

NASDAP

Newsletter 2 / 2008

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OFFICIAL NEWSLETTER OF THE NATIONAL ASSOCIATION OF SECONDARY DEPUTY AND ASSISTANT PRINCIPALS

NASDAP Newsletter 2 / 2008

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PRESIDENT'S REPORT



Nga mihi nui ki a koutou
Haere ki tenei panui

I trust that Term 2 began smoothly for you all and I am sure that like all schools, we have spent the last eight weeks, cramming ten weeks worth of work into a shorter term.

Executive met on Friday 23 May and we welcomed Sarah Stenson as the second Executive member from Auckland. Sarah took the place of Sheryll Ofner, who resigned from NASDAP at the end of Term 1. We look forward to working with Sarah and know that she will ably represent the views of Auckland members and make valuable contributions to Executive.

Joyce Whyman will leave NASDAP at the end of Term 2 to retire. Joyce has been on NASDAP since late 2000 and we thanked her for her invaluable contribution over the past eight years and wish her well for the next phase of her life. The replacement for Joyce will be decided amongst the Otago and Southland Assistant and Deputy Principals and I will be in a position to introduce the new representative in Term 3.

Our guest speaker for this meeting was Frances Salt, National Manager of Reporting Services for the Education Review Office. Jenny Clark accompanied Frances; Jenny is their media manager. Frances talked about the Office's contribution to education and how they evaluate school performance when evaluators

conduct reviews. The areas of national interest (ANI's) are determined each term for upcoming reviews. From July of this year, evaluators will be investigating schools' progress towards the implementation of the New Curriculum. A full synopsis of Frances' presentation is contained in this *Newsletter*.

I offered Frances and Jenny the opportunity to list ERO's publications in the NASDAP *Newsletter* each term, in order for members to request directly from ERO publications of interest. Jenny would be very keen to hear from you, should you require a copy of any publications.

By the time that this *Newsletter* arrives in schools, the AGM for 2008 will have been held in Taupo, at the CNIDAPA Conference, being run yet again by Lynette Parish and Betty Wakelin, stalwarts in conference organisation. Thank you once again to the CNIDAPA team for hosting not only the conference, but also the AGM and allowing NASDAP Executive to have a slot in the conference for this constitutional requirement.

A group of committed Deputy and Assistant Principals in Taranaki are hosting a boutique conference in August and the details are available on our website: www.nasdap.org.nz. The conference is open to all Deputy and Assistant Principals from New Zealand. NASDAP Executive were shown a copy of the programme on 23 May and the team have worked hard to create a conference that has a mixture of professional and intellectual debate, with time for 'socialisation' in a region that has

a lot to offer. I encourage you to attend this professional development opportunity if you can and all the very best to the team organising the conference.

A final reminder to you all, should you be considering applying for the NASDAP Scholarship (which is worth \$12,000), do not forget that applications close on 31 July 2008 at 4 pm and full details are available on the website. This is a prestigious scholarship worth \$12,000 in total and it does provide a vehicle for Assistant and Deputy Principals to further enhance their leadership and management skills.

By the time you read this *Newsletter*, the July vacation will be very close and we will all be in need of some rest and relaxation. If you travel, travel safely.

Arohanui

– Annette M Taylor

EXECUTIVE NEWS

NASDAP Executive 2007



Upper, Central and Lower Northland

Roy Fletcher,
Otamatea High School
ohsdp@ihug.co.nz



Auckland (south of Mahurangi to Counties/Manukau)

Sarah Stenson,
Epsom Girls Grammar
sn@eggs.school.nz



Gerri Shorter,
St Cuthbert's College
gshorter@stcuthberts.co.nz



Waikato, King Country, Thames Valley

Lynette Parish,
Matamata College
ph@matamatacollege.school.nz



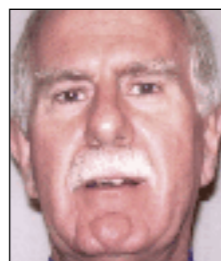
Western Bay of Plenty, Bay of Plenty

Betty Wakelin,
Taupo-nui-a-tia College



East Coast, Hawkes Bay

Phil Carmine,
Hastings Girls High School
phil@hastingsgirls.com



Taranaki, Manawatu and Wanganui

Phil Keenan,
Stratford High School
kp@stratfordhigh.school.nz



Wellington, Hutt Valley and Wairarapa

Geoff. O'Halloran,
TawaCollege
GOHalloran@tawacol.school.nz



West Coast, Nelson and Marlborough

Annette Taylor,
Nelson College for Girls
(President/Treasurer)
annette.taylor@ncg.school.nz



