

11 May 2019

3 Ngaroma Road
Epsom
Auckland 1023

Janne Pender
Ahead Associates Limited
PO Box 109210
Newmarket
Auckland 1149

Application for Principal of St Mary's College

Dear Janne,

I wish to apply for the role of Principal at St Mary's College. This is an exciting opportunity, which appeals because of my desire to inspire young women to learn, grow and discover their full potential in a Catholic environment which nurtures an enduring faith and equips students to make a difference in the world we live in. I believe in the importance of empowering staff to work collaboratively to enhance teaching and learning and would enjoy fostering their development as educational leaders.

I have always worked in schools which have special character. I worked at St Peter's College for over 8 years under the leadership of Kieran Fouhy and value Catholic education. My current role is Deputy Principal at Saint Kentigern College in Pakuranga and involves leading pastoral care and organisation of the Middle College. Saint Kentigern College is divided for organisational and pastoral purposes into a Middle College and Senior College, with each having over 1000 students. The whole College portfolios I have oversight for include International students, Maori and Pasifika and Counselling. The pastoral team which I lead consists of six Heads of Houses, Head of Year 7, Head of International students, Head of Maori and Pasifika, 3 Counsellors and our pastoral meetings are also attended by the Head of Boarding and the Head of Enhanced Learning for Middle College.

I believe that the key to success as a leader involves building strong relationships with staff and students and this is something I prioritise. It is essential that every member of my team feels valued and has a sense of fulfilment and satisfaction in their work, with enough scope to be challenged and grow. I like to foster an environment characterised by open communication, warmth and a sense of togetherness, whether this be in the teams I lead or in the classes I teach.

During my career in education I have been privileged to teach and lead College-wide initiatives in many fantastic schools. My teaching career started at Diocesan School for Girls in Auckland as a Mathematics teacher, under the leadership of Gail Thomson. As a Principal, she inspired me to always build authentic, genuine relationships with all people, no matter what their walk of life, and this is something I have always endeavoured to do.

Following my time at Diocesan School for Girls, I worked at St Peter's College in Auckland. There I was Director of Pedagogy, which involved leading a Scholars Academy to enhance academic excellence, critical and creative thinking and the skills for Scholarship across the College. This was in addition to my role of leading the Careers department. I prepared all testimonials and scholarship references for the College and was involved in academic tracking and mentoring as well as teacher appraisals.

I later moved to St Cuthbert's College, a leading Independent Girls School in Auckland, where I was Head of Careers for 4.5 years. In this role, I worked closely with academic and pastoral staff, leading College-wide programmes to equip students with the skills and confidence to reach their highest potential as they worked towards their future aspirations. I developed a career mentoring programme to allow our students to connect and develop networks with a wide variety of inspirational professionals and gained valuable insight into the future needs for this young generation entering a dynamic world characterised by change. I worked closely with Heads of Departments and Heads of Houses and have a strong knowledge base of all subjects.

It is my desire that all young people will receive an education characterised by intellectual rigour coupled with the opportunity to develop the attributes needed to thrive in the modern world. They need to be able to innovate, think deeply, extrapolate and solve complex problems, while also developing the ability to communicate and connect well with other people. Resilience, adaptability, perseverance and a sense of purpose, together with the ability to show empathy and contribute to lives of others is essential. Global connection and cultural intelligence are also important. For these reasons, I believe in a balanced curriculum encompassing intellectual, spiritual, emotional, cultural, physical and social domains, fostering development of the whole person.

Positive psychology has been shown to improve engagement and wellbeing. Since starting at Saint Kentigern College I have led the design and development of a programme called Navigate to enhance a growth mindset, foster resilience and develop awareness of character strengths. This innovative programme, which we designed specifically to meet the needs of students at Saint Kentigern College, has been implemented across the whole College and is facilitated by tutors every week as a proactive way to promote positive student wellbeing. I recently made a presentation about Navigate at the Global Connections Conference in Melbourne to Principals and Directors from all around the world. They were very impressed with the programme and we have already hosted a visit from a prestigious school in New York as a result.

