

Principal

Macquarie Anglican Grammar School, Dubbo, NSW

The Anglican Schools Corporation Board and the Council of Macquarie Anglican Grammar School seek to appoint our next Principal who will lead Macquarie's vibrant educational community through its third decade, upholding our values of Faith, Community, Character and Excellence.

We are immensely proud of what has been achieved since the School's foundation 21 years ago. We will start 2024 with over 600 students from Pre-K to Year 12, with plans to reach 800 students over the next five years. We are committed to developing our students to be relational, reflective, resilient and resourceful citizens, ready to take their place in the world.

As a boarding school, we have a strong connection with our region, as well as with Dubbo. Our students have embraced our agricultural and outdoor education initiatives with great enthusiasm.

Our next Principal will be a highly visible Christian leader who inspires students, families and staff, building productive relationships, and being passionate about creating the best holistic opportunities for our students.

Odgers Berndtson is assisting with this appointment. More information on the role can be found at **www.odgersberndtson.com/90225.** For a confidential conversation, please contact Andrea Ripani on +61 3 8375 7445.

The closing date for applications is Monday 19 February, 2024.







APPOINTMENT OF THE PRINCIPAL MACQUARIE ANGLICAN GRAMMAR SCHOOL

JANUARY 2024





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INVITATION



The Board of The Anglican Schools Corporation and the Macquarie Anglican Grammar School Council seek to appoint the next Principal of Macquarie Anglican Grammar School, to lead our vibrant educational community through its third decade, upholding our values of Faith, Community, Character and Excellence.

We are immensely proud of what has been achieved since the School's foundation 21 years ago. With our recent growth, we will start the 2024 School year with over 600 students. Now the Senior School is moving to three streams a year, we anticipate reaching our capacity of around 800+ students within the next five years.

Our School motto is Faith in Action and we are committed to developing our students to be relational, reflective, resilient and resourceful citizens, ready to take their place in the world. In support of this, we have invested heavily in the Macquarie Teaching and Learning Framework which is underpinned by Professor Guy Claxton's pioneering approach to Building Learning Power.

As a boarding school, we have a strong connection with our region, as well as with Dubbo. Our students have embraced our agricultural initiatives with great enthusiasm, including the Macquarie Agricultural Pathway Program partnership with Toongi Pastoral Company, and our Year 12 program with Charles Sturt University. Our outdoor education initiatives provide exciting experiential opportunities for all Junior and Senior School students. We have a deep commitment to shared learning with our Aboriginal and Torres Strait Islander families and community organisations.

Our next Principal will be a highly visible Christian leader who inspires students, families and staff. They will build productive relationships within and beyond the School gates, being passionate about creating the best opportunities for our students whether those be academic, co-curricular or wellbeing focused. They will provide our exceptional staff with stimulating professional growth experiences. As a School Council, we look forward to working closely with our new Principal on the development of the School's next strategic plan.

I warmly encourage you to consider joining our wonderful School.

Mr Martyn Mitchell

Chair of Council Macquarie Anglican Grammar School



ABOUT MACQUARIE ANGLICAN GRAMMAR SCHOOL



OUR HISTORY

Macquarie Anglican Grammar School began with a decision in 2001 to establish an independent school in Dubbo. From the initial purchase and establishment of the school's current physical site and facilities under the Diocese of Bathurst, we have evolved and become a school within the Anglican Schools Corporation.

The original vision to develop a leading independent school in Dubbo has grown to become a vision to develop the leading Co-educational Day and Boarding School in the Central West. We offer a comprehensive curriculum that meets the needs of our P-12 students and prepares them to be adults who are change-makers in their communities. Positive change is leading to a period of stability and expansion through which we seek to maintain and build upon our Christian foundation.

The call of the future for us, is to stay true to the school's vision of establishing a vibrant Christ-centred learning community through which Jesus is made known. Future planning and outstanding teaching and learning, co-curricular programs and pastoral care will enable this vision to flourish in a school where our students are well prepared for their futures in an everchanging world.

GOVERNANCE



Macquarie Anglican Grammar School is governed by a School Council which is focussed on strategic matters including capital planning, risk compliance and monitoring educational progress, as well as oversight of the operation of the School. The Council is appointed by, and accountable as a subcommittee to the Board of The Anglican Schools Corporation.