Canterbury and Aoraki

Penny Prestidge,
Avonside Girls High School
pprestidge@avonside.school.nz



Otago and Southland

Joyce Whyman,
East Otago High School
jae.whyman@xtra.co.nz

MINUTES OF THE NASDAP EXECUTIVE MEETING

FRIDAY 29 MAY, 2008

Wellington Airport Conference Centre

Present

Annette Taylor, Phil Keenan, Phil Carmine, Joyce Whyman, Gerri Shorter, Lynette Parish, Betty Wakelin, Penny Prestidge, Geoff O'Halloran, Sarah Stenson.

Apologies

Roy Fletcher

Annette welcomed Sarah Stenson from Epsom Girls Grammar who is replacing Sheryll Ofner as the second Auckland (south of Mahurangi to Counties/Manukau) representative on NASDAP.

MINUTES OF LAST MEETING

Were taken and as read and approved.
Moved: Annette Taylor Seconded: Joyce Whyman

Matters arising:

Scholarship for 2008

As from 2009, NASDAP Executive members are eligible to apply. We need to decide which members of Executive will sit on the selection committee.

Nomination for the selection committee were called for. Annette Taylor and Phil Keenan expressed interest and their selection was accepted by acclamation. Annette will contact Professor John O'Neill (Massey University) to determine his availability.

The closing date for applications has been changed to 31 July to line up with other study awards and/or scholarships. Executive members are to advertise the scholarship in their regions.

Previous scholarship reports were discussed and there was a variety of views on the material contained in the reports. Could the presentations of the Scholarship Report to NASDAP be better received? Is the length of time available a constraint? Do we need to revisit the criteria?

In the application form, bullet point number 2 – should it state that the relevance is beyond just the individual and their institution – a practical application? A comparison with Royal Society criteria might be helpful. Is the 30 days after the conclusion of the award too short a time frame for the written report to be received by NASDAP? The study should be about the role of the DP or AP not necessarily the wider education field.

It was agreed that Annette would put together a package of information from other scholarship awards, so that we can further refine the criteria for

2010 and beyond.

The 2008 AGM

The AGM for 2008 will be in Taupo on Thursday 19 June, 2008 at 12.30pm at the CNIDAPA Conference at Waiarakei.

Contact details of Executive

Executive contact details were updated.

Other matters

1. The need for all schools to have a timetable policy under the STC was discussed and also the PPTA Timetable Policy Advisors role.
2. DP and AP views across any industrial issues are to be encouraged and to be given to your local representative to go to SPAC.
3. Frances Salt is coming to speak to us today as a replacement for Dr Graham Stoop from ERO.

Suggestions for other speakers at NASDAP Meetings included:

- Graeme Marshall from the MOE on Schools Plus.
- Ka Hikatea – Maori Achievement Initiative
- Paul Rishworth – Professor of Law at Auckland University on the Bills of Rights and other legal issues

Annette will write letters to these people, to determine their availability.

Reimbursements

These are to be completed for today's meeting and use of the Air New Zealand Travel Card encouraged.

Treasurer's Report

This was tabled by Annette. A list of outstanding subscriptions will be sent to regional representatives. There are currently \$14 850 in subscriptions outstanding and reminders are to go out with the Term 2 *Newsletter*.

There are some problems with schools not managing to make payments even though there are several methods of payment. Annette is working on this problem.

Annette tabled requests for seeding funding for regional conferences:

- \$1000 is to be given to the Taranaki DAPA for their boutique conference to be held in New Plymouth in August 2008.
- \$5000 is to go to Hawke's Bay DAPA as seeding funding for the bi-ennial national conference next year.

Annette moved that the Treasurer's Report be accepted.