I value the importance of co-curricular programmes because they are instrumental in developing the whole person. I have been actively involved in coaching athletics, cross-country, road running and triathlon. I have personally represented New Zealand in both cross-country and triathlon, and have managed and coached several New Zealand teams in athletics, cross-country and road running. My cross-country team at St Cuthbert's College was selected to represent NZ in the ISF World Cross-country in Budapest in April 2016 and I travelled with our team and other NZ team members to London and Budapest which was a fantastic experience. I enjoy all aspects of co-curricular programmes, having been involved myself in performing arts, debating and Waikato School Orchestra in addition to a wide range

of team sports while I was at school. In 2018, I had the opportunity to travel to the USA with our Saint Kentigern College Performing Arts tour to San Francisco, New York and Los Angeles with 42 Year 11-13 students over the April school holidays.

I am a capable leader and value innovative and high-quality educational programmes. I like taking on new challenges and adapt quickly to new situations. I have well developed research and analytical skills and utilise these when investigating new strategies for the future. Motivated to achieve excellence personally, I draw the best out of others so that they can achieve their full potential. I like to develop a strong sense of community, where staff work well together in a collaborative way, communicate effectively, and where principles of professionalism, unity and integrity are well integrated.

I am a competent public speaker and regularly lead and address Middle College assemblies. In my various roles, I have also had extensive experience in leading teams, appraising staff, meeting with parents and maintaining confidentiality. I value the uniqueness of students and staff, and my training in personality type and strength identification has given me a strong foundation for understanding people and building effective teams.

I was also on the Board of Trustees at Glendowie Primary School for 3 years. During this time, we had the unfortunate situation of a fire at the school, and half of the school was destroyed. We had to work efficiently and effectively as a team to govern the school and make decisions which impacted the daily operations and future planning for this school. Having worked on the Board of Trustees, I understand the role of governance and the importance of this team.

I am very motivated to be considered for this position as Principal of St Mary's College. I have attached my curriculum vitae and would welcome the opportunity to be interviewed for this very important role.

Yours sincerely,

Marianne Duston

Marianne Claire Duston



Personal Details

Address: 3 Ngaroma Road
Epsom
Auckland 1023

Phone: 027 3720795

Email: marianne.duston@saintkentigern.com

Citizenship: New Zealand

Work Experience

Education

Deputy Principal – Saint Kentigern College (7MU)

Jan 2017- current

- Responsible for Student Wellbeing and Organisation of Middle College
- 1000+ students
- Report to Principal of Middle College and deputise for him when he is away
- Whole College portfolios: International students, Maori/Pasifika, Counselling
- Assist with and lead Middle College Assemblies
- Lead MC Pastoral Care Team (6 Heads of Houses, Head of International Students, Head of Maori/Pasifika, Counsellors, Head of Year 7)
- Design and coordinate proactive Student Wellbeing programme (Navigate)
- Oversee day-to-day operations of Middle College (MC) including weekly calendar of events, duty roster, leave approvals
- Responsible for oversight of all events within Middle College including camps, Grandparents' Day, Y10 Graduation Lunch, parent evenings, activity weeks, cultural evenings, Inter-house competitions (Athletics, Cross-country, House Music, Inter-house Quiz/Volleyball)
- Selection and training of MC Leaders and Year 10 Peer Support Leaders
- Responsible for student behavior management systems, uniform, communications
- Teach one-two Mathematics classes (6-12 periods/cycle)
- Oversight of Clubs and Societies (whole College)
- Health and Safety Committee

Head of Careers – St Cuthbert's College (3MU)

Aug 2012- Dec 2016

- Leadership of Career education and development programme
- Functional relationships with Deputy Principal, Academic Director, Deans, Heads of faculties, Teachers, Counsellors, Parents, University staff, Career mentors
- Member of Pastoral care, Curriculum, HUB, and 'School Box' teams
- Organised St Cuthbert's/Auckland Grammar Careers evening (1000+ attending)
- Led Careers assemblies (whole year groups; Years 10-13)
- Academic tracking of students
- Teacher of Year 10 and Y11 career education programmes (10-15 lessons/class)
- Individual career counselling for students in Years 9-13
- Led Career mentoring programme for Y12 & 13 students
- Managed Tertiary scholarship applications and University references (in 2015, 78 scholarships/year worth \$2.3m)
- Organised University course planning events
- Counsellor for all overseas and NZ University applications
- Tutor teacher (vertical tutor group Y9-13) in 2013 and 2014