The Councillors offer a range of professional, business and spiritual expertise and include a representative from The Anglican Schools Corporation. The Principal is an ex-officio member of the Council.

The Chair of the School Council is Mr Martyn Mitchell.

The School Council members are:

- Rev Carl Palmer
- Mrs Clare Pendlebury
- Mr Michael Sutherland
- Mrs Elizabeth Shuttle
- Mr Tony Tan (Anglican Schools Corporation Business Partner)

OUR VISION, MISSION AND VALUES



Vision

Growing a school of excellence and care, honouring God through teaching, learning and service to others.

Mission

To develop resilient young people who make a difference in the world within a high quality, affordable, Christ-centred education.

Values

We value our shared Christian faith, a culture of lifelong learning, an inclusive and respectful community and our connectedness to the Central West and beyond.

OUR FUTURE



At Macquarie, we believe that actions speak loudest - we believe and learn, and so we act. We call it Faith in Action, and it is the foundation of our school.

As the world changes, we will continue to champion innovation and the "can-do" attitude characteristic of our region's success. Our vision is to grow an independent school community of innovation and integrity, honouring God through teaching, learning and service to others. We know our Christian foundation brings strength to our academic and pastoral programs, ensuring we care for the needs of each individual student.

Our goal is to shape our students to graduate as young men and women willing and able to contribute meaningfully to their local community and the world at large. Our students are encouraged to develop great character, becoming independent thinkers who have great strength of mind. They display honour and care by their behaviour and attitude towards others. Macquarie students move forward and take action, owning their learning, being bold and active in their lives.

The <u>Macquarie Strategic Intent Framework 2022 -2024</u> has an individual focus for each of its three years as we strive to live out Faith in Action. Three years of implementation are driving this educational practice in our school. The journey will continue after the year of implementation with the educational outcomes for our students improving year upon year.

OUR TEACHING AND LEARNING FRAMEWORK



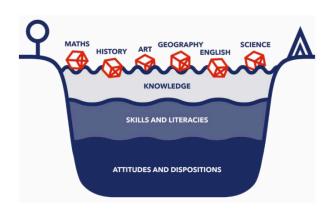
BUILDING LEARNING POWER

The Macquarie Teaching and Learning Framework has been developed to strengthen students' independence as learners and aims to provide them with habits to support their engagement whilst providing them with strategies on how to become better learners. Teachers in every classroom aim to develop learning content specific to their subject area and develop the habits and character of students as lifelong learners. As such, students of Macquarie will develop a 'Learning Mind'.

This is best conveyed through The Learning River (see diagram). In any classroom, throughout the day, there are various types of learning taking place. This could be surface level, building knowledge linked to the curriculum, skills, and literacy that allow us to make sense of new learning and the deepest layer of learning, the attitudes and dispositions that contribute to learning engagement. Through providing strong educational foundations, we prepare our students with skills, knowledge, and literacies for future academic success and learning. Our Teaching and Learning Framework at Macquarie provides our students with attitudes and dispositions that will allow students to teach, learn, and inquire for themselves.

Utilising Guy Claxton's Building Learning Power Approach, the Macquarie framework culminates an approach that is grounded in both science and research. We utilise the four R's, linked to learning to support our framework. Learners convey their Learning Power through developing their Resilient, Resourceful, Relational, and Reflective learning dispositions. Each of these dispositions is split into specific 'learning muscles' that can be developed through specific teaching and learning.

THE LEARNING RIVER



KEY PRINCIPLES

- Encourages teachers and students to become better learners
- Allows students to approach challenges without fearing failure
- Breaks learning into manageable chunks
- Enhances confidence
- Grounded within all learning
- Develops life-long skills
- Provides a common language for students to understand the learning process.

MACQUARIE TEACHING AND LEARNING FRAMEWORK

The school's pillars of Faith, Character, Community and Excellence underpin all we do at Macquarie and our Teaching and Learning Framework, encompassing all four learning dispositions (Resilient, Reflective, Relational and Resourceful) and the learning muscles within each of these dispositions. As a Christian School in the Anglican tradition, the centre of our framework incorporates the school motto, 'Faith in Action'. This reminds us that faith is central to the Macquarie community and conveys our importance as individuals and creations of God.