Moved: Annette Taylor Seconded: Geoff O'Halloran

Correspondence Inwards

'Achieve' – An update from the Minister of

Education for Teachers, Summer Issue 8

Letter from Patrick Walsh declining availability for 8 August meeting

Letter from Linda Miller co-convenor of Southland Deputy and Assistant Principals' Association

Letter of resignation from Joyce Whyman

Correspondence Outwards

Letter of thanks to Sheryll Ofner

Letter of thanks to Rt Hon Anne Tolley

Response to Linda Miller, Blue Mountain College

GENERAL BUSINESS

Otago and Southland Representative on NASDAP

Joyce Whyman has tabled her resignation after eight years of service to NASDAP. The Executive wishes her the very best for her retirement. There will be an election to replace her and the Otago and Southland DAPA organisations will have to coordinate with each other to discuss the election process.

Only DPs and APs in schools who have paid their fees and completed the 'green' registration form will be eligible to vote in any election for a NASDAP Executive member. If there needs to be a vote (as there is more than one candidate standing in a region) then Annette will coordinate this. This is in our constitutional rules.

At present under our constitution all positions on Executive are up for re-election at the end of each 'even' year. Should NASDAP consider a change to the constitution so that not all positions come up for re-election every 2 years and instead half the positions come up for re-election one year and the other half the following year?

Motion

That from 2009 half of the ten regional representatives that make up the NASDAP Executive hold elections and the other half hold elections the following year. Oddly numbered regions will have elections in oddly numbered years and even numbers in even years.

Moved: Phil Keenan Seconded: Phil Carmine

Carried unanimously

Website

Do we need a Blog on our website? Discussion of things that are particularly relevant to DPs and APs would be relevant. The question of whether DPs and APs would have the time was raised.

Logo

NASDAP logo is on *Newsletter* and website.

What should regions use for conferences etc?

Questions of continuity, one design passed on etc.

Phil Carmine suggested we settle on the design and leave the colour so it doesn't constrain pamphlets

etc. The present design is unobtrusive and accepted. Motion

The NASDAP fern as displayed on the letterhead should be used on all promotional material for biennial national conferences.

Moved: Phil Carmine Seconded: Gerri Shorter

Carried unanimously

Payroll Service

Phil Carmine tabled the minutes of a meeting in Hawke's Bay with schools, Payserve and the MOE about the poor service provided by the payroll service. The payroll people do not seem to be aware of the size of the problem.

Payserve and Datacom are both involved in this meeting. Their first meeting in 2007 did not have any obvious benefit. Phil tabled the minutes of a second meeting held in Hawke's Bay to ensure they did listen to the issues. Phil's feeling after the meetings is that he has some sympathy for Datacom and that the MOE needs to take more responsibility. Problems continue in the Bay despite these meetings. MOE representatives at the meetings said they were unaware of the size of the problem. One school in Auckland has put in formal complaint to the MOE about their problems with the payroll service.

Geoff (who is NASDAP's representative on the Payroll Group) will talk to Kevin Wilson (Reference Group Chairperson) about the problem and suggest he visits Hawke's Bay to see size of problem. Joyce has had three payroll officers within a very short period. The problems include lack of action after e-mails sent (get a receipt of message but it never happens – who accepted it, who is going to action? etc), changes in payroll officer, ignorance of payroll officer, lack of clarity of who the complaints should go to, having to repeat something when they (the payroll people) make the mistake (wrong data entry), lack of deadline clarity, lack of understanding by payroll officers (English and specifics). Executive are to encourage members to make formal complaints.

Letter from Southland area re PPTA and Leadership Training

PPTA

This letter expressed concern about issues regarding PPTA and a lack of support for DPs and APs. It appears that PPTA do not fully appreciate the difficulties DPs and APs face within their schools. This is not a problem that is exclusively Southland's as it is shared across the country.

Roy (via Annette) suggested that NASDAP consider becoming agents for DPs and APs? This didn't meet with much approval from Executive.

Geoff has contacted John Douglas who is the local SPAC member to be at any further meeting in Southland.

Penny suggested that NASDAP write to PPTA about the issues, pointing out how the changes

to the contract have benefited DP/APs in some respects but not in conditions and that some aspects of the STC have increased DP/AP work-load, as we often have to sort out the difficulties and take up the slack.

Geoff suggested we get Kate Gainsford to talk at our next meeting. Geoff, Penny and Phil Keenan will again raise these issues at the next SPAC meeting in two weeks time.

Leadership Training

There is a wealth of leadership training available for DPs and APs. Many DPs and APs attend conferences during the term and we as DPs and APs should take advantage of this. There is a need for further training after the first time DP/AP courses. Where should this come from?

Annette is to respond to Linda's letter, sending a copy to John Douglas.

