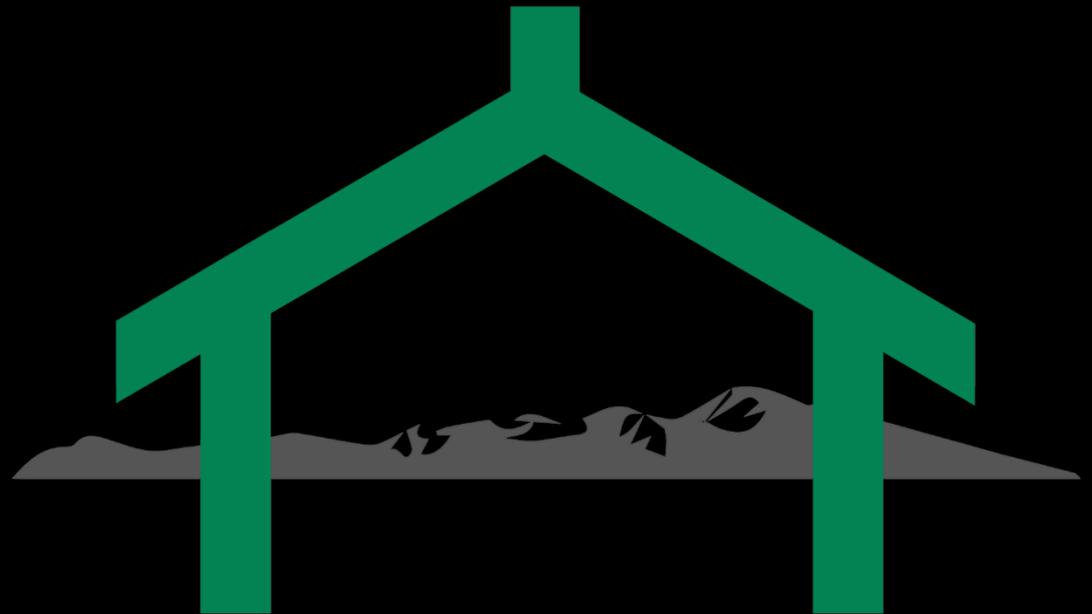


The Challenges of Running a Large School

**KENAKENA
2025**



**JOURNEY
TO
PRINCIPALSHIP
OF
A
LARGE
SCHOOL**

My Education

- Terrace End School
- Ross Intermediate
- Palmerston North Boys's High
- Palmerston North Teachers College
- Massey University

**JOURNEY
TO
PRINCIPALSHIP
OF
A
LARGE
SCHOOL**

**PROFESSIONAL
JOURNEY - TEACHER**

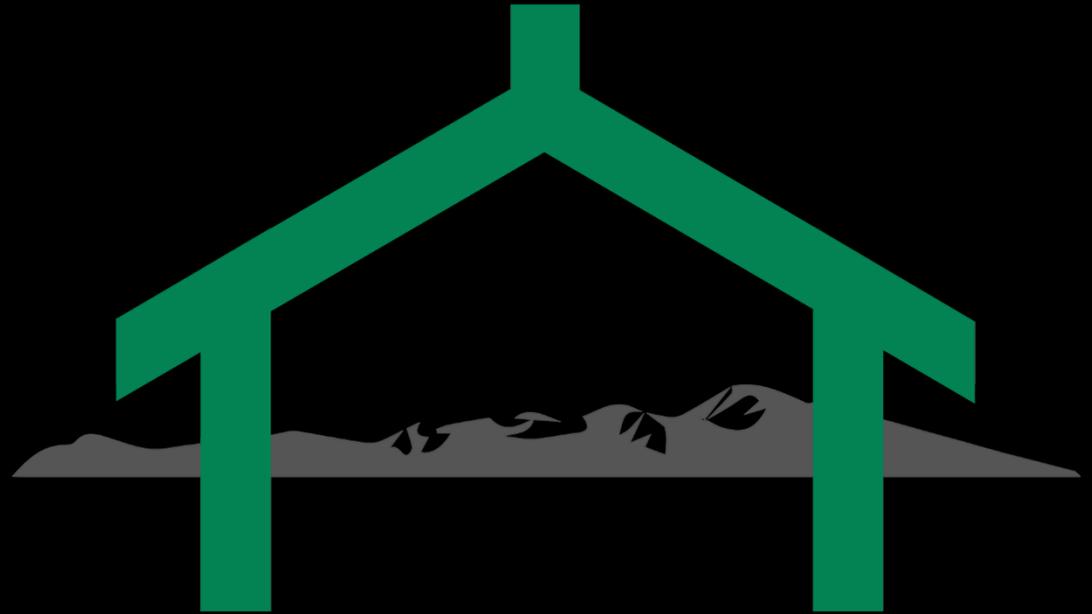
- **1984: TURAKI SCHOOL
(TAUMARUNUI)**
- **1985 – 86: MOUNTVIEW
SCHOOL (TAUPO)**
- **1986 – 88: TARRANGOWER
SCHOOL (TAUMARUNUI)**
- **1990: ELTHAM SCHOOL
(ELTHAM, TARANAKI)**