OUR WELLBEING FRAMEWORK



The 2023 Macquarie Wellbeing Framework will be one of outstanding practice aligned with our involvement in the NSW Association of Independent School's Compass initiative. This initiative is led by our school wellbeing team with the guidance of educational consultants, utilising the latest evidence based practice. As a result, our program will be audited, reviewed and enhanced with the support of the Australian Student Wellbeing Framework, which aims to provide every student with the strongest foundation possible for them to reach their aspirations in learning and life.

The framework highlights the importance of five key elements (leadership, inclusion, student voice, partnerships, and support) essential in promoting student wellbeing, safety, and positive relationships to allow students to reach their full potential.

Through the exploration of this framework as a whole staff, Macquarie has been able to reflect on our current strengths whilst highlighting the opportunities available to us. This process will underpin the future development of a spiral continuum of wellbeing that delivers age and stage appropriate learning opportunities to enhance wellbeing from Pre-K to Year 12 using a whole-school approach.

The 2023 Wellbeing framework will epitomise our living out of Faith in Action as we provide our students with the best care and education. We seek to live out our mission: To develop resilient young people who make a difference in the world within a high quality, affordable, Christ-centred education. We know that empowering our students with the skills to care for others and themselves within the example set by the Gospels is key to us achieving the mission.

OUR CO-CURRICULAR FRAMEWORK



At Macquarie Anglican Grammar School, our Co-curricular framework is multifaceted and focused on developing in our students the skills to live out our mission of being resilient young people who make a difference in the world through our Values of Faith, Community, Character and Excellence.

The Co-curricular program is an extension of our Teaching and Learning framework. It provides a range of experiences designed to build resilience, resourcefulness, reflectiveness and relational skills. Students find motivation through their engagement in a range of exciting activities, enhancing their sense of self, community and belonging.

As we develop our 2024 Co-Curricular Framework, we will work with our staff, students and families to develop our goals and programs

Our Co-curricular framework can be split into five distinct programs:

OUTDOOR EDUCATION

The Macquarie Outdoor education program commences in Stage 1 with a sleepover at school. Students in each year group through to Year 12 take place in a range of programs that develop various skills and provide students with a breadth of opportunities to engage with environments that will challenge them and see them grow through both personal and physical development.



CREATIVE AND PERFORMING ARTS

The Macquarie Creative and Performing Arts program is accessible to all students from Pre-Kindergarten to Year 12. Its focus is to provide opportunities for students to discover ways to express themselves through various art forms, including instrumental and vocal music, clubs and competitions, exhibitions, and performance opportunities. The program is designed to develop skills across the arts, build confidence and a sense of community and belonging.

RECREATIONAL SPORT

The Macquarie Recreational sports program commences in Pre-Kindergarten. Its focus is to develop skills and habits that will encourage students to be active for life. The program exposes students to individual and team sports that will enable them to build confidence, develop friendships and find a lifetime of enjoyment and health.

COMPETITIVE SPORT

The Macquarie Competitive sports program is designed to develop pathways for our students to participate in elite competition across a broad range of sports. This program will include strength and conditioning, diet and nutrition advice, and individual sport-based training and pathways to competition at the highest levels.

AGRICULTURE

Agriculture forms a vital part of our Co-curricular Framework, largely through our engagement in showing cattle. Macquarie has, in a short space of time, thanks to the work of key staff, students and parents and the support of a local stud, achieved a great deal of success across a range of local shows and, more broadly, at the Sydney Royal Easter Show. Perhaps our two most impressive awards were the Grand Champion Female and the Most Successful Exhibitor at the 2021 Dubbo Show.

Alongside the show team portion of agriculture, is the role a school such as Macquarie must play in partnership with the Agricultural industry in exposing our students to and developing within them the industry's skills and practices.

JUNIOR SCHOOL



Our Junior School is a safe and collaborative environment where students learn the skills of problem solving, creativity, critical and visible thinking, and independence.

The Junior School curriculum is built on core subject areas and is supported by a range of exciting, challenging and innovative academic, pastoral and sporting programs. Macquarie's curriculum and teaching programs are founded upon meeting the social, emotional, physical and academic needs of the individual child.

Students from Kindergarten to Year 6 enjoy English, Mathematics, Science and Technology, History, Geography, Creative Arts, Christian Development, and Personal Development, Physical Education and Health (PDHPE) as well as many Cocurricular and sporting opportunities allowing our students, teachers and parents to work cooperatively in an enjoyable context that is very different to the normal classroom, thus providing an important means of building relationships and providing pastoral care.