Senior Management Allowances – from July 2008

Who is going to manage the distribution of the Senior Management Allowances in schools? Please see the Ministry of Education Industrial Relations Circular 1007/21 for details. The allocation of this allowance is meant to happen by 1 July (and cannot be backdated) so the conversations need to happen within each school as soon as possible.

Number of Senior Managers in Schools eligible to vote in NASDAP regional elections

In the February meeting, the issue of who is eligible to vote arose. The constitution states that:

At Present:

Schools with rolls of 0 – 499 are eligible for 2 votes

Schools with rolls of 500 – 1499 eligible for 4 votes

Schools with rolls of More than 1500 – eligible for 6 votes

It was Suggested:

Schools with rolls of 0 – 500 are eligible for 2 votes

Schools with rolls of 501 – 1000 eligible for 3 votes

Schools with rolls of 1001 – 1400 eligible for 4 votes

Schools with rolls of 1401 – 2000 eligible for 5 votes

Schools with rolls of More than 2001 eligible for 6 votes

Motion

Should an election for a NASDAP representative arise in any region, then the number of people entitled to vote in any school is related to the roll on the 1 March Return for that year according to the "Suggested" above and each and every voter must be a Senior Manager registered as a member of NASDAP.

Moved: Penny Prestidge Seconded: Annette Taylor

Carried unanimously

New Curriculum

Phil Keenan asked where people were up to in the process. Comments from reps included:

Department meetings have started, implementation program settled, workshops have started, some use of clusters both with other secondary schools and another with all schools to get continuity as students move from primary to secondary,

Curriculum days for all staff and departments, full staff PD day, clusters of schools, meeting with ITOs to coordinate relevant standards, school wide meeting for the front half of book and next year departments, cluster group with other like schools, look at present practice and identify what is already being done and build on that rather than re start.

Penny went to a national 'think tank' (at the invitation of the Ministry of Education after they contacted Annette to ask for a NASDAP representative) with the intention of developing a document to support the development of the New Curriculum. All participants had to bring a presentation about an aspect from the New Curriculum and this made the disparity between schools perceptions and MOE perceptions very apparent. The MOE have also gazetted a timeline but have acknowledged that it will take 5-10 years for full implementation.

Margaret Bendall was suggested as an excellent presenter. Some areas do have advisors but it is unclear how far they can and will go.

REGIONAL REPORTS

Auckland

Rose Hipkins spoke about the New Curriculum, good value in terms of theory. Coming up on 6 June, Patrick Walsh and someone from Netsafe.

Hawke's Bay

Second meeting with Datacom staff regarding ongoing payroll problems; the local National party MP will come and address Term 2 meeting, National Conference planning continues and offers to run workshops are starting to come in.

Taranaki

Term 1 they had a general discussion of issues in schools. Next meeting is on 5 June with a speaker from STA on the difference between governance and management, and also a speaker on Ka Hikitia. They will also discuss the implementation of the New Curriculum, the difference between governance and management, issues surrounding DP and AP appraisal and timetabling. They are having monthly meetings about their upcoming boutique conference.

Wellington

Term 1's meeting was on the BES Synthesis, presented by Adrienne Alton-Lee.

Top of the South

Because of geographical issues, it does prove difficult to get the schools represented in this area together. Annette keeps the DPs and APs within this region up-to-date via email. Annette will liaise with the convenor of the South, to plan a meeting for Term 3.

Canterbury

Had an end of Term 1 forum where 20 people from 12 schools were able to attend. On Friday 30 May, they are having a meeting with Canterbury Support Services on the PD supply for Canterbury. Derek Wenmouth is also to talk on digital immigrants versus digital natives.

Southland and Otago

Is having a mini conference in Term 3.

Newsletter deadline for Term 2

The deadline has been set at 30 May 2008. Copy is to be sent to Derek in RTF and delivery to schools will be 20 June 2008.

Alternative Education

Joyce asked if anyone had information on models of operation. The review of Alternative Education – does anyone know anything about it?

Contracts for alternative educators finish at the end of 2008. Figure of \$11 000 per student per year was set years ago and still stands - totally unsatisfactory.

