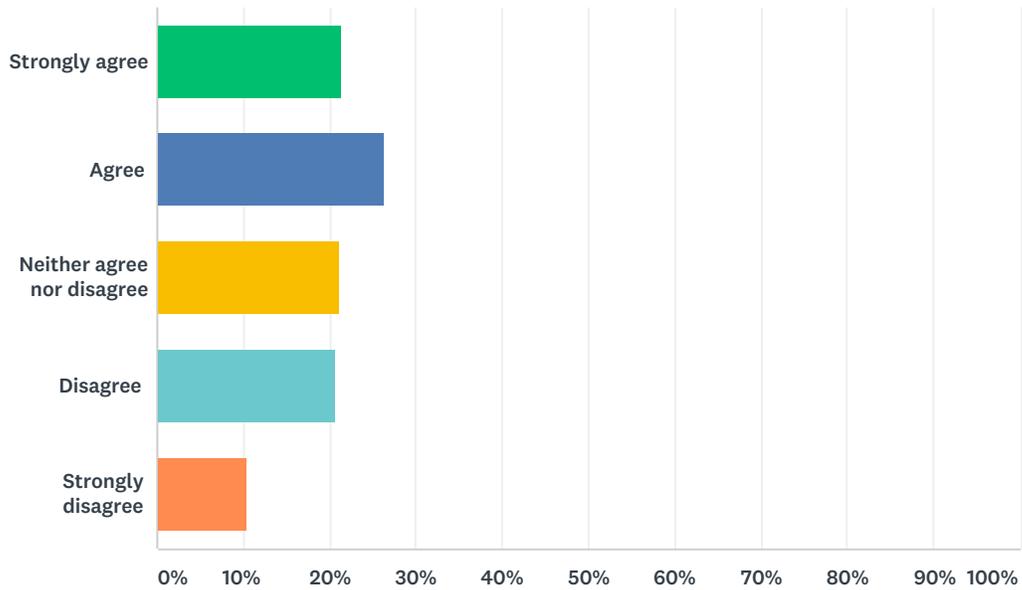


Q1 The Tomorrow's Schools model of one school, one Board of Trustees, is the best governance model for NZ schools and should not be changed

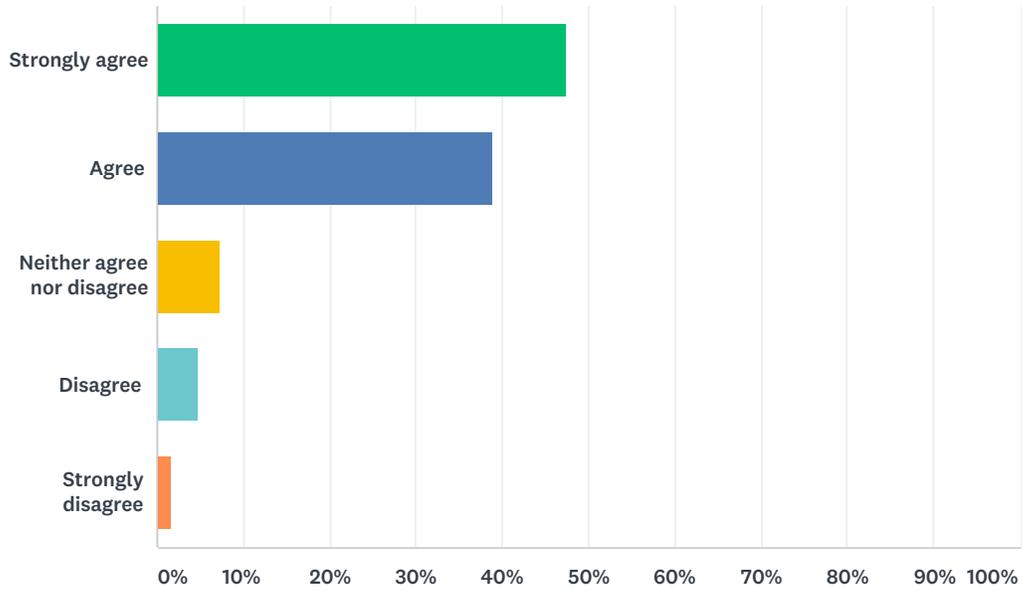
Answered: 874 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	21.40%	187
Agree	26.32%	230
Neither agree nor disagree	21.17%	185
Disagree	20.71%	181
Strongly disagree	10.41%	91
TOTAL		874

Q2 The one aspect of Tomorrow's Schools I most value, is that we are autonomous, self managing schools

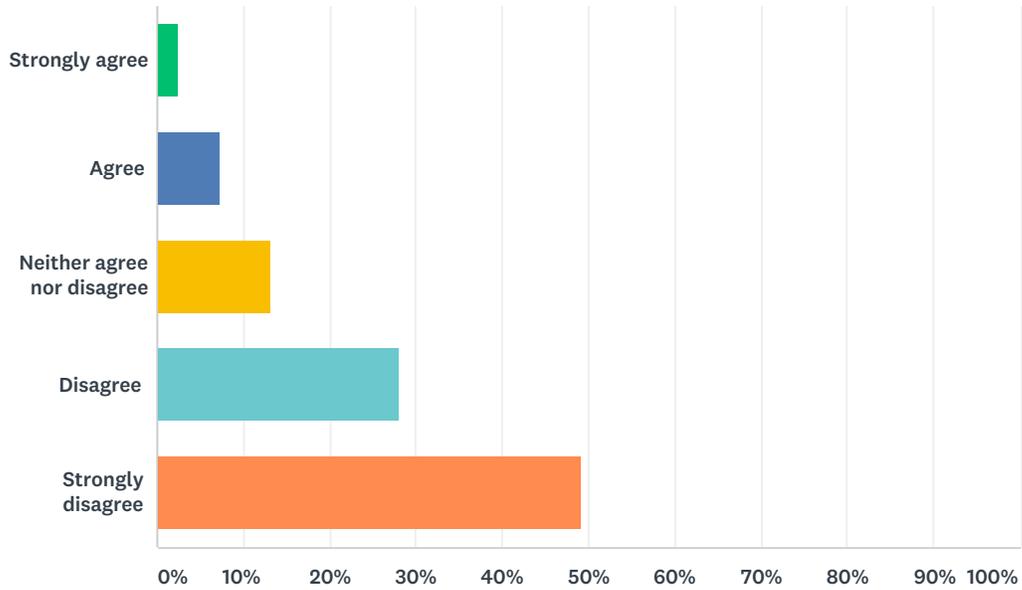
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ANSWER CHOICES	RESPONSES	
Strongly agree	47.42%	414
Agree	38.83%	339
Neither agree nor disagree	7.33%	64
Disagree	4.81%	42
Strongly disagree	1.60%	14
TOTAL		873

Q3 Establishing one Board of Trustees for a group of (approximately 10-15) schools, will enhance the governance of all schools

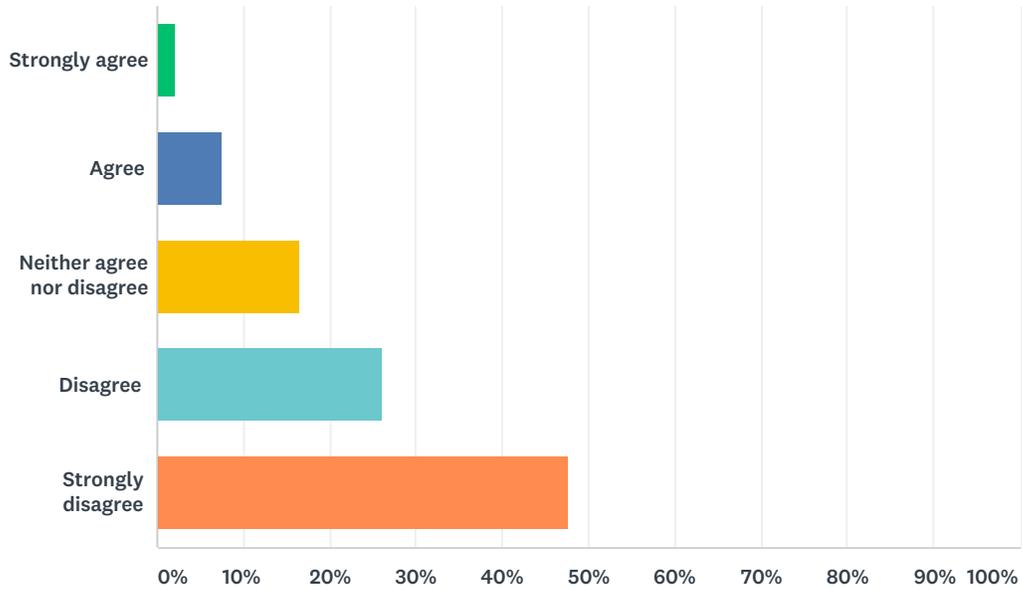
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ANSWER CHOICES	RESPONSES	
Strongly agree	2.41%	21
Agree	7.36%	64
Neither agree nor disagree	13.10%	114
Disagree	27.93%	243
Strongly disagree	49.20%	428
TOTAL		870

Q4 Establishing regional Boards of Trustees (similar to Health Boards) will enhance governance of all schools

