Building Capacity for School Leadership Research and Development in the Asia-Pacific Region

Launching of APCLC & Asia Leadership Roundtable 2010

January 11~12, 2010

In Asia-Pacific:
- >1m school leaders
- >26m teachers in primary & secondary schools
- >500m school students ~50% of the world

Enhance Change the Future

A Challenge:
- But how can school leadership be effectively enhanced?
- Unfortunately, lack of comprehensive research base to inform development & enhancement of school leadership in AP.
- Western theories not appropriate

In the coming 10 years, Asia-Pacific Region
- As the most fast growing area, driving the development of the world economically & socially.
- As the largest area of growing human capital & tertiary graduates for knowledge-based economy

Urgent need of capable school leadership to transform the school systems to support these fast developments in AP.

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Building Capacity for School Leadership 
Research and Development in the Asia-Pacific Region

Trends of Education Changes in AP

- Re-establishing National Vision & Ed Aims
- Restructuring School System
- Market-Driving, Privatizing, & Diversifying Ed
- Parental & Community Involvement
- Ensuring Ed Quality, Standards, & Accountability
- Prof Development of Teachers & Principals
- Paradigm Shift in T, L & Curriculum
- IT & New T in Education

Trends of Education Reforms in AP

- How can the practice and development of school leadership be informed by the research on these trends of education reforms?
- Such that school leaders can have the new capacity to effectively implement these reforms for facilitating new teaching and new learning.

Traditional Research on Leadership & Change

1st Order Theory & Evidence

- Re-establishing National Vision & Ed Aims
- Restructuring School System
- Market-Driving, Privatizing, & Diversifying Ed
- Parental & Community Involvement
- Ensuring Ed Quality, Standards, & Accountability
- School-Based Management
- Prof Development of Teachers & Principals
- Paradigm Shift in T, L & Curriculum
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Traditional Research on Leadership & Change
1st Order Knowledge for School Leadership & Changes

> 25%: Mood disorder & burnt-out
> 50%: Experienced over high work pressure
36-56%: Intended to resign
4-5%: Intention to suicide

Bottle Neck Effects:
Over High Pressure on Teachers
Gaps in 1st Order Research:
Ignoring Effects of Parallel Initiatives!!
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New Research on Leadership & Change
2nd Order Theory & Evidence across Levels/Domains

- Re-establishing National Vision & Ed Aims
- Restructuring School System
- Market-Driving, Privatizing, & Diversifying Ed
- Parental & Community Involvement
- Ensuring Ed Quality, Standards, & Accountability
- School-Based Management
- Prof Development of Teachers & Principals
- Paradigm Shift in T, L, & Curriculum
- IT & New T in Education

Macroscale

Meso-scale

Site

Operational

We need to build up New Capacity for
2nd Order Research, Theory and Evidence to Support Effective Leadership Practice & Educational Changes

- Multi-levels
- Multi-domains
- Multi-disciplinary
- Longitudinal evidence across the time frames

2nd Order Research on Leadership & Change

Strengths:
1. More comprehensive understanding of the various aspects of leadership and changes
2. Contribution to theory advancement for predicting and explaining the leadership impacts and change effects
3. Strong relevance of research and theory to leadership development, practice and impacts

Requirements:
1. More time and resource consuming
2. More complicated or sophisticated research designs
3. Multi-disciplinary or inter-disciplinary perspectives

Leadership Research & Waves of Ed Reforms

1st Order Research: One Paradigm

2nd Order Leadership R: Multiple Paradigms & Paradigm Shifts

1980s–90s
Internal Leadership

1990s
Interface Leadership

2000s
Future Leadership

1st Order Research: One Paradigm

2nd Order Research: Multiple Paradigms

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**Conclusion 1: We Contribute to the Future of AP**
- To support the fast developments of Asia-Pacific & benefit over 26m teachers and 500m students with the leverage effect of leadership
- We should enhance the leadership capacity of school leaders for change with the comprehensive research-based knowledge in the AP

**Conclusion 2: We Build the R Capacity for School Leadership Development in AP**
- To be relevant to the cultural contexts of AP & contributing to the development of AP paradigms of leadership & Change
- To promote the 2nd order leadership research involving multi-levels, multi-domains, multi-disciplines & longitudinal impacts
- To articulate to the paradigm shifts of leadership and change;

**Conclusion 3: We Create Synergy & Network for Leadership Research & Development**
- To develop the synergy of critical mass of multi-disciplinary research expertise in different parts of the region for 2nd order research
- To develop a leadership research network for international collaboration of the key R&D institutions, organizations and research teams across the region and beyond.

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APCLC and Asia Leadership Roundtable:
New initiatives & commitments to building capacity of school leadership in AP

APCLC Global Network
Launching of APCLC
&
Asia Leadership Roundtable 2010

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