



Sabbatical Report

(Week 8 Term 2 -> Week 8 Term 3 2020)

Principal – Greg Pierce – Aorere College

TOPIC: Leadership Structures and Organisational Culture

Purpose	To investigate whether or not senior leadership teams' structures support or reflect organisational culture within schools.
Research Base	A combination of visits, Principal meetings discussions and research, via schools' websites and 'Wikipedia' <i>*NB* (Refer attached 'Evidence Base')</i>
Premise/ Theory	<p>I personally have now worked in a range of secondary schools throughout New Zealand (23 years) and the UK (7 years). These school have all been state schools but have included special character, academics, single-sex, Years 7 to 11, 9 to 13, a selective grammar and one Year 1 to 13 campus. Predominantly the schools have been situated in communities facing challenging social/ economic circumstances.</p> <p>Overall schools and educationalists genuinely attempt to strongly align the values of those institutions they serve, with sustainable whole school strategic plans and systems for a whole school improvements.</p> <p>But do the actual senior leadership structures of secondary schools overtly support this process or not?</p>



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Evidence Base:

- 22 Secondary Schools, comprising of 2 in England and 20 in New Zealand
- Visited schools are marked *

SCHOOLS	DECILE	ROLL	CO-ED/ SINGLE SEX	STATE/ INTEGRATED/ PRIVATE
Westlake Boys *	9	2382	SS	State
Wellington High School	9	1379	CE	State
HBHS (Hamilton)	7	2197	SS	State
Shirley Boys High School*	6	1324	SS	State
SBHS – Context: New school, moved along with Avonside Girls' High School, some shared facilities.				
H.B.H.S* (Hastings)	2	788	SS	State
Glendowie College*	10	1240	CE	State
Lilian Baylis (London)*	low	820	CE	<i>Technology School</i>
Massey High School*	4	1585	CE	State
Mt Albert Grammar	7	3248	CE	State
Rangitoto College	10	3307	CE	State
Austin Friars School (UK)	High	390	CE	Private (<i>Independent day school</i>)
AIMHI SCHOOLS				
James Cook High School	1	1336	CE	State
Aorere College*	2	1639	CE	State
Mangere College	1	700	CE	State
Southern Cross Campus*	1	1483	CE	State
Sir Edmund Hillary	1	630	CE	State
Tamaki College	1	580	CE	State
ASDAH High School	1	246	CE	Integrated
Tangaroa College*	1	836	CE	State
De la Salle	1	951	SS	Integrated (<i>Catholic</i>)
McAuley High School	1	803	SS	Integrated (<i>Catholic</i>)



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**NB* DP – Deputy Principal, AP – Assistant Principal*

SCHOOLS	YEAR LEVELS	LEADERSHIP STRUCTURE
Westlake Boys *	9-13	SLT Head, Associate, 6 DP's, 14 Deans incl. Heads of House
Wellington High School	9-13	Principal, 3 DP's and 7 Deans
HBHS (Hamilton)	9-13	Head Master, 5 Deputy Principals
Shirley Boys High School	9-13	Principal, DP, 3 AP's and 5 Deans (Houses)
H.B.H.S* (Hastings)	9-13	Head Master, 3 DP's and 5 Deans (Houses)
Lilian Baylis (London)*	Ages 11 to 19	Head Master, 3 DH's, 4 AH's (Houses)
Massey High School*	9-13	Principal, 2 Associates, 5 DP's and 5 AP's
Mt Albert Grammar	9-13	Principal, 1 Associate and 6 DP's
Rangitoto College	9-13	Principal, 3 Associates, 4 DP's and 1 Assistant Principal
Austin Friars School (UK)	Ages 3 to 18	Head, 2 D Heads, 4 Heads of School
AIMHI SCHOOLS		
James Cook High School	9-13	Principal, 4 Deputy Principals
Aorere College*	9-13	Principal, Associate, 4 Deputies, 3 Acting Assistant Principals
Mangere College	9-13	Principal, 3 Deputy Principals
Southern Cross Campus*	1-13	Principal, 6 Dept. Directors
Tamaki College	9-13	Principal, Deputy Principal
ASDAH High School	9-13	Principal, Deputy Principal
Sir Edmund Hillary	1-13	Principal, 1 Deputy, 1 AP, 4 Whanau Leaders
Tangaroa College*	9-13	Principal, 1 Deputy, 6 Senior Staff
De la Salle	7-13	Principal, 1 DP, 2 AP's and 2 Directors
McAuley High School	9-13	Principal, 2 Deputy Principals



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Findings/ Conclusions

A summary of the 22 schools that were researched:

- UK Academy/Comprehensive 1
- UK Private (Public) 1
- NZ Boys' Schools 6
- NZ Co-Educational Schools' 11
- NZ Integrated Schools 3 (2 of which are single-sex schools)

There are a number of shared values, e.g. (Future Focused Learning) (Respect) among all 22 schools, not withstanding that individually they all have unique contexts.

Most of the 22 schools i.e. (17) maintain a relatively traditional Senior Leadership structure i.e. Principal, Associate/Deputy Principals, Assistant Principals. A further 5 include Deaning/House Leaders within their Senior Leadership structure.

The UK private school and 8 single-sex schools reflect very consistently the traditional SLT model i.e. Principal, Associate/Deputy Principal, Assistant Principals. The UK school having 4 Heads of School i.e. Lower, Junior, Middle and Senior as it is a Year 1 to 13 structure.

6 schools have a combination of the traditional model with Head of House/Director/Key Stage (2 or more year groups) strand. These schools typically serve challenging lower social-economic communities and are based in cities i.e. London and Auckland.

My research strongly indicates that schools continue to have Senior Leadership structures that reflect both the culture and values of the schools. However, there is a significant and noticeable trend is to incorporate leadership structures, that have an increasing focus on monitoring and supporting the holistic needs of students. A home or sub-school leadership structure is becoming more prevalent.

The wellbeing of both staff and students is rightly becoming a core focus area for schools and organisations in general. The American psychologist Carol Dweck in 2017 (Summary Mindset) published her summary of the benefits of a positive mindset which sets a base for future growth and potential. This has gained international acceptance. In 2016, the New Zealand Education Review Office published findings of schools with good wellbeing practices.

Creating the most supportive Senior Leadership structure, which most effectively develops the academic and holistic wellbeing and capacity of both, staff and students, needs to remain a core goal for all schools and Board of Trustees.

G Pierce

Principal

Aorere College