Our teaching staff are highly professional and passionate about providing an engaging learning setting and use a holistic approach to ensure tailored support for our students. The staff at Macquarie are committed to the growth of each individual child and providing a safe and supportive learning environment. Our classroom spaces are modern, functional and provide flexibility for students for the individual ways in which they learn and grow.

Our Pre-Kindergarten program is available for students in the year before they commence primary school, and uses educational and developmental foundations that are research-based for quality outcomes that best prepare students for Kindergarten. Children attending our Pre-Kindergarten program are provided with opportunities to develop schoolreadiness skills by cooperatively working with others and taking part in activities that build on their abilities and interests in a supportive academic environment. Pre-Kindergarten provides a strong foundation for our student's success at school by developing positive attitudes towards learning, early Literacy and Numeracy skills, experimental Science and STEAM skills, creative experiences, thinking and problem-solving skills, fine and gross motor skills and independence and confidence.

SENIOR SCHOOL



In the Senior School, our sights are firmly fixed on preparing our students for an ever-changing world. Our vision is to grow a school of excellence and care, honouring God through teaching, learning and service to others. We prepare our students to be resilient, resourceful, relational and reflective learners through our Teaching and Learning Framework built on the concept of building learning power in every child. Senior School students are equipped with the capacity to be contributors and leaders of their generation as our mission to develop resilient young people who make a difference in the world is pursued.

At Macquarie, a holistic educational offering enables students opportunities to excel academically across a diverse range of subjects, through sports, the arts and spiritually. In our boutique setting, children are known and understood. Their unique qualities are identified so that the richness and potential of who they are, and who they may become, can evolve and be nurtured.

Through the Advanced Learning Model, students experience a myriad of learning opportunities. Our Future Problem Solvers Program encourages students to become responsible global citizens and lifelong learners. It equips them to be entrepreneurs and innovators and socially responsible changemakers as they tackle issues critical to the success of future generations. Through the Da Vinci Decathlon, debating opportunities, a personalised talent development program and tiered learning opportunities, students are enabled to build character and to strive for excellence in all that they do.

A bespoke 7-12 Careers program seeks to prepare students for life beyond school. In addition, an individualised and personalised growth mentoring initiative aims to ease the way for students as they make decisions about personal and academic goals, subject choices and realistic options post school.

We educate students to be all that they can be. This means we need to meet our young at their point of need. Senior School at Macquarie will develop young people who are ready and willing to make a difference in their communities.

BOARDING



Our mission as a school and for our Boarding program is to develop resilient young people who make a difference in the world within a high quality, affordable, Christ-centred education.

Macquarie Boarding is a home away from home for our students. Our smaller scale and family-focus allows for interaction and engagement across year groups, allowing the development of strong connections amongst peers and with Boarding and School staff.

Macquarie Boarding is located a short drive from our main campus and the Dubbo CBD. Our unique bush setting boasts extensive grassed areas and recreational facilities including pool, basketball/tennis court, two cricket nets, barbecue area and an oval. Our facilities see two students per room with share house and common kitchen, bathrooms and recreational spaces. Students engage in weekend sport and attend local events.

In providing the Boarding service at Macquarie Anglican Grammar School, our key service objectives are to:

- Provide a secure and safe environment for each boarder so that they may function as an individual to achieve their potential;
- Engage our boarders in a variety of experiences at the school and in the wider community to provide a holistic education and appropriate pastoral care;
- Facilitate an environment where boarders and Boarding staff are able to work, rest, 'play' and relax free from bullying and harassment of any form;
- Provide equality of opportunity for all boarders regardless of culture, religion, ethnicity, ability or background;
- Create a boarding environment that is positive and encouraging, with conditions that are conducive to learning and growing; and
- Ensure Boarding staff and boarders respect each other's right to privacy.