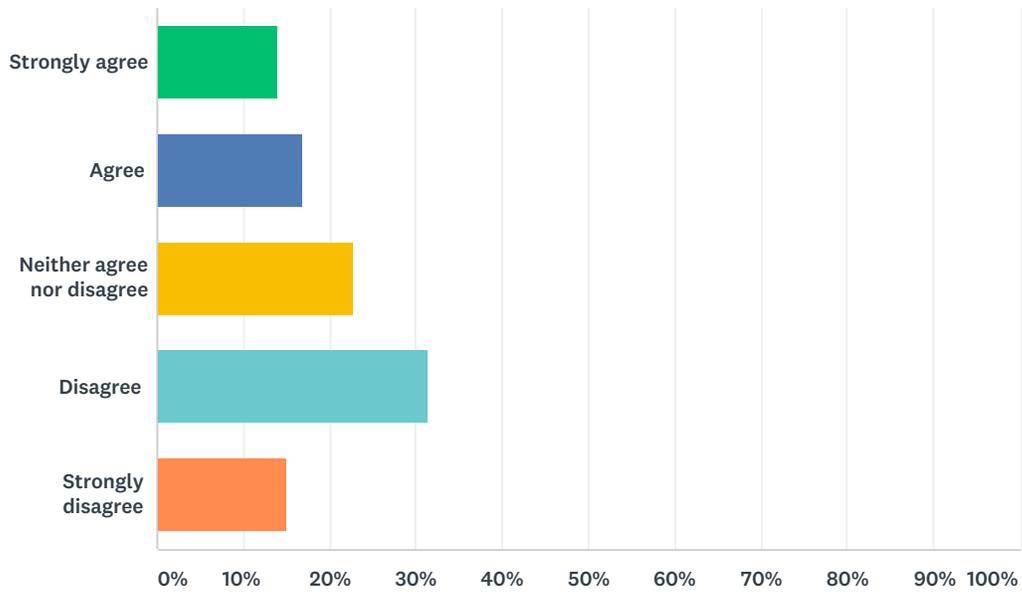
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ANSWER CHOICES	RESPONSES	
Strongly agree	2.19%	19
Agree	7.61%	66
Neither agree nor disagree	16.49%	143
Disagree	26.07%	226
Strongly disagree	47.64%	413
TOTAL		867

Q5 Schools will function more successfully by disestablishing Boards of Trustees and leaving principals to manage their schools

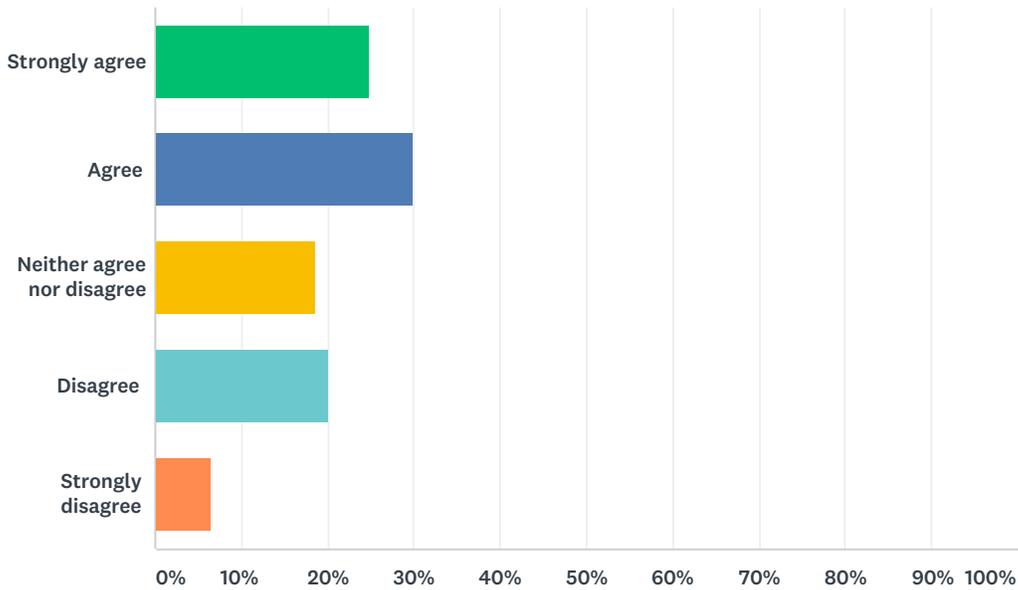
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ANSWER CHOICES	RESPONSES	
Strongly agree	14.01%	122
Agree	16.88%	147
Neither agree nor disagree	22.73%	198
Disagree	31.34%	273
Strongly disagree	15.04%	131
TOTAL		871

Q6 Teaching and learning in schools is enhanced when principals and Boards of Trustees are empowered to make their own decisions about property and property development, independent of the Ministry

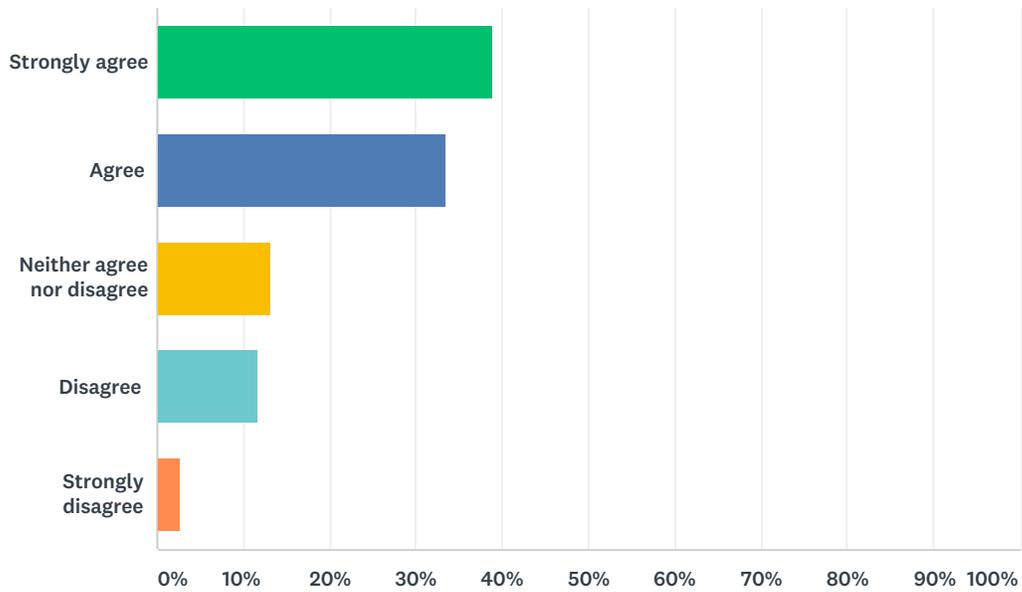
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ANSWER CHOICES	RESPONSES	
Strongly agree	24.86%	217
Agree	30.01%	262
Neither agree nor disagree	18.56%	162
Disagree	20.05%	175
Strongly disagree	6.53%	57
TOTAL		873

Q7 Managing property and property development creates undue stress for principals

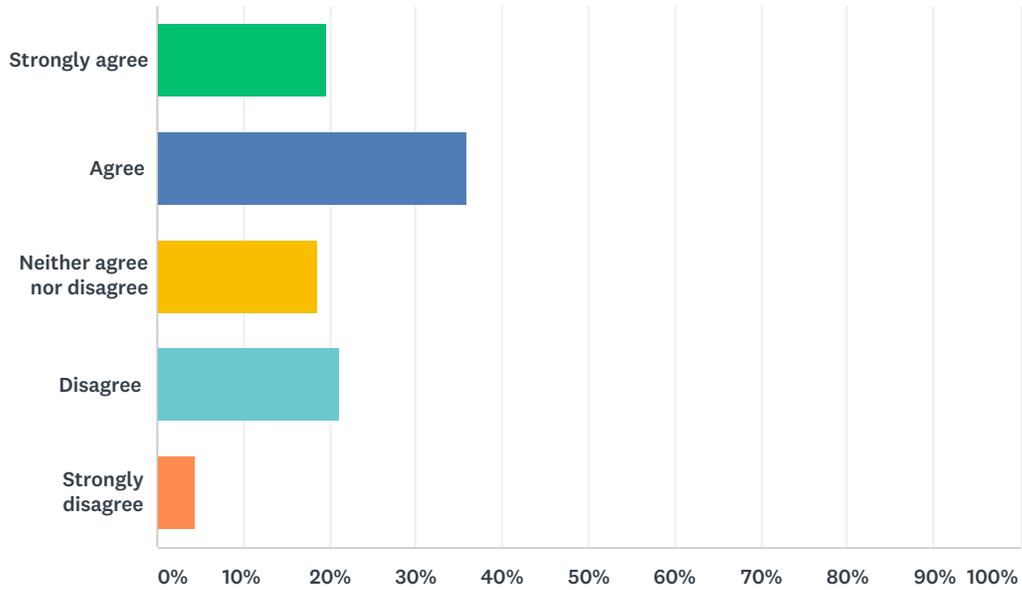
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ANSWER CHOICES	RESPONSES	
Strongly agree	38.88%	339
Agree	33.37%	291
Neither agree nor disagree	13.19%	115
Disagree	11.81%	103
Strongly disagree	2.75%	24
TOTAL		872

Q8 Individual schools and their communities are safer and function better when each school develops and reviews their own unique set of policies

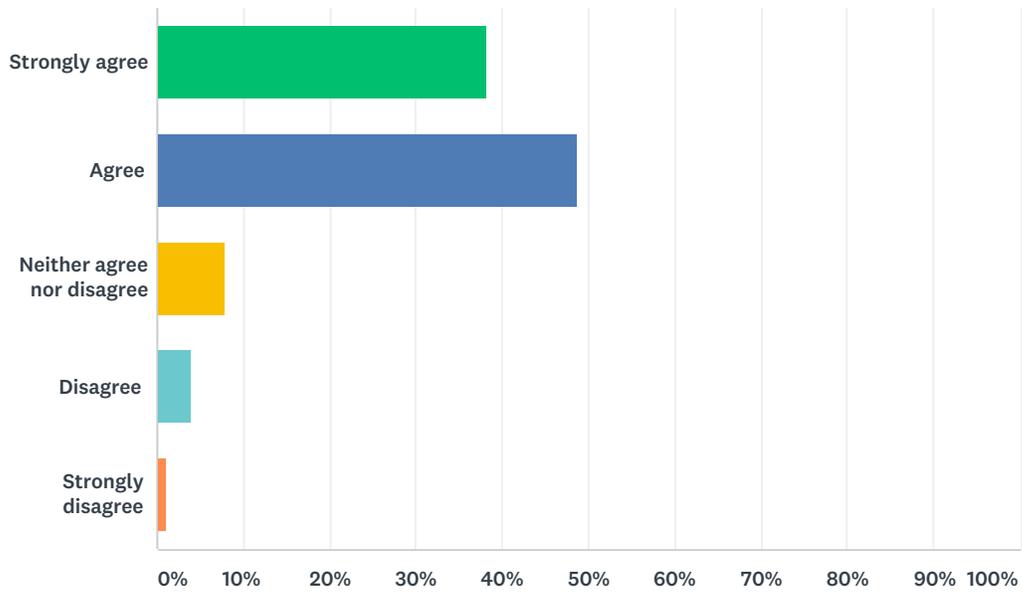
Answered: 868 Skipped: 7



ANSWER CHOICES	RESPONSES	
Strongly agree	19.59%	170
Agree	36.06%	313
Neither agree nor disagree	18.66%	162
Disagree	21.20%	184
Strongly disagree	4.49%	39
TOTAL		868