Country areas in particular have a bigger problem because of travel to a common site. There are a variety of models of alternative education across the country. It was suggested that Joyce ring Jim Matheson in MOE Head Office for details and suggestions. It was suggested that sometimes you need to look outside the square and get money from trusts etc for vans and so on. The key is getting the right people running it and finding them is difficult. (Note to Minutes – Geoff O'Halloran spoke to Jim Matheson [Ministry of Education] on Monday 26 May 2008 about the Alternative Education Review and what has happened to date. Apparently it is on hold as it will form part of the Schools Plus initiative. Watch this space.)

Next Meeting is Friday 8 August 2008

Meeting finished at 3.00pm.

GUEST SPEAKERS **Frances Salt and Jenny Clark, ERO**



INTRODUCTIONS all round and they were welcomed to our meeting.

Frances told us she will start with a presentation and then answer questions. She talked about EROs contribution to education and how they evaluate school performance. The skills of evaluation include relating, seeking information, analysing, synthesising and reporting. ERO do have a role reporting on and to the MOE. They answer questions such as "How are the MOE policies working etc such as is the Gifted and Talented Policy working?" Area managers meet once a month with their MOE people. They go to individual schools and pool the information gleaned from all these schools in their national reports. Usually ERO decide what it is they are going to look at. From July they will look at how schools are actioning the New Curriculum.

They are at present recruiting new reviewers and a number of DPs and APs have applied. They look at middle management and above as reviewers and have more secondary than primary. Recruits of ERO have successful experience as middle or senior managers, are successful classroom teachers, have in-depth theoretical and practical knowledge of pedagogy, curriculum development and student assessment, and have a wide understanding of education issues. They report on behalf of the children of NZ. Some reviewers see ERO as a possible promotion step and after ERO return to teaching. Perceptions of the quality of the ERO reviewers vary.

Question: Does the training given to ERO reviewers cover moving from one sector to another? It is good PD but doesn't replace experience in that particular sector.

Answer: Reviewers are given information months before they will be checking that factor in schools. In 2010 they will be evaluating readiness. They will ask questions such as "What are the sort of things you have done in preparation for the New Curriculum?" From this ERO will give the school "next steps" not recommendations. There is always an ongoing review of how the review is done, changes in questions etc. Evaluators should be asking questions not telling schools what to do. Frances was disappointed to hear of a reviewer who was telling a school what should be done as the findings of good practice are to be found in the ERO national summaries. The view was expressed by executive that there was not enough meat in the reports for schools to really use and schools are all "re-inventing the wheel" which is really inefficient considering others have already done it. Jenny will take these points back to ERO. Anyone can e-mail Jenny copies for any publications they put out. Her e-mail is jenny.clark@ero.govt.nz. Upcoming ERO publications will be sent to Annette who will put the details on the website. Appointments to ERO are

made nationally and this is happening now. Frances will come to local DAPA meetings and talk about the training that reviewers receive. Over the years, ERO's focus has changed from a main emphasis on accountability and compliance, to good practice and improvement asking questions like "What is the next step?" etc. "Have we done it?" becomes "How well have we done it?" and "How much better can we do it?" ERO's evaluation must be the overlap of Depth, Breadth and Entitlement. Bullying summary from ERO showed that schools are dealing with it very well. Areas of national interest are set term by term to be flexible and meet needs.

Question: Why should ERO be so reactive to the MOE? Surely planned approaches are better.

Answer: Not a problem, as we have a government body, be flexible.

Question: What influence does recent research have on ERO?

Quite a lot, but government policy dictates our focus.

Question: Are you asking principals "How are you involved in curriculum development etc?"

Answer: Yes, we always have, and this forms their indicators.

Question: Does ERO monitor home schooling because students coming into a school lack not just socialisation but lack of curriculum etc?

Answer: There are 6000 home schooled students and ERO reviews 600. Private schools don't have to follow the national curriculum. Any information about bad examples of bad schooling should be sent to ERO. Government is only prepared to 'buy' 600 reviews and so some will never be reviewed. ERO don't see this as high risk, though some executive members think it is. New home schooling examples get reviewed within 6 to 12 months.

Question: How much contact does ERO have with those students who have been put on correspondence and are not in school? What concerns does ERO have on alternative education in terms of funding etc?

Answer: ERO reviews the Correspondence School more regularly than any other school. The information and lessons go out but does ERO check what is being done? This is not an ideal situation but the Correspondence School is changing to try to deal with these issues as they are responsible for this. ERO is engaged in policy discussions about alternative education etc.