**JOURNEY
TO
PRINCIPALSHIP
OF
A
LARGE
SCHOOL**

**PROFESSIONAL
JOURNEY - PRINCIPAL**

- 1990 -1992: CARDIFF SCHOOL (TARANAKI)
- 1992 – 1995: NGAERE SCHOOL (TARANAKI)
- 1966 – 97: PUKERUA BAY SCHOOL
- 1998: KENAKENA SCHOOL

CHALLENGE AND RESPONSE



KENAKENA – WHO ARE WE?





540 KIDS

30

NATIONALITIES

52% NZ Pakeha

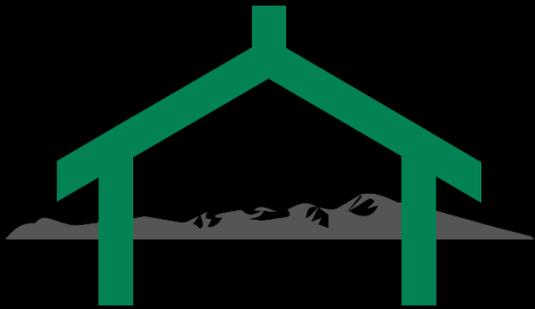
6% European from other countries

22% Maori

3% Pasifika

11% Asian

5% African



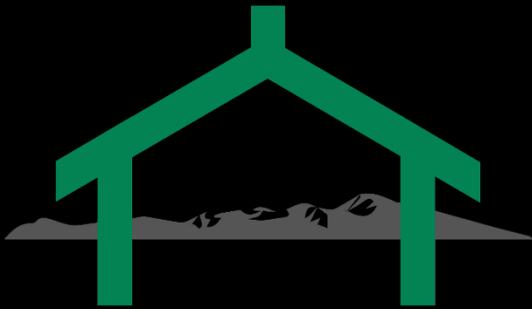
We have families with millions, families with little, and everyone in between.

We have families for whom life is mostly positive, those for whom life is a struggle, and everyone in between.

We have families who have relished good health and good fortune and others who have experienced illness and the passing of loved ones this year.

We have families who are overcoming challenge and adversity and those who are not.

We have two-parent families, single-parent families, joint families with stepparents and families with same-sex parents.



We have grandparents parenting their grandchildren

We have families where more than one language is spoken at home and more than one culture is honoured

We have families with whanau scattered around the world and families where whanau are all nearby.

We have families who have been seriously impacted by crime and those who have not.