Q9 As principal, I respond in a timely way and manage our day to day affairs efficiently because I am in control of our school's finances

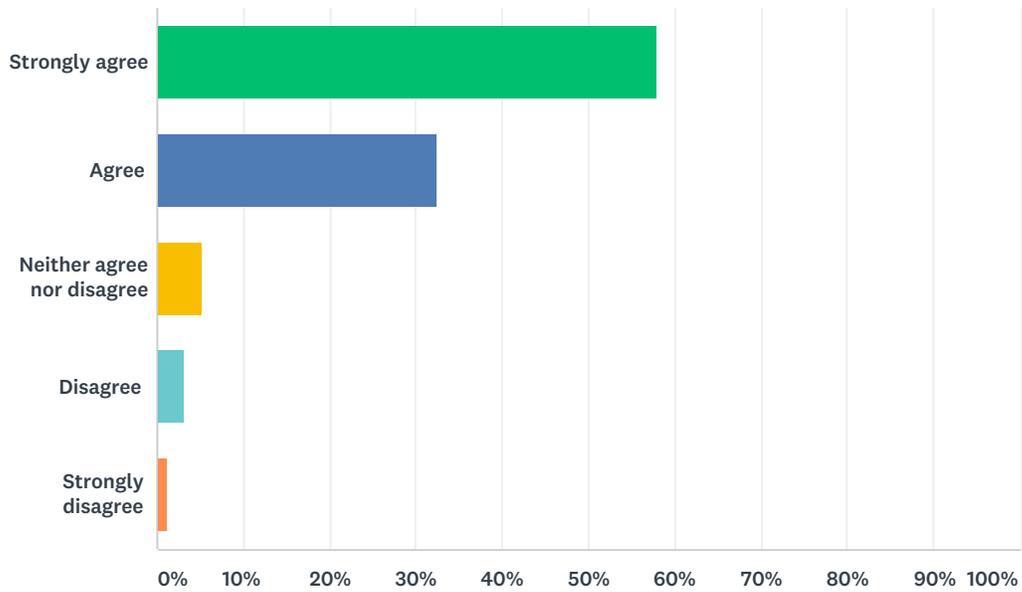
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ANSWER CHOICES	RESPONSES	
Strongly agree	38.35%	334
Agree	48.79%	425
Neither agree nor disagree	7.92%	69
Disagree	3.90%	34
Strongly disagree	1.03%	9
TOTAL		871

Q10 My school has an appropriate mix of skilled teachers because as principal, I am responsible for recruiting and appointing them

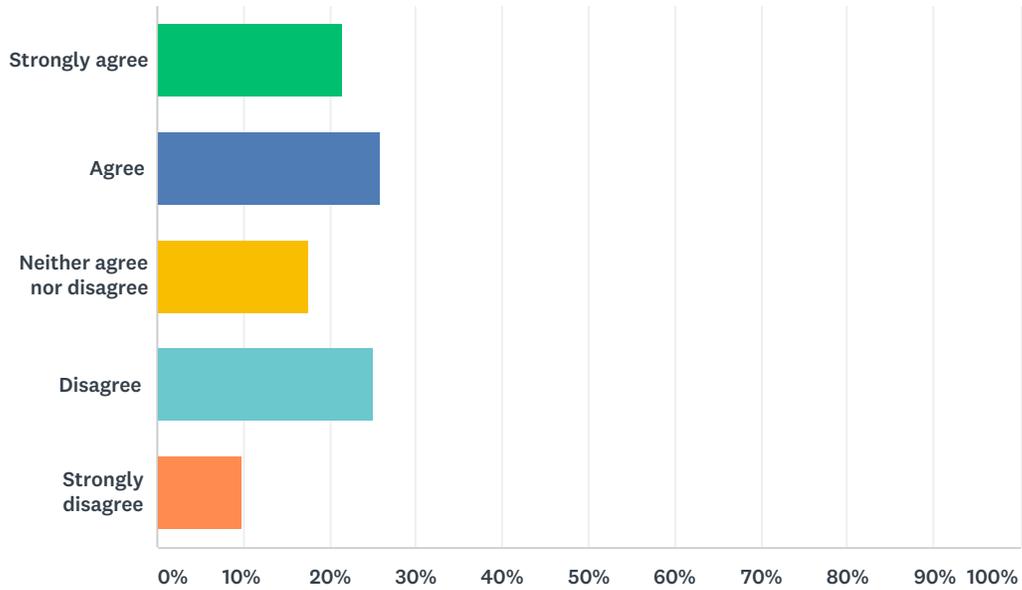
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ANSWER CHOICES	RESPONSES	
Strongly agree	57.85%	505
Agree	32.42%	283
Neither agree nor disagree	5.27%	46
Disagree	3.21%	28
Strongly disagree	1.26%	11
TOTAL		873

Q11 Community engagement will be just as strong without Boards of Trustees

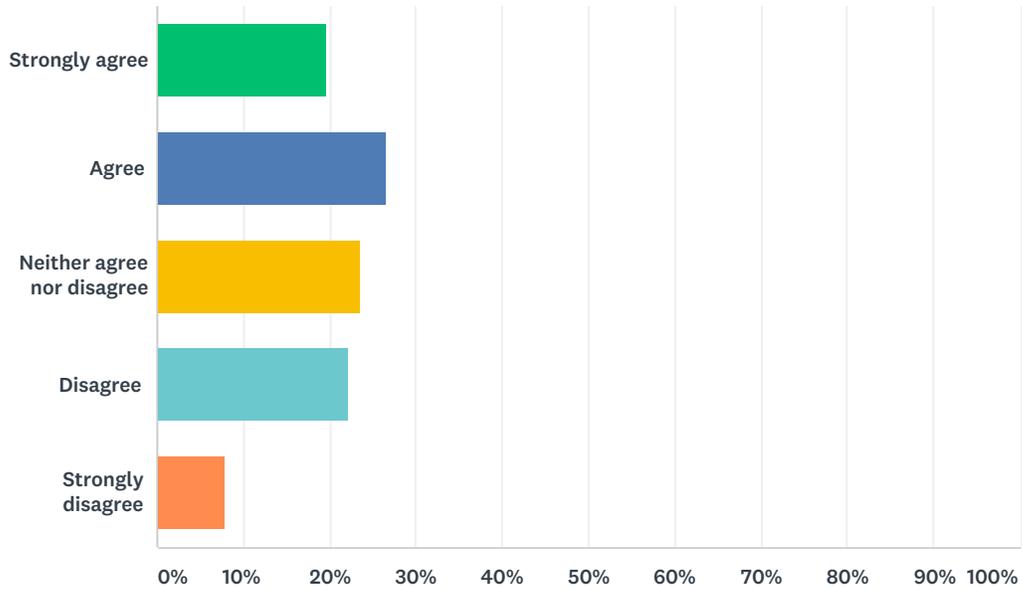
Answered: 869 Skipped: 6



ANSWER CHOICES	RESPONSES	
Strongly agree	21.52%	187
Agree	25.89%	225
Neither agree nor disagree	17.61%	153
Disagree	25.09%	218
Strongly disagree	9.90%	86
TOTAL		869

Q12 Tomorrow's Schools fosters competition and works against collaboration

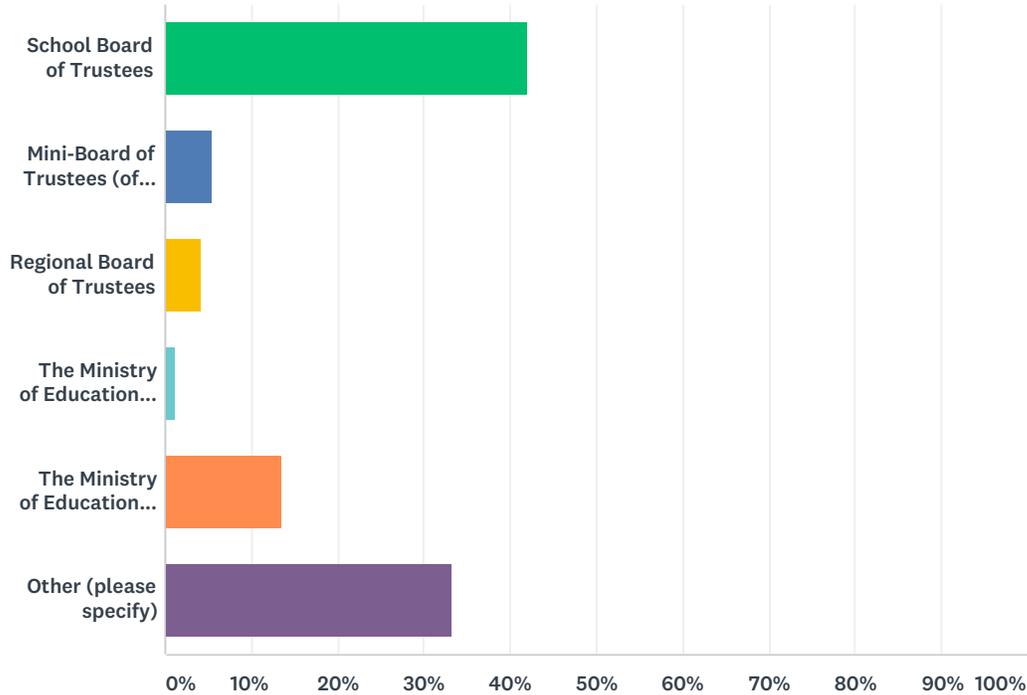
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ANSWER CHOICES	RESPONSES	
Strongly agree	19.59%	171
Agree	26.58%	232
Neither agree nor disagree	23.71%	207
Disagree	22.11%	193
Strongly disagree	8.02%	70
TOTAL		873

Q13 Which is the most appropriate entity to appoint principals?