Director of Pedagogy – St Peters College (2MU)**Feb 2011- July 2012**

- Leader of the Scholars Academy and Scholarship preparation
- Designer and teacher of Year 9 thinking skills programme
- Teacher of the Scholars Academy programme for students in years 11-13
- Mathematics teacher and teacher of Scholarship Geography
- Academic mentor for students in Scholars Academy
- Appraiser/mentor for teachers in Middle School
- Leader of Future Problem Solving and coach for Year 8 teams

Careers advisor – St Peter's College**April 2004 – July 2012**

- Individual career counselling (Y9-13)
- Teacher of career education programme (years 7-13)
- Coordinated work experience programmes
- Regular presentations at Year 13 Careers assemblies and levels assemblies
- Manager of tertiary scholarship applications
- Led Careers and Guest speaker assemblies for Year 13 students every fortnight
- Organiser of University of Auckland Course Planning Day for year 13 students
- Updated staff on career issues at whole staff and HOF meetings
- Analysed destinations of school leavers annually
- Assisted with tracking of academic performance of students (years 11-13)
- Wrote references for tertiary scholarships and all testimonials
- Coordinated Halls of Residence applications
- Led Careers department staff, budget, funding applications and policies

Teacher of Mathematics – Diocesan School for Girls**Feb 2001 – Dec 2002**

- Full-time Mathematics teacher
- Form teacher
- Involved in marking panel for AsTTle project

Pharmacy**Managing Editor – Adis International Ltd****July 1992 – Feb 2000**

- Manager of a team of editors
- Interviewer for the recruitment of new staff
- Trainer of new editors
- Writer and editor of medical articles
- Facilitator of work experience programme for local secondary school students

Hospital Pharmacist – Tauranga Hospital**Jan – July 1992**

- Internship as a Clinical Pharmacist, working in intensive care unit + elderly ward
- Dispensed pharmaceuticals, checked patient records on each ward
- Oral presentations to nursing staff for their professional development

Academic Qualifications

Graduate Diploma of Teaching (Secondary) Auckland College of Education	2000
Graduate Certificate in Career Development Auckland University of Technology	1999-2003
Bachelor of Pharmacy University of Otago	1989-1991
Pharmacy Intermediate University of Waikato	1988

Professional Memberships

NZ Teachers Council Practicing Certificate
Registration No. 227740 (Expires 11/6/2022)

Other Involvements

Trustee on the Board of Glendowie Primary School	May 2010 – May 2013
<ul style="list-style-type: none">• Personnel and Health & Safety subcommittees• Have been involved in interview panel for staff appointments• Have attended BOT training taken by the Education Group Ltd:<ul style="list-style-type: none">Effective GovernanceNZ Curriculum and Student AchievementBoard's Role in the National Standards/Qualifications FrameworkStrategic planning and CharterSelf-review – including policies/procedures	

Professional Development

Masters of Secondary School Leadership (Victoria University)	Ongoing
Global Connections Conference, Melbourne	Mar 2019
NZEST Emerging Leaders Forum	Aug 2018
Education law Legalwise (School discipline, Complex families & Family court, School Property, Privacy Era)	Sept 2018
AHISA 2017 Biennial Conference (Queenstown) Association for Heads of Independent Schools of Australia	Sept 2017
Discovering Positive Education Institute of Positive Education, Geelong Grammar	Oct 2017
Education Law Legalwise (Digital citizenship/cybersafety, managing a crisis, food safety)	April 2017
Intentional Leadership (Dr Jane Kise)	June 2016
Leadership training: Open to Learning conversations David Eddy	March- Oct 2015
Mindfulness training for Teachers (Dr Nick Penney)	Term 2 2015
St Cuthbert's Staff Scholarship Travelled to USA to visit Harvard, MIT, University of Pennsylvania, Brown University, Providence College, Columbia University and Julliard School of Music New York	26 Sept – 12 Oct 2014
NZ Career Benchmarks Review (member of external reference group)	June 2014
Triple T Powerful Personality training (Colin Hopkirk)	July-Sept 2013
Personality Plus Workshop – Myers Briggs (Sue Blair)	28 June 2013
Career Benchmarks Workshop	3 April 2012
Future Problem Solving Coaches Workshop	9 March 2012
Scholarship Writing (Associate Professor Lisa Emerson)	10 Oct 2011
The Learning Powered School (Professor Guy Claxton)	26 Sept 2011
Hot Tools – Higher Order Thinking Tools (Graham Watts)	15 Aug 2011
Creative and Critical Thinking Workshop (Jennie Vickers)	13 June 2011