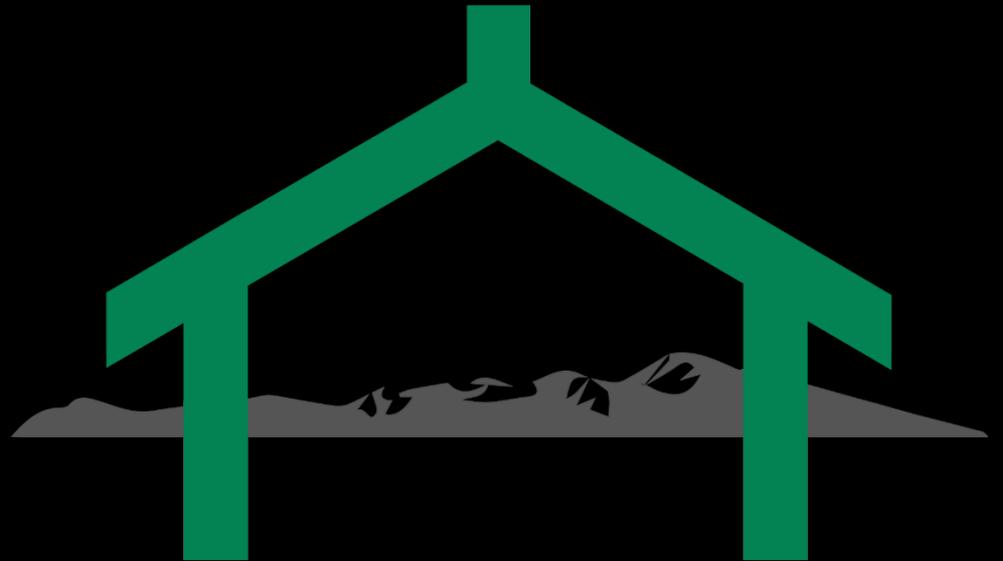
We have families with much to celebrate this year and families who don't.

KENAKENA VISION

EXCITING

MOTIVATING

POSITIVE



EXCITING

It is Kenakena School's job to excite children to learn and achieve. Not all learning is *'exciting'*; some learning requires hard work, risk-taking and perseverance and can be frustrating at times, but we want our kids to develop the attitudes, values and confidence to excite and motivate them to work hard when the learning becomes challenging or difficult. This leads to positive outcomes.



MOTIVATING

We need our staff to be motivated about working here to ensure the children are excited to learn; our students to be motivated by their learning environment; and parents to be motivated about the learning partnership they have with the school for the benefit of their children's education.



POSITIVE

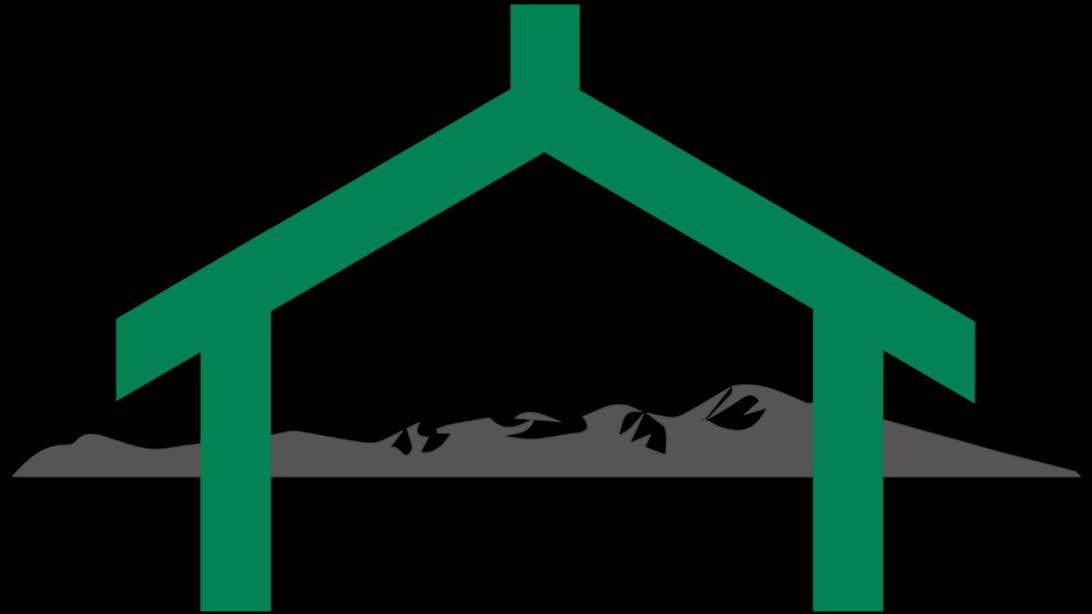
Kenakena School will be a positive environment in which to work and learn. Recognition of the efforts and achievements of children, staff and parents will be part of our school culture and we will ensure the school is viewed by the wider community (including the professional community) in a positive way.