Answered: 868 Skipped: 7



ANSWER CHOICES	RESPONSES	
School Board of Trustees	42.05%	365
Mini-Board of Trustees (of multiple schools)	5.53%	48
Regional Board of Trustees	4.26%	37
The Ministry of Education in its current form	1.27%	11
The Ministry of Education in a new form	13.59%	118
Other (please specify)	33.29%	289
TOTAL		868

#	OTHER (PLEASE SPECIFY)	DATE
1	School board of trustees with an advisor/ support	6/5/2018 11:39 PM
2	Board of Trustees with the aid of another supporting principal from the wider community	6/5/2018 1:49 PM
3	Expert consultants in collaboration with school communities.	5/31/2018 5:07 PM
4	Unsure about the most appropriate entity - but I know that it is a very challenging situation for most boards to manage the process of Principal appointments.	5/31/2018 7:52 AM
5	.	5/30/2018 12:25 PM
6	The school Board f Trustees with the support of an advisor. Not necessarily a private contractor as some of those are not well qualified for the role, but maybe a MoE appointed advisor.	5/30/2018 10:39 AM
7	A mixture of school BoT / community with some MoE for support	5/30/2018 9:18 AM
8	A mixture of MoE and local parent and staff representatives	5/29/2018 8:29 PM

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9	A higher degree of professional educational expertise included in the mix eg an experienced principal	5/29/2018 5:55 PM
10	Or Ministry panel knows the school well.	5/29/2018 3:55 PM
11	School Board with a compulsory MoE approved principal advisor	5/29/2018 2:43 PM
12	with professional assistance - NOT THE MOE in any form	5/29/2018 2:37 PM
13	Community leaders appointed and kaumatua with the guidance of a qualified professional leader in Education.	5/29/2018 2:21 PM
14	School Board of Trustees with outside / expert support e.g. a reputable principal of a local school or kura, a iwi/runanga rep	5/29/2018 12:04 PM
15	Group of principals and educators	5/29/2018 11:38 AM
16	When I was appointed the role of Principal, we had attending the final three Interviews; Four Board Members; an Educational Representative, an Iwi Representative and a Financial Representative. Board of Trustees can then make a very well informed judgement for each individual applicant by the collated written reports submitted by the independent observers. So, School BOT is my choice.	5/29/2018 11:29 AM
17	I think principal appointment is too important to be left in the hands of people who do not really fully understand the nature and complexity of principalship and so there needs to be assistance given to BoTs, However I am not convinced that some of the consultants who are charging an arm and a leg are doing much better. I think there probably needs to be a panel of very skilled and experienced people who have an overview of the system and would be committed to seeing that BoTs get the help they need in making a good choice. The whole system of principal appointment is rather precarious and as fewer and fewer people become available it will get even worse.	5/28/2018 7:18 PM
18	Expert leaders and teaching representatives from the school, Kahui Ako, or key educators (other Principals, education facilitators) as well as some parent/community representation.	5/28/2018 5:07 PM
19	Communities should have the biggest voice in who they appoint as principal. However there should be guidance and support for them in that decision making process. I'm in two minds about this. As a Pasifika principal, I have seen the communities through their BoT's appoint the right person (a great educator, who happens also to be Pasifika) for their community, and those schools have flourished as a result. I would hate to think that our Pasifika or Maori educators are overlooked in a process that didn't involve heavily the voice of the parent community (because to be honest, I don't know if I'd have the confidence in the 'system' to make such appointments...and believe me I don't make those kind of statements lightly, but from what I've observed, it could easily be that certain principal appointment groups/ personnel bring through their own to such positions, leaving out those who aren't in the know/ in the club- harsh aye! Sad, but there's truth there too. However, I've also been part of appointment panels as an advisor to the BoT (where the principal advisor engaged for that appointment requested an additional voice of experience at the table) and have worried at times about educators who may have been at the mercy of folks who meant well, but made their decisions based on their own biases, or on their own limited understanding about the kind of leadership needed to take their school forward.	5/28/2018 3:31 PM
20	I am not really sure. One thing I do believe strongly about however, is that Boards of Trustees should NOT be responsible for appointing principals because they are not skilled educators and usually don't have a clue about what the school needs and who is suitable. The process becomes a 'popularity contest' under the current structure.	5/28/2018 3:28 PM
21	I believe a mix is important. School Boards of Trustees should have involvement but also a MOE representative should be a legislative requirement. An advisory principal should also be a requirement so that a fair representation is on the appointments panel. Many boards struggle with this very important appointment and more mandatory support and guidance could ensure more effective appointments .	5/28/2018 12:39 PM
22	An appointments group made up of MOE specialist HR, school staff, an experienced Principal and school community representative.	5/28/2018 12:35 PM
23	Not sure about this ! A lot of BOT do not get it right	5/28/2018 12:34 PM
24	A panel composed of principals and local Boards	5/28/2018 12:29 PM
25	School Board of Trustees with advice from an independent adviser.	5/28/2018 12:15 PM
26	BOT with additional support from outside agencies who understand the role or school management and leadership.	5/28/2018 11:58 AM

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27	A board with experts in the field along with representatives from the individual school/community	5/28/2018 11:54 AM
28	A newly developed regional group, representative of the school community, school staff, , MOE, STA , Principals Leadership advisors, and fellow Principals. This group would be responsible for the appointment and key aspects of the appraisal of the appointee. A group such as this ensures some continuity between schools, appointments being made specific to the current needs of the school and the ability for Principals to move within the sector where their skills can be best used.	5/28/2018 11:36 AM
29	board of trustees with selected community knowledgable kaumātua.	5/28/2018 11:31 AM
30	A smaller collective of principals, possibly from the same cluster of schools	5/28/2018 10:22 AM
31	If we have a BoT they should have an education approved outside consultant and be funded for this. Otherwise a mix of staff / consultant and possibly one or two parent reps could make up a group.	5/28/2018 9:36 AM
32	BOT however there should be an "expert" on the panel who has the pedagogical knowledge to guide and support the BOT	5/28/2018 8:08 AM
33	A combination of the board of trustees (in whatever form) and the Ministry of Education (in whatever form)	5/28/2018 7:04 AM
34	Combo school BOT plus MOE in a new form. Similar to COL leader appointments	5/28/2018 12:15 AM
35	Whanau o te Kura	5/27/2018 11:07 PM
36	A board of trustees IF they are appropriately skilled, trained and supported by education consultants.	5/27/2018 9:43 PM
37	School Board and appointment expert/s	5/27/2018 8:38 PM
38	Board of Trustee members with external supports who ahve educational /principal background	5/27/2018 8:37 PM
39	A principal leadership advisor, 2 members of school leadership team, 2 teacher reps, 2 parent reps.	5/27/2018 8:14 PM
40	A Board of Trustees with an experienced and trusted current or ex principal is the right mix to ensure community fit and skill set appropriateness.	5/27/2018 6:50 PM
41	A Board of Trustees with involvement of MoE to give expertise on the profession	5/27/2018 6:19 PM
42	I'd like to see MoE support teams which work with a group of similar schools to assess and assist on an ongoing basis the same areas currently reviewed by ERO (ERO would not exist). These teams would be in an excellent position to know exactly the sort of skills required for a new principal.	5/27/2018 4:21 PM
43	a combination of School staff, trustees and the school's MOE Senior Advisor or similar?	5/27/2018 4:14 PM
44	BOT with MOE representation or some other form of education based expertise.	5/27/2018 2:48 PM
45	School Board of Trustees with MOE adviser that is able to contribute toward the decision and ensures good processes are followed.	5/27/2018 1:29 PM
46	Appointing a principal needs to reflect the community needs so a mixture of Board, Staff and community voice is needed with also independent board to have a balance.	5/27/2018 1:06 PM
47	Mini-Board of Trustees of multiple schools + MOE & local principal reps	5/27/2018 12:20 PM
48	Boards of Trustees alongside professional and trained advisors.	5/27/2018 1:02 AM
49	MOE urgently requires overhaul. Adding more layers of bureaucracy such as the budget announcement for added "advisors" is not the answer. We have inquiry and 21st century technology; we don't need advisors, we need their salaries in our ops grants!!	5/26/2018 4:33 PM
50	School board plus advisor and another -possibly MOE senior advisor	5/26/2018 3:54 PM
51	A group specifically chosen for the job - staff and community members from the school and experienced principals who know what to look for	5/26/2018 2:51 PM
52	School Boards in the main, with the proviso that an accredited professional is co-opted, with power to refer a decision to Ministry for review. This would support some schools and rein in certain elements.	5/26/2018 1:56 PM
53	School Board of a Trustees drawing on external expertise if required	5/26/2018 1:47 PM