Co-Curricular (Coaching)

Coach of Cross-country and Athletics

Aug 2012 – Dec 2016

St Cuthbert's College

- Senior team 1st in 6-person team at NZ SS Cross-country 2016
- 8th in World ISF Cross-country (Budapest) in April 2016
- Senior and Junior teams 1st in teams' races at NZ SS Cross-country 2015
- Senior and Y9 team 1st in teams' races at NZ SS Cross-country in 2014
- Two of my athletes (Audrey Gregan, Sophie Rees) selected for NZ team to compete at Australian Cross-country Championships in August 2014
- Junior team finished 1st in 3-person team at NZ SS Cross-country in 2013
- Personal coach of Audrey Gregan (Athletics NZ High Performance squad)
- Audrey competed at the World IAAF Youth Athletics Championships in July 2013
- Audrey finished 2nd in Senior Girls NZ SS Cross-country in 2013
- Audrey finished 2nd in SG 3000m at NZ SS Athletics in 2012
- Audrey was 1st in NZ U18 and U20 in NZ Athletics 3000m in 2013
- Sophie Rees 1st in SG 3000 (2015) & 2nd in JG 3000m at NZ SS Athletics (2012)

Teacher in charge of Cross-country

April 2004- July 2012

St Peter's College

- Coach of the Distance squad
- Organised trips to regional and national events
- Produced reports for school magazine
- Manager and coach of teams at races

Coach of Athletics and Cross-country

Feb 2005 – Dec 2010

St Cuthbert's College

Some key results from the team:

- National title: NZ Secondary School (SS) Cross-country 2010 – Audrey Gregan
- 2nd individual place in NZ SS Athletics Junior Girls 3000m in 2010 – A Gregan
- National titles in NZSS Cross-country (3- or 6-person teams) in 2005, 2006, 2008
- National title in NZ SS Road race (3- and 6-person teams) in 2008
- National title in NZ SS Senior Girls Road race in 2007 – Francesca Priest
- 3rd in NZ SS Athletics Senior Girls 3000m in 2008 – Rachael Kingstone
- 3rd in NZ SS Cross-country in 2007; selected in NZ team – Rachael Kingstone

Coach of Athletics and Cross-country

July 1996 – June 2004

Diocesan School for Girls

- Role involved coaching squad of up to 50 athletes each year. During this time, Diocesan won 35 team and individual medals at National Cross-country and Athletics events, including seven national titles for teams' races.
- Coach of Kate Campbell (2nd in Senior Girls NZ SS Cross-country 2004)
- Diocesan team finished 1st in both 3- and 6-person teams' races in Senior Girls NZ SS Cross-country in 2004
- Athlete in the squad who has gone on to represent NZ: Debbie Tanner (triathlon)

Interests and Achievements

- Coach/Manager of NZ team for World ISF Cross-country** **April 2016**
- Coach of St Cuthbert's team which was selected to represent NZ at the World ISF Cross-country in Budapest. Travelled with NZ team to London/Budapest.
- Manager and Coach of NZ Secondary School Team** **Dec 2008**
- Travelled with NZ Athletics team (100 athletes) to the Pacific School Games in Canberra, Australia. Management and coaching responsibilities for 10 days; worked with seven other managers.
- Manager and Coach of NZ Women's Road Relay Team** **April 2002**
- Travelled with team to Seoul, South Korea. Team competed in the International Women's Road Relay Championships. Sole manager and coach.
- Coach/ Manager for NZ Secondary School Cross-country team** **2001**
- Travelled with team to Hobart, Tasmania. Team competed in the Australian Cross-country Championships.
- Triathlon**
- NZ Representative at the World Championships **1998**
Lausanne, Switzerland
Finished 12th in 25-29 age group
- Cross-country**
- NZ Representative, Australian Cross-country **1989**
Finished 2nd in Under 20 age group
- Road Running**
- NZ Champion, NZ Road Championships (under 20) **1988**
- Outward Bound Course** **1997**
- Piano** (Trinity College Grade 6) **1986**
- Waikato Secondary School Orchestra** (violin) **1984-1986**