**CHALLENGE
AND
RESPONSE**

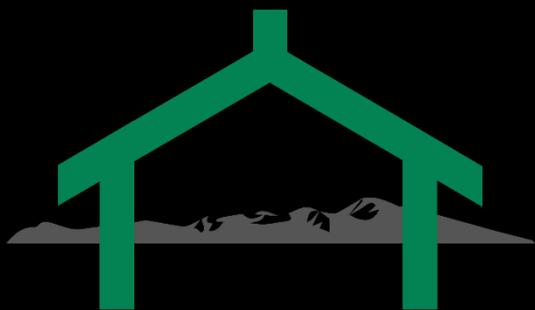


**STRATEGIC
PLAN**



Kenakena School Strategic Plan 2024 – 2026

Vision	EXCITING MOTIVATING POSITIVE					
Mission	THROUGH MEANINGFUL LEARNING CONTEXTS DEVELOP KEY COMPETENCIES FOR THE FUTURE					
Goals	<p>1. Deliver a <i>Rich</i> integrated curriculum.</p> <p>NELP 2, 4, 5</p>	<p>2. Develop a self-reviewing learning community based on continual quality improvement.</p> <p>NELP 2, 3</p>	<p>3. Maintain a competent and motivated staff committed to the education of our students.</p> <p>NELP 6</p>	<p>4. Effectively manage the school's financial resources to meet school priorities and to provide safe, attractive and functional buildings and grounds.</p> <p>Impacts across NELP's</p>	<p>5. Provide a safe physical and emotional environment that promotes self-esteem and a positive attitude towards work and learning.</p> <p>NELP 1, 3, 6</p>	<p>6. Develop effective communication and liaison to secure high levels of parental and community support.</p> <p>NELP 2, 5</p>
Strategies	<p>1 Complete the redevelopment of the Kenakena School Teaching Framework into an online portal.</p> <p>2 Produce an annual Overview Document showing areas for Curriculum Focus.</p> <p>3 Implement and refine the use of the HERO application school wide as the primary reporting tool to whānau.</p> <p>4 Connect the work of the Kāpiti North Kāhui Ako to support and enhance Kenakena School's curriculum development pathway.</p> <p>5 Implement Kapahaka school-wide through working with learning teams.</p> <p>6 Annually update a Curriculum Development, Implementation and Review Cycle that is flexible, responsive and includes the NZ Curriculum Refresh</p> <p>7 Sustain the Dyslexia Structured Literacy Intervention, PMP Programmes and introduce Numicon.</p>	<p>1 Set and review goals and targets for improving student achievement.</p> <p>2 Implement and review new administration and intervention procedures for monitoring student attendance.</p> <p>3 Analyse engagement data on Māori students as the school's identified <i>Priority Learners</i>.</p> <p>4 Develop and review an annual Operations Plan to monitor and evaluate the 2024 - 2026 Strategic Plan.</p> <p>5 Annually review the formal leadership and management structure to adapt to changes in school size, workload, and strategic direction.</p> <p>6 Fully implement the <i>School Docc.</i> and its policy and procedures review cycle.</p> <p>7 Set and review annual <i>Tiriti o Waitangi</i> Objectives.</p>	<p>1 Survey the level of staff satisfaction annually and use the outcomes to adapt plans and approaches.</p> <p>2 Ensure corporate and individual professional development is motivating, focused, well-paced and linked to the PGC.</p> <p>3 Provide school-wide opportunities and resourcing for leadership and organisational responsibility (R-Unit Projects)</p> <p>4 Implement incremental increases to Classroom Release Time, project release, and Leadership Release to refine across-school timetabling and the increased role of part-time teachers.</p> <p>5 Use individual teacher strengths effectively and collaboratively across the curriculum. (Related to Goal 1.5)</p> <p>6 Fully implement the <i>Kenakena High Quality Professional Growth Cycles</i> for all full-time and part-time-teaching and leadership positions. (Related to 3.4)</p> <p>7 Build leadership capacity for school-wide integration of <i>Te Rau me Tikanga Māori</i>.</p>	<p>1 Implement the 10 Year Property Plan and 5 Year Agreement with the Ministry of Education through identification of annual priorities.</p> <p>2 Develop a school-wide outdoor development and maintenance programme that includes completion of the Stan-Joy Community Garden.</p> <p>3 Monitor and manage the school roll to plan for effective allocation of staffing, resourcing and property.</p> <p>4 Produce an annual budget that reflects short and long-term priorities including the implementation of the 10 Year Property Plan.</p> <p>5 Plan and implement a strong International Education Programme and the maximization of its financial outcomes. (Related to 4.5)</p> <p>6</p> <p>7</p>	<p>1 Implement a <i>Trauma Informed School Approach</i> through professional development led by SENCO.</p> <p>2 Refresh the Te Rooptu Kaiakopono and Mana Whāine Programmes through within-team leadership for Kauri and Kahikatea Teams.</p> <p>3 Through classroom programmes and through school liaison with parents and agencies, endeavour to cater for the educational, social and emotional needs of students using a range of strategies.</p> <p>4 Undertake school-wide participation in the MITEY mental health education programme, ensuring alignment to the NZ Curriculum and the Mental Health Education Guidelines.</p> <p>5 Effectively manage the factors that impact employee health, welfare and safety (links to Goal 3).</p> <p>6 Annually survey Years 7&8 student on student engagement through NZCER's <i>Me and My School</i>.</p> <p>7 Review how the skills of teacher aides can be best utilized in a changing education landscape.</p>	<p>1 Consider how curriculum programmes and school events can be utilized to honour the cultures of Kenakena's children and whānau.</p> <p>2 Implement the change to HERO for home-school communication and utilize social media to enhance communication with the school community.</p> <p>3 Work towards the re-establishment of a Whānau Group for parents and caregivers of Māori students.</p> <p>4 Provide school leadership staff presence at School-Parent Network meetings to maintain strong communication, planning and partnership.</p> <p>5 Regularly update the School Website with revised content and functionality.</p>