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54	I am unsure what the alternatives would be. It would be dependent on whether BOTs stayed for each school. I like that it is a free market and MOST schools have robust systems with an outside educational consultant guiding the process.	5/26/2018 10:42 AM
55	MoE controlled aspects of TS such as property and learning support are the most frustrating because of its tardiness to assist and constantly changing processes and staff. Principal appointments should be guided by NZPF reps.	5/26/2018 10:39 AM
56	the BOT but with outside advisors. The BOT knows their school best so know what is the best fit, but I hold grave concerns about a group of laypeople appointing and educator. Generally they appoint the person they like best from the interview, not necessarily the person with the best skills for the job. It is tricky when an outside principal is involved as they often know the applicants. Having a MOE or outside consultant is crucial in the process.	5/26/2018 8:59 AM
57	Can't answer - if BOT role changes maybe. U1 perspective - having 1 centralised Board will not be good for our small communities - not good already and COL has not changed anything.	5/26/2018 8:44 AM
58	Appointment panel made up of key stakeholders - students, staff, BoT, community members	5/26/2018 8:26 AM
59	Board of trustees with an MOE participant	5/26/2018 5:47 AM
60	At the moment School Boards because they know the school and the community, are in the best place to find most suitable applicant.	5/25/2018 8:55 PM
61	A board of local principals with local community representation	5/25/2018 8:08 PM
62	Unsure really, would need to think about models that are best for the community.	5/25/2018 4:19 PM
63	A mixture of local input (Boards or if there are no Boards anymore, then staff and community representation) along with Ministry or state appointed advisors - to ensure fair and appropriate processes	5/25/2018 4:18 PM
64	Community representative, staff representatives and MoE in a new form. I don't believe that a multiple schools' BoT is the way forward.	5/25/2018 4:13 PM
65	A mix of Ministry with localised school boards. To get the appropriately qualified person, but with local knowledge about the type of cultural fit required for a specific strategic direction.	5/25/2018 4:08 PM
66	School Board plus a voting adviser and MOE rep.	5/25/2018 4:05 PM
67	BoT with support from an independent principal or consultant	5/25/2018 4:02 PM
68	Combination of MOE and community members / BoT.	5/25/2018 2:30 PM
69	combination of BOT's and MOE	5/25/2018 2:03 PM
70	why can't the Principal appoint to replace their position. who better knows the position. You could then get outside consultant to help with the interview process and make decision from there	5/25/2018 1:45 PM
71	Generally I think the Board does a good job, however I like the idea of the compulsory use of a registered/recognised consultant. I don't think MOE have the skill, in there current form, for this.	5/25/2018 1:06 PM
72	A combination of Board of trustees and Ministry	5/25/2018 12:39 PM
73	As a small school the local principals group with some local community would be best . I would have liked a box under some of the above questions to explain	5/25/2018 12:37 PM
74	Mixture of Board and consultant with approved consultant veto with referral for review	5/25/2018 12:32 PM
75	As in Kura Kaupapa Maori, the Board of Trustees is in theory the whole school community who should participate in the decision re the most appropriate principal to be appointed and as advised by the "kaitiaki" of the Te Aho Matua pedagogy.	5/25/2018 12:07 PM
76	Mini board with a suitably qualified and experienced principal to act as an advisor. Too many schools have failed because of poor appointments	5/25/2018 11:38 AM
77	A group that understands the roles and responsibilities of a Principal. One that is able to complete the appointment process confidentially and transparently, ensuring that the Principal appointed fits with the community they are working in. A group that is trusted.	5/25/2018 11:13 AM
78	not sure maybe a mixture	5/25/2018 11:06 AM
79	I would use the School Board of Trustees PLUS a skilled, independent principal to act as a consultant for appointment decisions. I would provide BOT's with 'state of the art' recruitment practices to support effective appointment decisions.	5/25/2018 11:03 AM

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80	Not really sure but needs to be a group of people that do not discriminate or make decisions based on "who you know" and fairly appoint people based on their experience and skills.	5/25/2018 11:00 AM
81	School BOT with an advising Principal from another region	5/25/2018 10:57 AM
82	Not sure. Many BOTs are underskilled to do this and often get it wrong, however it is good for the community if their representatives have chosen rather than having it "dont to them" so I think at least having an advisor should be mandatory	5/25/2018 10:45 AM
83	A combination with different persepectives. eg... some local, regional and / or moe	5/25/2018 10:29 AM
84	A panel that has a mix of Principals, LSM or Commissioners, Parents, Community Rep	5/25/2018 10:18 AM
85	Other Principals. Definitely NOT the MoE in any form!	5/25/2018 10:05 AM
86	The board of trustees with a professional component - either from the MOE or other reputable education body	5/25/2018 10:05 AM
87	A mix. Current BOT understands history and context. A local MOE person may understand pathways and appropriate SKILL (not paper work) They could also have a better knowledge of the applicants and their suitability. Plus an MOE rep may halt the need for schools to pay crazy amounts to a consultant.	5/25/2018 9:54 AM
88	School Boards need to be involved in the appointment process but need greater support from an educational perspective. Educational based Board advisors need to be compulsory additions to appointment teams for principal appointments	5/25/2018 9:53 AM
89	School Board of Trustees with an independent Principal Advisor	5/25/2018 9:41 AM
90	A mix of Boards of Trustees and expert partners	5/25/2018 9:40 AM
91	I think the MOE may have a qualified person to sit on some principal appointments - might mitigate the sometimes doozy appointments made.	5/25/2018 9:31 AM
92	A regional panel, independent of the MOE, with current and ex principals, one or two educators and one or two community representatives - it could be an advisor as part of	5/25/2018 9:31 AM
93	Not sure on this one, mini board could work, so could regional and so could a new model from MOE	5/25/2018 9:23 AM
94	BOT with education consultants to assist	5/25/2018 9:22 AM
95	Like all processes there are flaws - need a body who will do due diligence, not sure any of the above is suitable	5/25/2018 9:21 AM
96	Combination of Board with a Ministry funded advisor to guide and process and have a vote on candidate.	5/25/2018 9:17 AM
97	A BOT is the most appropriate entity when there are members familiar with the employment process on the BOT	5/25/2018 9:06 AM
98	Regional with other experienced principals involved.	5/25/2018 8:57 AM
99	I believe that a Board of Trustees with an appointed consultant - Boards are not experienced educationalists so are not necessarily the best option singularly	5/25/2018 8:45 AM
100	What ever is used the panel should be diverse with representation from the school as well as an independent advisor.	5/25/2018 8:44 AM
101	A board of trustees that are primarily appointed with a representation of local schools elected. The appointed members should be specialists in education, property, finance etc and all have experience in the education sector.	5/25/2018 8:40 AM
102	Some BOT's are not capable of the appointment process when they think they are. There have been some shocking appointments made by BOT's that all move on and leave the school with their appointment. Principal turnover too common.	5/25/2018 8:39 AM
103	Outside agency , with some board representation	5/25/2018 8:37 AM
104	this is dependent on the strength, capability and capacity of the board and the lack of bias brought in by consultants. Most consultants prep a candidate they have worked with for the job.	5/25/2018 7:57 AM
105	School Boards of Trustees with quality and qualified outside support that has personal knowledge of the roles and responsibilities of the role.	5/25/2018 7:56 AM

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106	An independent committee, that seeks the best evidence to help place people in principal positions, could be similar to the NANP for the CoL appointments, for approval of applicants and then selection is made by the school board.	5/25/2018 7:46 AM
107	Some BOT's are excellent but some simply don't have the necessary skills/knowledge of education and the demands.	5/25/2018 7:43 AM
108	In conjunction with an informed staff member.	5/25/2018 7:35 AM
109	More of a mix, we need more people from within the profession involved in the process. We have BOT's making some very interesting appointments in our regions. Would suggest independent body for process, mix of Principals, Ministry and BOT to complete the appointment.	5/25/2018 5:23 AM
110	School board but they are not responsible entirely for recruitment of principals with assistance from experienced principal from area and MoE rep	5/25/2018 4:12 AM
111	Regional Board of Trustees with a teacher representative and nominated parent representative from specific school.	5/25/2018 3:08 AM
112	School BoTs with recognised external support	5/24/2018 11:59 PM
113	It's hard to answer this without the detail of who the mini or regional board would be, their membership and function. However, I do not believe that the ministry in its current form or school Boards of Trustees are the most appropriate	5/24/2018 10:44 PM
114	these options have too many "depends on" attached to them...depends on who is on the BOt, depends on how a new form MOE would be, what constitutes a Regional BOT??? So cannot answer the question	5/24/2018 10:29 PM
115	a selection of the BOT Chair Principal, teachers and Parents.	5/24/2018 9:53 PM
116	Combination of board members and skilled appointment advisors who have a say in the decision - ie local autonomy with specialist input into decision not just process.	5/24/2018 9:45 PM
117	This is a difficult choice. Most BOTS manage this well. There are also some who don't	5/24/2018 9:35 PM
118	Mix of board of trustees and some people independent of the board	5/24/2018 9:28 PM
119	School Board with one professional eg another Principal	5/24/2018 9:25 PM
120	A combination of the above	5/24/2018 9:15 PM
121	School Board of Trustees with professional support	5/24/2018 9:14 PM
122	Could be something that members of CoL/ Kahui Ako could be involved in.	5/24/2018 9:09 PM
123	It needs to be a combination of educational expertise and community knowledge guiding the process.	5/24/2018 8:52 PM
124	School BOT & appropriate MoE support	5/24/2018 8:45 PM
125	Board of Trustees together with outside support	5/24/2018 8:40 PM
126	At my decile one school, the BOT would need to be well supported to undertake a Principal's appointment. In most schools a BOT appointment process would work, but not all Boards have the capacity to do so. In a school such as mine, there would need to be an appointments group consisting of people who really understood the type of school it is and the needs of the community.	5/24/2018 8:40 PM
127	A mix of parent representatives, and educationalists	5/24/2018 8:38 PM
128	Community BoT members but with a facilitator or MOE representative	5/24/2018 8:37 PM
129	Committee of skilled, capable and competent education people. Bots aren't necessarily this, hence the effective ones often hire consultants.	5/24/2018 8:34 PM
130	I still believe that the BoT are the people to appoint a Principal but do think there is a place for having an MoE appointed person to sit on the appointment panel such as occurred with the Kahui Ako Led Principal appts.	5/24/2018 8:30 PM
131	BOT and MOE but a new form	5/24/2018 8:26 PM
132	School Board of Trustees with advisory support	5/24/2018 8:26 PM
133	Board of Trustees with a compulsory independent professional	5/24/2018 8:19 PM
134	A mix of School BoT and leadership advisors	5/24/2018 8:01 PM