Sometimes things go wrong in a review but a huge proportion work well with few problems. Where there are difficulties the school can talk to the coordinator, or the regional coordinator or Frances at any time, preferably before it gets too big to sort out. They will try to sort it out.

Frances and Jenny were thanked for their time.

GENERAL NEWS

NASDAP SCHOLARSHIP 2008

The 2008 NASDAP Scholarship has provided an exciting opportunity for study at Harvard University for Shona Smith, Deputy Principal of Waitakere College in West Auckland. The Scholarship has enabled her to attend a Summer Institute in educational leadership at the Harvard Graduate School of Education in July. The course is entitled: *Leadership: An Evolving Vision* and is designed for experienced school leaders to refine their leadership and management skills and revitalise their personal vision of leadership. The course will help school leaders see ways of expanding their school's effectiveness with regard to student achievement. Topics covered will include:

- Moving from theory into action for improving achievement
- The instructional leadership and management skills necessary for today's complex educational environment
- Effective ways to support staff as they work on school improvement efforts
- Implementing and evaluating curriculum innovations
- The importance of student identity in creating a climate of achievement for all students
- The foundations of successful negotiation.

Shona was interested in putting herself into an intensive and rigorous learning environment with high quality teaching and a diverse range of participants. The institute includes a range of teaching and learning approaches including:

- Lectures and follow-up activities from educational thinkers and leaders known for their work in school leadership and school improvement
- Process groups where participants react to readings and speakers, discuss the implications of presentations, establish networks, and learn to model a spirit of collegiality that is supportive of professional growth
- Reflective writing to develop the self-knowledge that supports able leadership
- Independent reading before, during and after the institute
- Team-building, through experiential workshops designed to help participants discover new modes of leadership, decision making, creative problem solving, critical skills needed for creating and sustaining strong leadership teams.

As an aside, Shona notes that she will certainly be pushed out of her comfort zone by the required participation in a day of physical challenge run by a Project Adventure organisation.

One of the requirements of the NASDAP Scholarship is to present a report for the NASDAP *Newsletter* and a follow-up presentation for the national or regional conference. On her return to New Zealand Shona will be working to process what she has learned and to translate this into something that will be of benefit for her own school and for her senior management colleagues nationwide.

– Shona Smith

NASDAP SCHOLARSHIP for 2009

Have you considered applying for the NASDAP Scholarship for 2009?

It is considered a prestigious scholarship by the Ministry of Education; you receive \$6000 worth of teacher relief to cover your salary and \$6000 from NASDAP.

Details are located on our website:

www.nasdap.org.nz

The NASDAP Scholarship is open to all Deputy and Assistant Principals currently employed in secondary and area schools throughout New Zealand, who have demonstrated strong interest and success in the practice of educational leadership and who are likely to benefit from the learning and experience, in their own practice, for their school and for the wider secondary education community. Their school must be a current financial member of NASDAP.

Applications close with the President of NASDAP, on 31 July annually.

PLEASE CONSIDER AN APPLICATION!

– Scholarship Committee

REGISTRATIONS/SUBSCRIPTIONS

In January all schools were sent their 2008 subscription notices.

Inside the envelope along with the invoice was the form to register the names of the senior managers within your school. Please ensure that this form is completed as it is important for us to maintain an accurate database of members within each school.

A reminder invoice will be sent to those schools that have yet to pay their subscription. If payment is not received by 31 July, then membership to NASDAP will expire.

We encourage you to pay your subscriptions and register your senior managers please. If you have any queries surrounding either your registration and/or your subscription, please do not hesitate to contact me.

– Annette M Taylor
President/Treasurer



TARANAKI REGIONAL SECONDARY ASSISTANT & DEPUTY PRINCIPALS' BOUTIQUE CONFERENCE 2008

FUTURE EDUCATION : GLOBALISATION AND ICT

The Taranaki Regional Secondary Assistant & Deputy Principals' Association is hosting a BOUTIQUE CONFERENCE IN NEW PLYMOUTH 20-22 AUGUST 2008.

For details of speakers, programme and registration refer to our website:
www.npghs.school.nz/APDPconf08

Any queries to:
sbond@npghs.school.nz

Earlybird Registration — \$495
Registration (after 11 July) — \$525

NASDAP
Newsletter

Official Newsletter of the
National Association of Secondary Deputy
and Assistant Principals