GOAL 1

**DELIVER A
RICH
INTEGRATED
CURRICULUM**

LINKING PROFESSIONAL DEVELOPMENT 2025

Mitey

DMIC

Scope & Sequence, EYM

NZC

Te Mataiaho

Deliberate Acts of Teaching
(Implement New Pedagogy)

Maths and English Curriculum

Professional Growth Cycle

**RICH
LEARNING**

21ST CENTURY PEDAGOGY

LITERACY

- Align to new English Curriculum (Phases 1 and 2 – Years 1-6)
- Introduce Phase 3 – Years 7&8)
- Consolidation of Structured Literacy Approach Years 1-4 including Intervention Programme.
- Implement Structured Literacy Intervention Programme for Years 5-8.
- Align Moderation Exemplar Folder for moderation between and within teams.
- Implement Library Strategic Plan

ASSESSMENT AND REPORTING

- Continue to refine assessment and reporting in HERO and adapt to NZC phases and teaching sequences.
- Identifying and tracking priority learners (Maori)
- Aggregated data reporting using NZC phases recorded through Hero.
- Prepare for mandated reporting formats in 2026

MATHS

- Align to new Math's Curriculum.
- DMIC consolidation Kauri and Kahikatea Teams and introduction Years 3&4.
- Numicon intervention Years 3-8 (needs-based grouping)
- Implement EYM/Scope and Sequence Math's Years 1&2

2025 DEVELOPMENT, IMPLEMENTATION AND REVIEW FOCUS

KĀHUI AKO

- Link Kenakena Journey to the Kāhui Ako Progress Aspirations

PRIORITY LEARNERS

- Identifying and tracking priority learners (Maori)
- Encourage participation in opportunities/programmes.

NZ CURRICULUM

- Implementation of Math's and English.
- Draft Science Curriculum.
- Review of Science.

TE REO AND TIKANGA MAORI

- Implementation of KK approach to Te Reo
- School-wide kapahaka
- Organization of Takiri-o-te-Ata.
- Wider Tuakana-Teina relationship – building through Buddy Class system.

PEDAGOGY/TEACHING FRAMEWORK

- Continue Phase three of Pedagogy Development – Use of Kenakena Pedagogy Website for planning.
- MITEY Programme
- Format planning to suit approaches to pedagogy.
- Record and track learning contexts and curriculum coverage.

PROFESSIONAL GROWTH CYCLE

- Full implementation

ERO

- Continue in 2025 in current model.