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135	A board of trustees with a voting consultant who has been a principal or has credibility in and knowledge of the sector	5/24/2018 7:47 PM
136	Shared responsibility between school board and expert well numerated experienced principals/ consultants. We don't always get good advice from MOE because it does not attract best and experienced leaders and educators. Most often appears to be unsuccessful principals.	5/24/2018 7:02 PM
137	The School Board, but with a compulsory MoE advisor who not only advisors but recommends reason to appoint based on skill, experience and best fit for that particular school. The appoint should be collaborative in nature with both Board and support/advisor.	5/24/2018 6:28 PM
138	Education council	5/24/2018 6:28 PM
139	Combination of school's own Board of Trustees with the support of an approved consultant and possibly another principal from the area.	5/24/2018 6:24 PM
140	unsure	5/24/2018 6:15 PM
141	The personnel on the selection panel need to have a good understanding of the Educational demands of a principal and the community.	5/24/2018 6:00 PM
142	There could be a mixture...the bot..an advisor...a moe rep...a professional body rep...most important of all there should be a very transparent process that everyone applies. At the moment I think it is fickle	5/24/2018 5:52 PM
143	BOT but along with someone nominated by the regional board	5/24/2018 5:51 PM
144	Unsure	5/24/2018 5:39 PM
145	Representatives of parents and whanau of the school community; members of the staff team; outside educational consultants	5/24/2018 5:37 PM
146	Possibly a combination of all of the above.. There are too many Principal appointments made that are flawed because ordinary people are biased and ill informed. People who know the applicants practice should be involved more deeply .	5/24/2018 5:29 PM
147	It certainly shouldn't be untrained, unknowing people on Boards of Trustees (as it is currently), however I would question how informed the Ministry would be to make these decisions also. There almost needs to be some form of expert group within the Education Council or Ministry who appoint Principals who are the BEST people for the job.	5/24/2018 5:28 PM
148	Unsure. Def issues with BoT appointments but is better than principals being placed in schools that don't agree with their philosophy and goals.	5/24/2018 5:27 PM
149	BOT and an outside independent panel member	5/24/2018 5:26 PM
150	Expert advisers in partnership with school BOT's. Get balance of skill and personality to fit the schools culture.	5/24/2018 5:26 PM
151	Combine MOE and BOT reps	5/24/2018 5:24 PM
152	BoT with an experienced Principal/s as support	5/24/2018 5:17 PM
153	Committee made up of 2 parent reps, 1 MOE rep, 1-2 experienced principals, 1 staff rep	5/24/2018 5:14 PM
154	Combination of BOT/Staff/MOE	5/24/2018 5:12 PM
155	communty approach represented by whanau, iwi, staff, and representation from external advisors such as the RTLB cluster. Bots dont always have a transparent approach to appointing principals unless it is for their individual gain. That is my experience.	5/24/2018 5:08 PM
156	A mix of community and ministry	5/24/2018 4:56 PM
157	School Board of Trustees or representative school community group supported by an experienced adviser	5/24/2018 4:53 PM
158	School BoT and essential to use a certified experienced Principal as an advisor on the appointment process. Perhaps some training for these principals as well.	5/24/2018 4:48 PM
159	School Board of Trustees where the school is going well and has a 3 or 4-5 year review. Not the Board if the school is under support and guidance. In this instance the 'support consultant' should bring together an appropriate group to make the appointment.	5/24/2018 4:42 PM
160	possibly a mix of a new form of MOE and an independent outside consultancy that usually advise boards anyway	5/24/2018 4:41 PM

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161	Very tough appointment for Schools. I would say experienced Principals are best to appoint other Principals	5/24/2018 4:30 PM
162	Boards of trustees, but it assumes that the BOT is competent and has experience in appointment people to complex jobs	5/24/2018 4:29 PM
163	This is impossible to answer because I do not know who these people would be, could be or what experience they have or lens they look through within education.	5/24/2018 4:25 PM
164	School Boards of Trustees with an educational consultant.	5/24/2018 4:22 PM
165	A mixture of Board members and principals/ ex-principals	5/24/2018 4:20 PM
166	Some BOT's may need support from an outside Advisor if we keep with BOT's. Before Tomorrow's Schools the Education Boards did the appointments and while this was always not perfect it seemed to be fairer and there was more movement and not just jobs for the boys!	5/24/2018 4:17 PM
167	The capacity a Board has to appoint a Principal varies greatly between Boards, it would be unfair to make such a broad statement. However, i don't think the MoE would do a much better job.	5/24/2018 4:17 PM
168	I am unsure if BOT are the best people to appoint Principals... If BOTs continue is it possible to have an independent/consistent professional body to advise/support/ guide	5/24/2018 4:13 PM
169	Perhaps a mix - peers, ministry and board?	5/24/2018 4:09 PM
170	A selection panel with the best skills, knowledge and understanding of the principal role. the school context and relevant recruitment practices	5/24/2018 4:08 PM
171	Regional body with teaching experience and Board/parent body input or seat on appointments panel.	5/24/2018 4:08 PM
172	Some boards have made some very unsuitable appointments.	5/24/2018 3:55 PM
173	Good question. A body of people who have a skill set of appointing the best person for the position. A mix of community/parent/students.	5/24/2018 3:53 PM
174	A mix of Ministry of Education in a new form and mini board of trustees. But 10-15 schools is FAR too many for one BoT.	5/24/2018 3:52 PM
175	Boards of Trustees with experience can manage but need to professional advice.	5/24/2018 3:50 PM
176	a panel with some professional input (e.g. MoE adviser or external adviser ratified by NZSTA/MOE), some elected community input (parent reps) support, and limited but real staff and student representation	5/24/2018 3:42 PM
177	School BoT with advice from another professional, could be MoE or consultant. Boards should not appoint principals by themselves.	5/24/2018 3:42 PM
178	This is hard to answer - in some ways BOTs don't always have the expertise to appoint the principal but input from individual communities is important. Maybe the Boards in conjunction with MOE?	5/24/2018 3:40 PM
179	Boards but with the requirement to have a professional who is trained in employment procedures AND educational matters. There could be pools of such in all areas, trained and paid. Each Board could select from the pool and be required to have them on the BOT for all matters	5/24/2018 3:35 PM
180	Probably a region board with senior staff from the school involved. Regional boards should include a parent elect from each school	5/24/2018 3:28 PM
181	Appointment committee made up with Board of Trustees representation, senior staff member, 1 x Local Principal representative, 1 x local MOe representative, NZSTA representative to oversee process	5/24/2018 3:27 PM
182	Principal professional networks e.g. Principals Associations funded to coordinate/broker PLD, Hau-Ora, Induction of new Principals	5/24/2018 3:24 PM
183	Not sure - should be some sort of working party to look at options	5/24/2018 3:23 PM
184	Combination of Ministry and local community representatives	5/24/2018 3:21 PM
185	A panel of educators/MoE staff and local community. NOT parents of the school, this is a serious conflict of interest and has no guarantee that anyone on the panel has any understanding of educational needs, qualities and priorities	5/24/2018 3:12 PM

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186	I think that it would be beneficial if a panel was made up of board members, staff member and an independent principal.	5/24/2018 3:10 PM
187	I don't think boards should have that authority because they don't know what they are doing. I don't know the best solution though. Not keen on the MOE because then it will just become political.	5/24/2018 3:09 PM
188	BOT with a consultant to help them. This is also dependent on the calibre/experience of the BOT members.	5/24/2018 3:01 PM
189	The Ministry of Education in a new form but also with one local community rep or teacher rep.	5/24/2018 2:59 PM
190	An appointment committee for each school which had community, MoE appointment specialist or consultant experienced in appointments or experienced principal from another school and teacher (of that school) representation. The appointment committee would then have a wide view, expertise and local knowledge. Schools need to draft their own principal criteria for the appointment.	5/24/2018 2:58 PM
191	A hybrid model with Boards and Ministry advisers	5/24/2018 2:57 PM
192	Board with a professional advisor	5/24/2018 2:56 PM
193	A selected body of professionals who are seconded to undertake the role. This group would do so in conjunction with an appointed 'independent' consultant who would be recruited for each job. This body of professionals would be made up of current and retired school leadership personnel (Principals, DPs, APs etc) who have recent school experience within the education sector and potentially within the region. Other persons in this team would include parent reps, MOE reps and other community reps who are invited to be involved because they are local to the school. The appointment tasks would be created and managed by the consultant, and the appointment team would come together to consider the top 10 CVs and select those to be interviewed. They would be involved in the interview, and would then allow the consultant to 'see out' the process.	5/24/2018 2:56 PM
194	A combination of Boards of trustees and professionals (Principals or NEWLY retired principals The Ministry in a new form - can't possibly tick that when have no idea of what that new form will be.	5/24/2018 2:56 PM
195	School Board with professional guidance	5/24/2018 2:54 PM
196	I believe that delegates from teaching staff and Boards of Trustees along with advisors from the Ministry of Education should be appointing principals.	5/24/2018 2:51 PM
197	The Board alongside a qualified educationalist.	5/24/2018 2:51 PM
198	Depends on the capacity of the BOT and how professional they approach the situation with an appropriate skills set.	5/24/2018 2:50 PM
199	Combination of reps. from Board and staff	5/24/2018 2:49 PM
200	I think multiple needs expanding 3-4 schools and one board would be more balanced that 10	5/24/2018 2:48 PM
201	A mix of current parents, iwi rep, students, school DP and leaders, teacher reps with a neighbouring Principal with a consultant.	5/24/2018 2:46 PM
202	School BOT with Additional Expertise - Eg Iwi or MoE or External Adviser with voting rights	5/24/2018 2:44 PM
203	School Boards of Trustees, with support from approved advisors that have proven experience in leading successful schools (with this support sufficiently funded)	5/24/2018 2:44 PM
204	School Board of Trustees with assistance from independent educational advisers skilled in recruitment.	5/24/2018 2:42 PM
205	I think it should be School Board of Trustees, kaumatua representation and if necessary delegated wider community representation e.g. hapu or iwi	5/24/2018 2:41 PM
206	Unsure - maybe an external body to generate short list that would be appropriate then local board or similar selects 'best fit' for their community???	5/24/2018 2:41 PM
207	Appointment panel including school reps, experienced principals, moe etc	5/24/2018 2:40 PM
208	Current principals who have an understanding of what the position entails, alongside teachers from the school and community representatives	5/24/2018 2:38 PM
209	Possibly a range of the above options - having a representative of the sector (ie MoE or similar) on a BoT may help some BoT avoid making unsuitable appointments.	5/24/2018 2:37 PM