APPLICATION FOR APPOINTMENT

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

POSITION APPLIED FOR:

PERSONAL DETAILS:

Name: Marianne Duston	Home Phone:	027 3720795
Address: 3 Ngaroma Road, Epsom, Auckland	Work Phone:	09 5770653 (direct dial)
	Mobile Phone:	027 3720795
	Fax:	
Citizenship: New Zealand	Email:	marianne.duston@saintkentigern.com
Registration No: 227740	Practising Cert. No: 227740 (Full)	Expiry Date: 11 Jun 2022

PRESENT EMPLOYMENT:

Name of Present Employer: Saint Kentigern College	Work Phone:	09 5770653
Address: 130 Pakuranga Highway, Pakuranga		
Position Held: Deputy Principal	Date Commenced: January 2017	

REFEREES:

Name: David Hodge	Home Phone:	
Address: Saint Kentigern College, 130 Pakuranga Highway Pakuranga, Auckland	Work Phone:	09 5770720
	Mobile Phone:	
	Fax:	
Relationship to Applicant: Head of Saint Kentigern	Email:	david.hodge@saintkentigern.com
Name: Kieran Fouhy	Home Phone:	
Address: St Paul's College, 183 Richmond Road, Ponsonby, Auckland	Work Phone:	09 281 2289
	Mobile Phone:	021 655074
	Fax:	
Relationship to Applicant: Former Principal (St Peter's College)	Email:	kfouhy@stpaulscollege.school.nz

Name: Chay Carter

Home Phone:

Address: Saint Kentigern College,
130 Pakuranga Highway
Pakuranga, Auckland

Work Phone: 09 5770749 ext 9660

Mobile Phone: 021 846122

Fax:

Relationship to Applicant: Colleague (Deputy Principal)

Email: chay.carter@saintkentigern.com

TERTIARY EDUCATION QUALIFICATIONS:

Institution Attended	Year	Qualifications Attained	Date Awarded
University of Otago	1989-1991	Bachelor of Pharmacy	1991
University of Waikato	1988	Pharmacy Intermediate (Year 1)	
Auckland College of Education	2000	Graduate Diploma of Teaching (Secondary)	2000
Auckland University of Technology	1999-2003	Graduate Certificate in Career Development	2003

TEACHING SERVICE (list all schools and positions) :

Position	Class Level	Salary Scale	School	Date From	Date To
Mathematics teacher	Y7-11	Top of scale	Diocesan School for Girls	Feb 2001	Dec 2002
Careers advisor, Director of Pedagogy, Scholars Academy	Y7-13	Top of scale + 2MU + Careers advisor allowance	St Peter's College	April 2004	Aug 2012
Head of Careers	Y9-13	Top of scale + 3MU	St Cuthbert's College	Aug 2012	Dec 2016
Deputy Principal		Top of scale + 7MU	Saint Kentigern College	Jan 2017	Current

PROFESSIONAL MEMBERSHIPS

Please give details below:

Education Council New Zealand

☐ ☐

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: Marianne Duston DATE: 10/5/2019

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: Marianne Duston DATE: 10/5/2019

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: 11 New Street, Ponsonby, Auckland

B. PERSONAL

First Names: Marianne Claire
Surname: Duston
Address: 3 Ngaroma Road, Epsom, Auckland
Religion: Catholic
Telephone Number Day: Evening: 027 3720795
e-mail: marianne.duston@saintkentigern.com

C. PARISH

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

If yes, name and address of parish: Attend Epsom Parish - Our Lady of the Sacred Heart

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:

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

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
Director of Pedagogy and Head of Careers	St Peter's College	7-13	2004	2012