SPECIAL PROGRAMMES

Te Roopu Kaiakopono – Boys’ Mentoring

Mana Wāhine – Year 8 Girls

Perceptual Motor Programme – Year 1

Dyslexia Programme

Structured Literacy Support

Numicon Math’s Support

Kapahaka

Performing Arts

E-Pro 8

Tournament of Minds

Otago University Maths Problem Challenge

Tour Guides – Ambassadors

Student Leaders

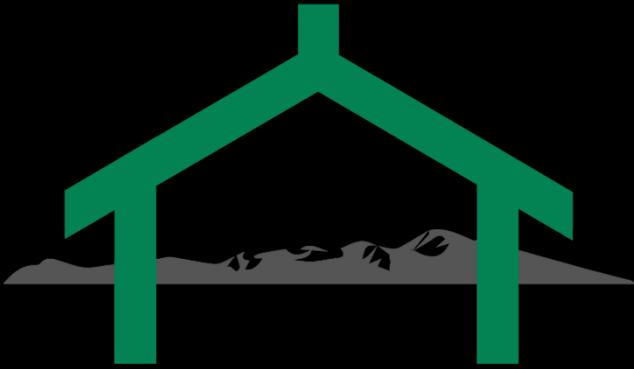




GOAL 2

Develop a self-
reviewing
learning
community
based on
continual quality
improvement.





2018 BKH BUSINESS AWARDS

Employer of Choice Award

New Thinking Award

Large Business Excellence Award

Overall Winner – Business of the Year





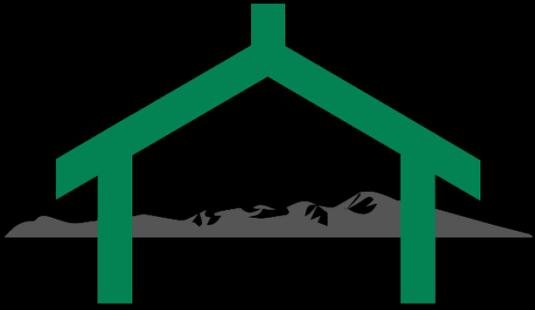
Kāpiti Coast DISTRICT COUNCIL

BUSINESS OF THE YEAR
Electra Business Awards

Kenakona School
WINNER
2018 Large Business Excellence Awards

Kenakona School
WINNER
2018 Employer of Choice Achievement Awards

Kenakona School
WINNER
2018 New Thinking Achievement Awards

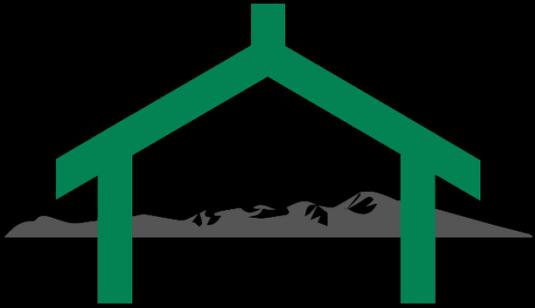


GOAL 3

Maintain a competent and motivated staff committed to the education of our students.







GOAL 4

Effectively manage the school's financial resources to meet school priorities and to provide safe, attractive and functional buildings and grounds.













爱国

爱校

自信

诗经 小雅 天保



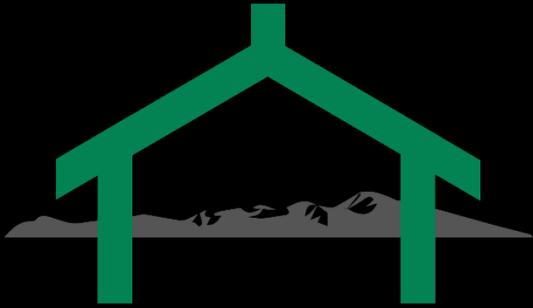
Welcome to New Zealand

Welcome to Kenakena Primary School
Exciting - Motivation - Positive

..... Exciting, Motivating, Positive, Jan 30 - Feb 27, 2025

International Camp in New Zealand

Organized by | Kenakena Primary School, GiniE Educonsulting | Hosted by | 제이스 칸, 엘리트아카데미, 브레나리악어학원



GOAL 5

Provide a safe physical and emotional environment that promotes self-esteem and a positive attitude towards work and learning.