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210	Entire school community - particularly students, led by an agreed external facilitator	5/24/2018 2:36 PM
211	Ministry of Education (in new form) with community input	5/24/2018 2:35 PM
212	Not sure - have had bad experiences all ways. Great teachers are not necessarily great Principals - and are they provided with opportunities to learn budgeting, etc.. that is part of being a principal.	5/24/2018 2:35 PM
213	Boards but with a compulsory expert partner fully included in the process.	5/24/2018 2:34 PM
214	BOT with professional guidance from an experienced principal or advisor.	5/24/2018 2:33 PM
215	I really dont know . Depends on skills of BOT	5/24/2018 2:33 PM
216	Principal's appointments need a good overhaul. maybe we should go back to grading	5/24/2018 2:32 PM
217	Whatever the model for employment becomes then the employer with a much stronger educational link to educational experts to support decisions. Regional or larger local professional boards over a group 10-15 schools. Experience, qualifications linked to skill / knowledge should influence appointments. Schools currently do not always appoint what they need to improve performance under the current appointment processes. Also the bigger employment agent may be able to move high performing principals to where they are best placed to make the biggest difference. Movement of principals between schools has been severely impaired under the tomorrow schools model.	5/24/2018 2:32 PM
218	School Boards but with a greater emphasis on an expert panel, much like current advisors.	5/24/2018 2:32 PM
219	MoE plus community representation	5/24/2018 2:28 PM
220	Or possibly a Board, as they understand the complexity of a school context and community, with support from either MoE, or other entities that have some more specialist knowledge to support a robust decision. Some Board's simply appoint a personality, or don't have the capacity to understand the unique set of skills required to effectively lead a school.	5/24/2018 2:28 PM
221	An appointments panel including experienced principals, school parents, senior staff rep	5/24/2018 2:27 PM
222	School Board of Trustees with support from MOE and/ or another local Principal.	5/24/2018 2:27 PM
223	This would depend on the capabilities of the BOT. Boards often seek professional help to carry out this appointment.	5/24/2018 2:26 PM
224	Current BoT system BUT with skilled MoE support and guidance.	5/24/2018 2:26 PM
225	I believe there should be MOE representatives on a principal appointment panel	5/24/2018 2:26 PM
226	Boards - or a representation of the community if Boards are disestablished BUT only with an expert partner. No more just going with it or making a decision based on gender or personality. Processes need to be robust to ensure the correct people are in the jobs.	5/24/2018 2:25 PM
227	A mixture of MoE, Parent rep, an independent advisor with an educational background	5/24/2018 2:25 PM
228	There needs to be support for schools when appointing principals. This answer depends on whether or not boards exist.	5/24/2018 2:24 PM
229	Board of Trustees with support from qualified professionals	5/24/2018 2:24 PM
230	The MoE, either current or new	5/24/2018 2:24 PM
231	the Ministry should have a pool of Human Resources personal who could support Boards through an employment process.	5/24/2018 2:23 PM
232	School Board of Trustees with guidance from Ministry of Education in a new form - a facility that understands the context of each school and what the school needs as a leader, from evidence held within the Ministry, ERO and school needs analysis	5/24/2018 2:22 PM
233	School BOT with external support	5/24/2018 2:21 PM
234	Trustees are lay people and most times do not have a convincing understanding of what is happening in the school. They are often not up with current educational trends and can be swayed by perception and one off interactions or hear say!	5/24/2018 2:21 PM
235	For Catholic Integrated Schools - The Regional Diocesan Educational BoardEG- For Waikato the Hamilton Diocese and the Proprietor Bishop Stephen Lowe etc...	5/24/2018 2:21 PM
236	School BOT with expert advice.	5/24/2018 2:19 PM

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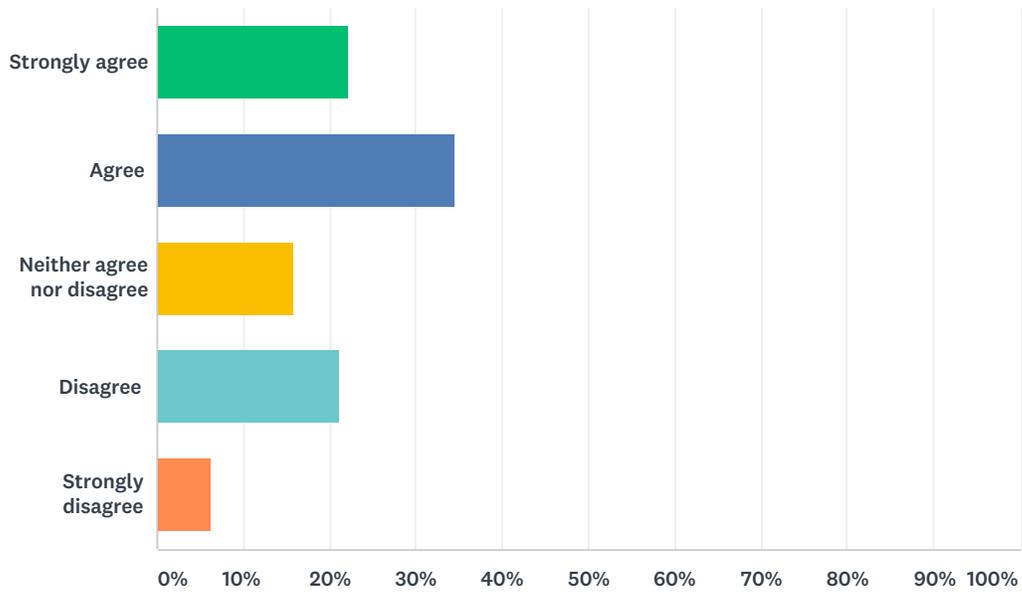
237	A panel of stakeholders - including in an integrated school proprietors reps...	5/24/2018 2:18 PM
238	A blend of knowledgeable people about the profession and knowledgeable people about the community	5/24/2018 2:18 PM
239	Not sure as depends on the Board	5/24/2018 2:17 PM
240	I think it is the make up of BOTs that is the issue. People who often have very little knowledge on education choose a Principal for their school. The decision should be made by people that are strong in their understanding of what is good educationally with some input from community. There should be an educational board for communities that has community input but is largely lead by a group of people that understand new pedagogies and future focussed learning.	5/24/2018 2:16 PM
241	mini BOT mulitple schools with school representation	5/24/2018 2:15 PM
242	We need "advisors" back to support principals in their work. A panel of them will be in a good position to appoint principals in their area.	5/24/2018 2:14 PM
243	Principal	5/24/2018 2:14 PM
244	Board plus ministry advisor plus friend of school	5/24/2018 2:13 PM
245	As long as they have adequate advice and professional support	5/24/2018 2:12 PM
246	Hmmm dont have an answer for this one?	5/24/2018 2:11 PM
247	Representatives from the local community and MoE	5/24/2018 2:11 PM
248	An "Appointment Board" that includes - BOT Representation (3 BOT Members) - Outside Principal (Local Principal selected by the BOT) - MOE representative (MOE Senior Advisor for that school)	5/24/2018 2:10 PM
249	There needs to be an independent body who consults with schools and appoints the best person for the job. Some Boards do a great job but some do an appalling job.	5/24/2018 2:10 PM
250	School Board of Trustees with a selected advisor to the BOT	5/24/2018 2:10 PM
251	Chairperson of the School Committee (which you would have if you had no BOT like before), MOE person from the area, a person who has appointed principals before, senior management person of the school	5/24/2018 2:09 PM
252	A panel made up of two BOT members and Ministry.This would support boards to choose the people suitable to lead a school (size issues). BOts on their own do not mak Education is different animal and being warm and friendly on a local football field does not make a leader of learning. School principals should be appointed to small schools to develop skills before going to larger schools,. DP's and team leaders should not be able to be appointed to large schools as beginning Principals	5/24/2018 2:09 PM
253	I think there needs to be a combination of current Board of Trustees and a panel of outside influences who can look at the applicants in an impartial way.	5/24/2018 2:08 PM
254	Have certain papers or courses that need to be completed prior to being allowed to apply for principalship - school finances, property and employment.	5/24/2018 2:08 PM
255	I see it as a joint role between BoTs, the MOE and a suitable principal advisor. At present principal appointment can be very haphazard with BoT's lacking the skills to appoint the right person or they do not follow NZSTA recommendations for principal appointments. There are also some rogue appointments advisors out there who do a poor job.	5/24/2018 2:07 PM
256	School Board of Trustees that are well trained and established know their community best. But at the same time small and rural does mean that their are personal agenda's and bias. What would the new form of MOE be?	5/24/2018 2:07 PM
257	BOT Members with outside 'experts' e.g. Principal Advisors	5/24/2018 2:07 PM
258	While I believe this is a role for a board as a voice of the local community, I also know that many boards do not appoint the best candidate for their school and often are not well equipped to make such an important decision.	5/24/2018 2:06 PM
259	Just non of the above	5/24/2018 2:06 PM
260	Use both MOE and give final decision to the BOT as happened towards the end of the Education Board era.	5/24/2018 2:06 PM