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

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	Sandy Pasley	Phone: Day	524 6019 ext. 704
	Address	Principal of Baradene College 237 Victoria Ave, Remuera, Auckland 1050, NZ	Night	021 683903
			Cell	021 683903
	Email	spasley@baradene.school.nz		
2	Name	Father Robert O'Brien	Phone: Day	630-3956
	Address	Parish of Our Lady of the Sacred Heart, 19 Banff Ave, Epsom	Night	
			Cell	
	Email	epsomparish@xtra.co.nz		
3	Name	Rachel Buyck	Phone: Day	
	Address	88 Michaels Ave, Ellerslie, Auckland	Night	
			Cell	021 1404380
	Email	rbuyck@baradene.school.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: Marianne C Duston

Date: 11/5/2019

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 am drawn towards St Mary's College because it encompasses so much of what I believe in and value - high quality academic education and co-curricular development with a strong nurturing Catholic education at the centre to equip students to lead in all fields of endeavour.

As an educational leader, I am motivated to prepare students for life, and believe in the importance of high quality education which enables each student to develop their full potential and make a difference in the world. I believe in the importance of developing collaborative and professional leaders who work together to foster a culture and environment where excellent teaching and learning is the norm.

My experience as a senior leader has prepared me well for this position. I have always worked in schools with a special character and I am inspired to continue the legacy of Catherine McAuley and Cecilia Maher and keep their vision of empowering young women alive and relevant. I am a Catholic and have a deep Christian faith which is central in my life.

I have served on a Board of Trustees previously and understand the importance of working effectively with the Board of Trustees and Board of Directors.

I have represented New Zealand in sport, both as an athlete and coach/manager, and believe this experience will be valuable for St Mary's College.

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?

At St Peter's College, in my role as Director of Pedagogy, one of my responsibilities was to establish a culture of 'scholarship'. I developed a programme from Year 7 through to Year 13 which cultivated higher order thinking, creative and critical thinking, complex problem-solving and written communication skills. Teachers in Year 7&8 received training on how to incorporate thinking skills into their everyday teaching. I developed a specific thinking skills programme for all Year 9 students, and also incorporated Future Problem solving into the programme for our top Year 8 students. I developed and led a Scholars Academy of 60 students from Years 11-13, which involved conference days and programmes to prepare students for scholarship exams and the skills associated with scholarship, as well as a complex problem solving programme for students in years 11-12.

The aim was to foster a culture of scholarship at St Peter's College, by developing specific skills and competencies as they moved through secondary school, which would prepare students to sit scholarship examinations when they were in Years 12 and 13. During the foundation years, we developed thinking skills and problem solving abilities, and in later years specifically prepared students for Scholarship.

The programme was effective because the number of students gaining Scholarship passes increased considerably within 1 year of commencing the programme. There was also a significant improvement in the academic culture and aspirations of students at the College.

Professional Leadership

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

As a Professional Leader of Learning I am continually reflecting on my own practice and encouraging and supporting members of my team to do the same. Each week I set aside time to record my thoughts and learning in my reflective journal on Leadership Reflector, a self-managing appraisal system for educational leaders. These reflections are linked to my leadership inquiry. I share these reflections with my colleagues and they share their learning reflections with me.

I value a collaborative style of leadership and believe in the importance of learning from every member of our team, because each person has insight and experience which is valuable. In our team meetings we have plenty of open discussions and brainstorming opportunities, allowing ideas to be introduced and shared. Being open to learning and actively listening to others is something that is really important to me. I am currently completing my Masters of Secondary School Leadership through Victoria University.

I meet with the staff under my care regularly either as small groups or individually, supporting and encouraging them in their work as leaders within our College. I believe in the power of team because far more is accomplished through working together and learning from each other as opposed to lots of individuals working alone.

Having a growth mindset, trying new things and learning from others is important and I actively foster this in my work on an everyday basis. I believe that it is important for our students to try new things and be open to discovering, creating and exploring ideas and concepts. It is equally important for me as a leader and members of our team to model this, which is why I believe in the importance of collaborative leadership.

Modern Learning Environment

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

In a world that is rapidly changing, there is an ever increasing need for young women to develop character strengths and an inner compass so that they can navigate their journey of life effectively. 21st century women of Mercy will need to be educated holistically so that they can achieve their highest academic potential, while never losing sight of the importance of contributing to society through compassion, service, social justice and leadership.

