassociates.co.nz



Janne Pender
Collene Roche
Alan Burton

P.O. Box 109210
Newmarket
Auckland 1149

www.aheadassociates.co.nz

Referee's Report

(Confidential to Ahead Associates Limited
and St Mary's Board of Trustees)

For: (Candidate to complete)

Referees Name: Peter Gall

Address: 35C West St
Pukekohe 2120

Home Phone:

Mobile Phone: 021 936 753
Work Phone:

Email: petergall@edsol.co.nz

- 1.** What is your relationship to the applicant? How long have you known them? What opportunities have you had recently to see them at work?

I have known Carol for about 20 years as a former principal colleague and in the last 3 years since working as a consultant have conducted her appraisal.

2. What are the main reasons that they will stand out as being an excellent candidate for this Principal position?

Carol is vastly experienced and has many years of successful principalship behind her. She had a major influence on the strong, positive culture at St Dominic's, is highly relational and committed to Catholic education for girls. Her extensive networks in the sector and in Catholic education, in particular, stand her in good stead.

Carol provides opportunities for her staff to grow and develop in their leadership and pedagogical capabilities. She knows what good teaching looks like, is very supportive of her staff but prepared to hold them to account as necessary. Carol is very adept in the management of tensions within staff and is an excellent listener and communicator.

3. What is their Achilles' heel? weaknesses? Or, areas needing development?

Carol is not an IT whizz but is competent enough to "get by". She will rely on a good PA to assist with presentations etc.

4. Any other comments that will help this BOT consider this applicant?

Obviously, Carol will not be a long-term principal for the school – perhaps 5-6 years. She would provide a stable, experienced and safe option.

Please return directly to:

Janne Pender

Ahead Associates

By email: janneponder@aheadassociates.co.nz



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Collene Roche
Alan Burton

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Newmarket
Auckland 1149

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Referee's Report

(Confidential to Ahead Associates Limited
and St Mary's Board of Trustees)

For: (Candidate to complete)

Referees Name: Collene Roche

Address: 4e Highgate Towers
8 Howe St
Auckland 1001

Home Phone: 09 373 3277

Mobile Phone: 027 616 3680

Work Phone:

Email: croche@xtra.co.nz

- 1.** What is your relationship to the applicant? How long have you known them? What opportunities have you had recently to see them at work?

I have known Carol for approximately 25 years – originally as a fellow Principal of a Catholic Secondary School when I was Principal of Carmel College and then working with her as her mentor during her role as Principal of St Dominic's College. I was her mentor until she left her role at St Dominic's College. We worked closely together, meeting regularly to discuss the issues which arose in her position and we had frequent telephone conversations relating to specific issues. I also observed her work and influence from a different perspective when carrying out an Administration Review of the school.

When Carol was on Sabbatical leave I worked as mentor with the Acting Principal. This also demonstrated to me ways that Carol worked.

2. What are the main reasons that they will stand out as being an excellent candidate for this Principal position?

Carol's many years of successful experience as Principal of a Catholic Secondary School for girls stands her in good stead for the position. She has also been well regarded by her colleagues holding the position of President, and on a further occasion, Secretary of the NZ Association of Principals of Catholic Schools. She has also been President of the Auckland Association of Principals of Catholic Schools.

St Dominic's College developed extensively under her leadership. In the areas of special character, academic achievement, cultural and sporting great progress was made.

Carol took on the seriousness and intensive work required to lead the college in the tradition of St Dominic as the leader. There was no doubt that this drove all that happened in the school. It was very evident.

The school received an exceptional Report from the Education Review Office when it was stated that there would be no further visits for four to five years.

3. What is their Achilles' heel? weaknesses? Or, areas needing development?

Carol is strategic leader and therefore is usually thinking ahead and has the 'bigger picture' in view. This is a huge advantage. She needs to have a good team around her to ensure that all areas are covered. Carol has worked hard to give her team opportunities to work and develop as a team. She gains trust and gives opportunities to staff – a key role for a leader. She will need to be able to work strategically and have others around her who bring a variety of styles along with a strategic Board of Trustees who understand their role fully.

4. Any other comments that will help this BOT consider this applicant?

St Mary's College is fortunate to have a person of Carol Codrington's calibre, devotion and professionalism as an application for this role.

She would work to further develop the college in every possible way.

Please return directly to:

Janne Pender

Ahead Associates

By email: janneponder@aheadassociates.co.nz