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261	A mix of Board of Trustees and staff - teaching, leadership and support staff. This will provide a balance of community and educationalists. I'm not sure if it still is but the model was used across Victoria, Australia	5/24/2018 2:05 PM
262	Only if they have good, independent and qualified 'expert' support.	5/24/2018 2:05 PM
263	School BOT when they are empowered and supported through the process. They then take ownership in supporting the principal.	5/24/2018 2:04 PM
264	School Bot and some MoE appointed proprietor rep.	5/24/2018 2:04 PM
265	School Board of Trustees with support from a recognized professional adviser being a compulsory part of the process.	5/24/2018 2:02 PM
266	I am not sure. In many instance an effective board is capable of a robust appointment process and can make a sound appointment however it is my opinion that in some instances this is not the case. I would advocate for the Ministry having an advisor on the appointments committee for recruiting principals as an independent advisor to ensure a robust process.	5/24/2018 2:02 PM
267	A team with representatives from MoE and Regional BoT DP.	5/24/2018 2:01 PM
268	A committee made up of 2 teaching staff, 2 support staff, 2 parent reps and one consultant from the MoE to lead the process	5/24/2018 2:01 PM
269	unsure. It is hard to remove bias	5/24/2018 2:00 PM
270	An independent group, with BOT/Proprietor representation. That way the best person for the job can be appointed, but ensuring that the special character of the school is maintained.	5/24/2018 2:00 PM
271	Another principal, staff member and community memeber	5/24/2018 1:59 PM
272	Think parent input is important but alongside skilled and knowledgable educational practitioners...can happen now but sometimes doesn't. A representative group is still the best model....ensuring 'expert' advice is crucial.	5/24/2018 1:59 PM
273	Something akin to the old inspectorate and Education Board with the BOT making the final choice from shortlisted applicants.	5/24/2018 1:59 PM
274	It depends on the unique culture of each community and the skillset of people with the appropriate knowledge and expertise to appoint the best person for the position. Some BOTs are able to perform this well, others are not	5/24/2018 1:58 PM
275	The MOE need to have a level of involvement - a professional knowledge from within the schooling network, along with a BOT	5/24/2018 1:58 PM
276	School Board of Trustees with professional support.	5/24/2018 1:57 PM
277	Independent highly functioning education groups e.g. The EducationGroup, Evaluation Associates Where recent practitioners, with education expertise and research is paramount	5/24/2018 1:57 PM
278	The old education board used to manage this function to match experience and suitability	5/24/2018 1:57 PM
279	a mix of Ministry and Board	5/24/2018 1:56 PM
280	Difficult to say as with all of these questions as it's all many of us have known as Principals. So how do we know that the other suggestions will be better, ultimately, we're only guessing!	5/24/2018 1:56 PM
281	Board of trustees or group that is REQUIRED to have a current practicing principal o its team, who also has VOTING rights around the actual appointment.	5/24/2018 1:56 PM
282	combination of BOT (or school representative) and MOE adviser would work well	5/24/2018 1:56 PM
283	A combo of BOTS and MOE in a new form	5/24/2018 1:55 PM
284	A selection panel made up of experienced principals, nine years plus experience.	5/24/2018 1:54 PM
285	Mixture of boards and MOE reps	5/24/2018 1:54 PM
286	Mixture of community, Ministry	5/24/2018 1:53 PM
287	I would like to see the Ministry of Education responsible for appointments. Schools are a massive financial asset and careful consideration needs to be given to all appointments.	5/24/2018 1:52 PM
288	Probably a combination of the above - local input and some MOE expertise	5/24/2018 1:52 PM
289	The cleaner	5/23/2018 3:06 PM

Q14 The Tomorrow's Schools Model enables me to prioritise leading the learning in my school

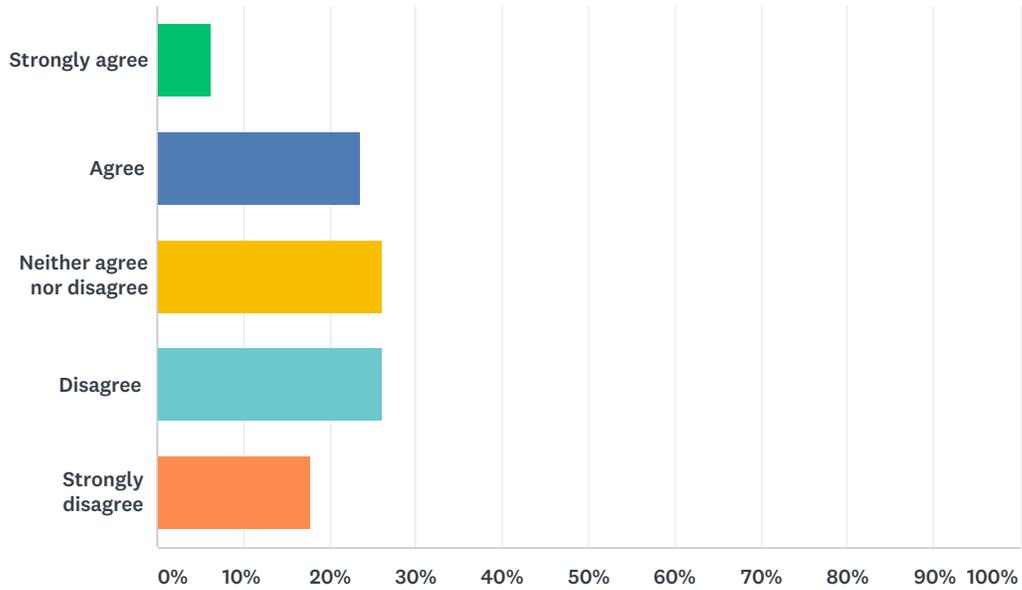
Answered: 873 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	22.22%	194
Agree	34.59%	302
Neither agree nor disagree	15.81%	138
Disagree	21.19%	185
Strongly disagree	6.19%	54
TOTAL		873

Q15 Review and audit functions should remain in their present form and be administered by the current Education Review Office (ERO)

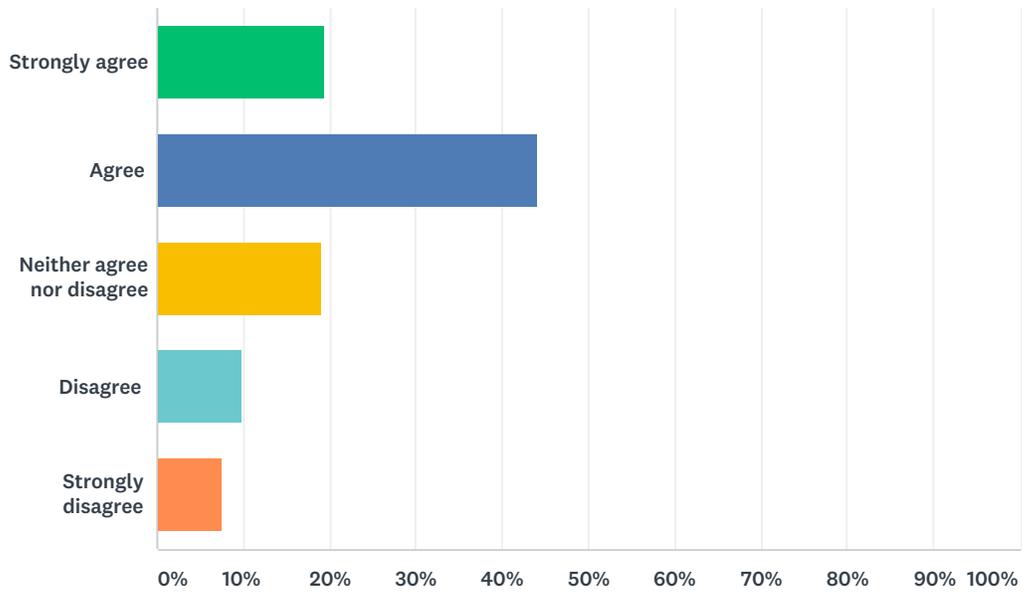
Answered: 871 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly agree	6.31%	55
Agree	23.65%	206
Neither agree nor disagree	26.18%	228
Disagree	26.18%	228
Strongly disagree	17.68%	154
TOTAL		871

Q16 The Education Review Office (ERO) will help me to improve my practices if they take a school improvement approach to reviews

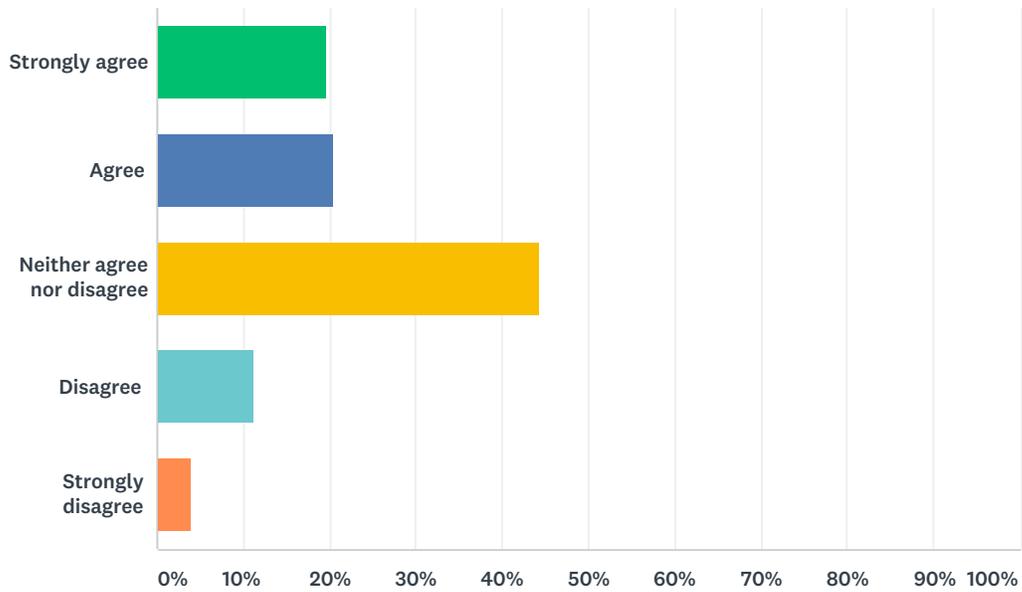
Answered: 873 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	19.47%	170
Agree	44.22%	386
Neither agree nor disagree	19.13%	167
Disagree	9.74%	85
Strongly disagree	7.45%	65
TOTAL		873

Q17 Schools will function more successfully if the Education Review Office is replaced with an alternative school review system

Answered: 871 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly agree	19.75%	172
Agree	20.44%	178
Neither agree nor disagree	44.43%	387
Disagree	11.37%	99
Strongly disagree	4.02%	35
TOTAL		871

Q18 Do you have any other comments, questions, or concerns?

Answered: 319 Skipped: 556