In New Zealand we acknowledge the importance of Hauora which encompasses holistic development and wholeness. Catholic education which nurtures an enduring faith, coupled with intellectual, emotional, physical and social wellbeing is essential to ensure students are prepared well for the future.

Our world needs people who are creative, communicate well, collaborate, build community, have a global outlook, take on challenges, solve complex problems and lead with integrity. To empower young women of Mercy, so that they can contribute in a meaningful way and make a difference in the world, the 7Cs will be important areas to develop: Creativity, Critical thinking, Communication, Collaboration, Community, Character - with Catholic faith at the centre.

In New Zealand, we are known for our pioneering spirit, courage and innovation. Learning in the 21st century will blend knowledge, thinking, innovation, digital technology, real life experience and the ability to solve complex problems through inquiry, research and collaboration.

Referee's Report

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

For: (Candidate to complete

Marianne Duston

Referees Name: David Hodge

Address: 31 Helvetia Drive

Home Phone: 09 4799910

Mobile Phone: 0275581681

Work Phone: 5770720

Email: david.hodge@saintkentigern.com

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?

In my position as Head of Saint Kentigern I have a strategic oversight of the work that Marianne does. This is not an operational relationship.

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

Integrity and authenticity. Marianne's values are deeply held and perfectly married to a role in educational leadership. She is committed to doing her very best for the students and the staff. She genuinely cares about everyone and wants to get the best inclusive outcomes that she can. This does not mean that she lacks steel but it does mean that she always tries to find a way which will make people feel valued and committed to the processes under her leadership. In her role at Saint Kentigern she has been required to do a lot of operational management. She has done this extremely well. Within her pastoral care brief she has sort to work strategically and the introduction of the Navigate programme across the school is testament to her capability in this area. Marianne has had to work within a new leadership structure with two new Principals and over two years 4 new Deputy Principals. She has shown herself to be a highly effective team member and has been able to manage, competing personalities with rare skill. In talking with Marianne I have been impressed with her positive outlook and her determination to be her best and to lead positive change. She has talked with me about a number of initiatives that would certainly bring improvements to our current offerings. I am sure that if given the opportunity she would work through these improvements in a determined but cooperative manner.

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

I am unsure about the exposure that Marianne has had to the pragmatic areas of school leadership like finances, property and employment contracts. I have no doubt that if there is a weakness in these areas then she would seek advice and upskill very quickly. A 'weakness' might be one that can be perceived but is not actual. Marianne is not an extrovert or demonstrative. She does not incite or relish dramas. It is easy to perceive her calm and quiet manner as a lack of drive or even passion - that is until you actually sit down and talk to her. You then get a sense of her deeply held beliefs, her values and her desire for excellence. What you first see as a inability to advocate strongly you soon realise is an ability to first listen and understand and then to work through issues in a careful, respectful and considered manner.

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

In March of this year I invited Marianne to accompany me to a Global Connections Seminar at Wesley College in Melbourne. (<https://globalconnections.org/>) This seminar involved Principals and senior leaders from all over the world. I was extremely proud of the way that Marianne conducted herself and represented Saint Kentigern College. She quickly built a rapport with a very wide range of people. Her presentation on the Navigate programme was excellent and attracted a lot of international interest. (Horace Mann school - New York have already visited to learn more). In a testament to her, she was asked to give the speech of thanks to the (only) formal after dinner speaker, a task she carried out extremely well. What I witnessed at the seminar was someone who was completely at home discussing education and educational leadership in the company of high performing international school principals. (I have already received a special request from the owner of the school for Marianne to attend the G.C. seminar hosted by Transsylvania College in Romania in 2021). Marianne is someone worthy of your full consideration.