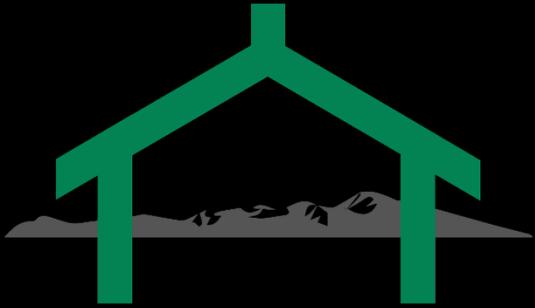
KENAKENA PRIMARY SCHOOL

2025



SCHOOL TOUR GUIDES INFORMAL





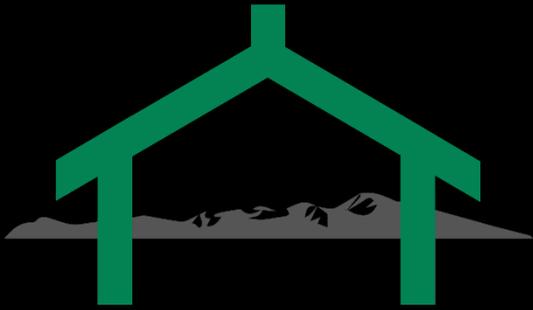
GOAL 6

Develop effective communication and liaison to secure high levels of parental and community support.









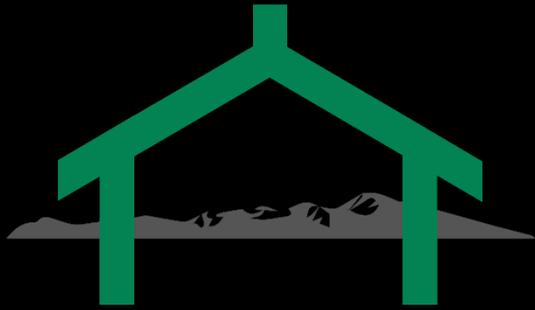
LEADERSHIP AND MANAGEMENT OF COMPLEXITY

COMPLEXITIES

- Size and scale of operations
- Diverse student needs
- Community expectations and engagement
- Educational and strategic leadership
- Governance and accountability
- Change management

NO SKATEBOARDING ON SCHOOL GROUNDS
NO RIDING BIKES ON DECKS





LEADERSHIP AND MANAGEMENT

Making it Work

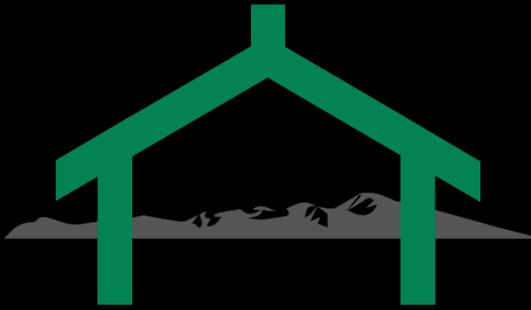
APPLICATION

- Purpose
- Planning
- Policies
- Preparation
- People
- Perseverance
- Performance



Te Ara o Wilkinson Wilkinson Track

- He waka manu Hibi sugar feeder ↑ 2.1 km/1 hr
- Whare tawhito Historic House ↑ 3.7 km/1 hr 30 min
- Whare whakaruru ↑ 4.1 km/1 hr 30 min



**WHAT COULD
POSSIBLY GO
WRONG?**

BUMPS IN THE ROAD

- **Crisis Management**
- **Politicization of education**
- **Pace of change**
- **Pandemics**
- **Public relations challenges**



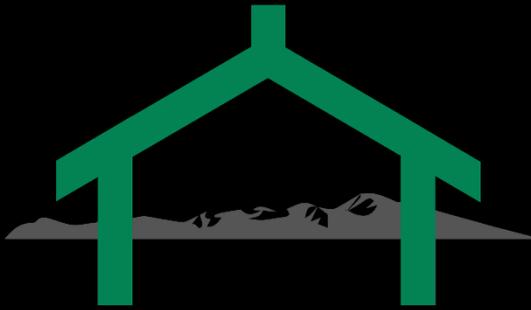


A LEADERSHIP STORY

'He knows how to do business in China!'

TE ARA O KENAKENA





POMAHARA
SAVVY

E kore te patiki
e hoki ki tona
puehu

The flounder
does not return
to its dust.