THE ROLE

VISION, MISSION AND CHRISTIAN LEADERSHIP

- Continue to develop the Christian and academic character of the School in the context of its local environment.
- Provide Christian leadership to staff, students and their families which honours and mirrors Christ in all facets of the School's operation.
- Work with the School Council and Senior staff in continuing to review and further develop the School's strategic plan and master plan in alignment with the Corporation's vision, mission and strategic objectives.
- Embed a Christian worldview within all areas of the School's operation strategic planning, management, teaching and learning, student wellbeing and administration.
- Ensure that everyone in the School is valued and recognised as being created in the image of God and uniquely gifted by Him.
- Grow in personal faith and be actively involved in a Bible-based church.
- Follow the Anglican Schools Corporation's policy on the employment of Christian staff.
- Establish and maintain effective relations with local Anglican parishes, and as appropriate other evangelical Christian churches whilst encouraging students to join their youth activities.

EDUCATIONAL LEADERSHIP

- Develop and communicate a clear vision and strategy for Christian Education to the whole School community that is aligned with the Corporation's Philosophy of Education.
- Provide oversight of all elements of teaching and learning, and student wellbeing across the School, based on best practice, the Corporation's Philosophy of Education and with reference to leading educational research adapted for the education needs of the students.
- Promote a culture of high academic standards with support and celebration of individual student achievements within the NESA approved academic programs.
- Create and sustain a culture that values strong learning communities and apply a contemporary understanding of how students learn.
- Embed a culture of collaboration amongst staff and promote and support continuous professional development for all staff
- Maintain and apply knowledge of educational leadership theory and practice.
- Contribute to the wider Anglican Schools Corporation learning community by supporting colleagues to share knowledge with other schools and creating opportunities for this to be achieved.
- Create and maintain a culture that focuses all teaching staff on improving student learning outcomes.

OPERATIONAL LEADERSHIP

- Oversee the effective management of the School including human, physical and financial resources and meet the accountability requirements on all levels.
- Provide regular information to the School Council and other stakeholders, including performance reporting, to support good decision making and in accordance with the School Council and Anglican Schools Corporation Board or Board committee requirements.
- Develop and refine appropriate, fair and transparent systems for managing performance of all staff.
- Ensure the School's systems, organisation and processes are fit for purpose and aligned with the School's strategic objectives and comply with all legislative requirements including WHS, child protection, State and Commonwealth reporting obligations, teacher accreditation, school registration and human resources.
- Continue to develop and refine the School risk management framework and processes in line with the Corporation risk management framework.
- Inform the planning for future cohorts at the School, including master planning and site management.
- Deliver a physical learning environment that is optimal for students to flourish, within the available resources.
- Provide efficient and effective management of the resources of the School, operating within budget and in collaboration with the Corporation Group Office.

PEOPLE LEADERSHIP

- Build, develop and support a high-performing senior leadership team, including mentoring of high-potential School leaders.
- Identify emerging talent and distribute leadership appropriately throughout the School.
- Create a culture where all staff are motivated, supported and take ownership of their professional development.
- Ensure all staff are fully accountable for their professional conduct and behaviour.
- Maintain an effective executive structure to manage the day-to-day School operations.
- Ensure good communication and high morale with, and between, staff members.
- Establish and invest in strong relationships with parents and other stakeholders, including establishing good communications and strong working relationships with the School Council.
- Present the profile and character of the School with positive publicity in the media and through appropriate publications and events with a view to ensuring community support for the School, attracting students and promoting the Christian faith.

SELECTION CRITERIA

LEADERSHIP

- Demonstrable strategic and visionary leadership, including leading people in the achievement of excellence, in a senior executive role.
- A record of being a highly visible and inclusive leader who is an accomplished communicator, creating strong and productive relationships inside and outside the school community.

EDUCATION

- A passionate and student-focussed holistic educator who encourages continuous improvement and contemporary evidence-based teaching and learning practices that add value for each child, enabling them to achieve optimal outcomes whatever their abilities or aspirations in academic, wellbeing and co-curricular domains.
- A record of creating a flourishing and caring community that supports staff and students.
- A record of empowering staff to be the best they can be through their professional development, opportunities to lead and clarity of direction.

CHRISTIAN FAITH AND COMMITMENT TO MISSION

Demonstrated expression of personal Christian faith, active involvement in a bible-based church fellowship and demonstrated ability to exercise Christian spiritual leadership of staff, students and parents, to accord with the Anglican Schools Corporation's objects as set out in the Corporation's Ordinance.

OPERATIONS AND GOVERNANCE

Demonstrated understanding of the governance, regulatory, legislative and financial aspects of running a school enterprise, and proven experience in the day-to-day operations. Previous experience in positioning and marketing a school to support enrolments would be advantageous. Proven partnership approach, alongside a demonstrated understanding and commitment to fully engage with the broader Anglican Schools Corporation community, including reporting to, and receiving guidance from the School Council, the Board of the Corporation and its committees.