Please return directly to:

Janne Pender

Ahead Associates

By email: jannepender@aheadassociates.co.nz

Referee's Report

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

For: (Candidate to complete

Marianne Duston

Referees Name: Chay Carter

Address: 107 Potts Road, Whitford

Home Phone:

Mobile Phone: 021 846 122

Work Phone: 021 846 122

Email: chay.carter@saintkentigern.com

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 worked closely with Marianne since January 2017 as one of two Deputy Principals connected with Saint Kentigern's Middle College and as a fellow member of Saint Kentigern College's Senior Management team of six. This close professional relationship has provided me with daily opportunities to see Marianne at work in a variety of contexts:

- Joint leadership of daily College organisation and student management of Middle College students
- Leadership of Middle College Heads of House Team and Head of Year 7 (a team of seven)
- Successful implementation and ongoing leadership of Middle College student wellbeing programme - 'Navigate'
- Responsibility for International Students
- Supporting the Head of Maori and Pasifika in increasing the sense of belonging and expectations of this group of students

On top of this, Marianne has worked as a highly effective Maths teacher, contributing to the culture of the Maths Department and has also made significant contributions to the co-curricular life of the College through her leadership of Orienteering.

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

In terms of her personal qualities, Marianne is a principled, caring and wise educational leader. She is a woman of integrity and a servant leader, caring deeply for both students and staff. She has a strong personal faith which is her compass in life. She is committed to any task she undertakes and her work ethic is acknowledged by all as outstanding. In terms of her experience, she has a wide range of professional experiences and prior learning in a range of contexts to draw from: in pastoral care, student discipline, school organisation, student wellbeing, careers, international students and thinking skills programmes to name a few. In her role, she deals with issues of complexity in a systematic and fair way. Marianne uses data effectively to inform decision making. She is a 'driver' and has the ability to lead whole school change, as exemplified in the introduction of the student wellbeing programme 'Navigate' which she led from conception to fruition in collaboration with another deputy principal. Marianne is both a critical and creative thinker. She is unafraid to ask why and to challenge the status quo and does not shy away from difficult conversations. In this she shows a commitment to professional inquiry, ongoing improvement and enhancement and an openness to change. An intelligent, life-long learner, Marianne is committed to developing as an educational leader and has a wide professional network. With two daughters at Baradene, Marianne demonstrates her personal commitment to the education of girls in the Catholic tradition. For all of these reasons, Marianne is an excellent candidate for the role of Principal at St Mary's.

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

Being a 'driver' - a positive attribute for any leader - Marianne can, at times, be task-orientated. This can mean that in her focus on achieving the task she may not make connections with other areas in the bigger picture of things, or her focus may be perceived by others as lacking warmth, or she may become frustrated by obstacles. In saying this, Marianne's strengths, experience and principled values far outweigh any weaknesses that may be perceived.

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

Marianne is a women and colleague that I have huge admiration for. Wherever her career takes her, I will continue to value her wise judgment, high standards and principles and use her as a professional sounding board. She will make an excellent principal. To entrust a school into Marianne's hands would be to entrust a school into safe hands indeed.

Please return directly to:

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Referee's Report

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

For: (Candidate to complete)

Marianne Duston

Referees Name: Kieran Fouhy St. Paul's College

Address: 183 Richmond Road, Ponsbury

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Mobile Phone: 021-655-074

Work Phone: 09 376 1287

Email: Kfouhy@gmail.com

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 was Headmaster of St. Peter's when Marianne was on the staff she was there for approx? 8 years So plenty of opportunities to see her at work

I have not spoken to her, from memory, since leaving St Peter's College (she)

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

①: Marianne is 'driven' - she is a runner in her spare time... Perfectionist?

② Not so sure she is an excellent candidate, because

(a) Her time at St. Peter's was 'away' from the classroom. [I took her out of a Maths class because she couldn't cope]

(b) As Careers + with a project she does well - But a Principal is about interruption, other time - not your own time

③ She is smart - but with her own stuff she has initiated

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

I am unsure how Marianne would cope with the complexity of a Principal job

The 'overload' stuff would mean she would retreat or become dominant

"Achilles Heel" Might also be a dependence on plenty of money, resources etc - to do the job.

Marianne likes Perfectionism!

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

I am unsure of her Catholic

culture in starting and bringing
ethos to Account. she would rely on
the DRS to do the 'Catholic stuff'
- rather than lead in that Domain

Her time with St. Cuths and
(Dio?) St. Kents indicates a pattern

I suppose I would go back to
her resilience factor - admittedly
the Maths class I took her out
of was a tough class - but they
were not that bad. she was
overwhelmed.. so being a Principal?
..... there are some dots

Missing here!

I like her, but can't see her as a
Principal of St Mary's College

KF.

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