COMMUNITY ENGAGEMENT

An understanding of the culture and issues of a regional community, where agriculture and the bush are ingrained in the life and activity of the entire community. A desire to contribute and lead in such a regional community.

HOW TO APPLY

For a confidential conversation please contact Consultants at Odgers Berndtson:

Jane Harlen on +61 2 8905 3715 or Jane.Harlen@odgersberndtson.com

Andrea Ripani on +61 3 8375 7445 or Andrea.Ripani@odgersberndtson.com

Applications for the role should include the following information:

1. CANDIDATE STATEMENT

A brief statement (no more than four pages) outlining what you feel you would bring to this position, what you would expect to accomplish in the role, and reflecting on your past experience in the context of the selection criteria on page 21.

2. CURRICULUM VITAE

A maximum of five pages covering:

- Full name, home address, confidential email address and mobile number
- Confirmation of right to work in Australia
- Positions held, dates, scope of responsibilities and key achievements
- Details of education and qualifications
- Any other relevant information, such as involvement in professional and community activities

3. REFEREES & DATE OF COMMENCEMENT

- Full contact details of three referees whom the consultant may contact. Referees will be contacted only after prior consultation with you
- An indication of when you would be available to start.

The preferred method of application is online at www.odgersberndtson.com/90225 All applications will receive an automated response.

Should you be unable to submit your application online, please email it to:

Andrea.Ripani@odgersberndtson.com

The closing date is Monday 19 February 2024.

CONSIDERATION OF APPLICATIONS

- Selection Committee, including members of the Board and the CEO of the Anglican Schools Corporation and members of the Macquarie Anglican Grammar School Council, will select, assess and interview candidates.
- Odgers Berndtson will handle all expressions of interest and formal applications in confidence and will support the work of the Selection Committee.
- Under child protection legislation the Anglican Schools Corporation requires a Working with Children Check of the preferred candidate.
- Shortlisted candidates will be required to participate in an assessment centre which will include psychological assessments.
- The preferred candidate may be required to undergo a medical examination at the expense of the Anglican Schools Corporation.
- The Anglican Schools Corporation reserves the right to revise the information set out in this document at any time prior to making an appointment, or not to make an appointment.
- Applicants must have the right to live and work in Australia.

THE ANGLICAN SCHOOLS CORPORATION

The Anglican Schools Corporation is an incorporated legal entity constituted under an Ordinance of the Synod of the Anglican Church Diocese of Sydney.

The Ordinance (in effect, the governing document of The Anglican Schools Corporation) may be found on the Sydney Diocesan <u>website</u>.

It is recommended that applicants acquaint themselves with The Anglican Schools Corporation Ordinance, and particularly the Objects set out in Clause 3.

The Anglican Schools Corporation is governed by its Board, which exercises all the powers and authorities granted to the Corporation. The members of the Board are, in varying numbers, elected by the Synod of the Anglican Church Diocese of Sydney, appointed by the Archbishop of Sydney, or appointed by the Board itself.

Mr Philip Bell OAM is the Corporation Chairman. The Board is the overriding governing body for Macquarie Anglican Grammar School, and all other Corporation schools. The Board appoints the Principal as well as each School Council member, including the School Council Chair, of each of the Corporation schools.

The Macquarie Anglican Grammar School Council will oversee the operations of the School under delegated authority from the Board of the Corporation, and in accord with Board policies. The Principal reports to the School Council in that capacity.

The Anglican Schools Corporation provides each of its schools, and school councils, with shared services and executive services through its Group Office, which is located in Hurstville. Group Office, which also reports to the Board, provides executive and strategic support, financial planning, accountancy, IT, governance and administrative services – such as payroll, student invoicing and fee collection and payment of creditors. It also manages relationships with government funding authorities and financial institutions and coordinates the undertaking of major capital works projects across the Corporation schools. The services provided by Group Office allow the Corporation Principals to focus on the provision of quality Christian education in the schools which they head.

The Chief Executive Officer of the Corporation, Mr Peter Fowler, reports to the Board and works directly with school council chairs and principals in matters relating to the governance of the Corporation schools, as well as operating the Group Office.

