The International Knowledge Base on Instructional Leadership: Expanding What We Know in Different Cultural Contexts

Bruce Barnett

University of Texas at San Antonio

Asia Leadership Roundtable

Asia Pacific Centre for Leadership and Change

March 2015

Session Overview

1. Western conceptualizations of instructional leadership
2. Global trends affecting school leadership
3. Non-western factors affecting instructional leadership
4. Cross-national studies and descriptions of leadership
5. Emerging trends in instructional leadership
6. Future research questions
7. Discussion questions

Instructional Leadership Models Evolution (Western Perspective)

1. Early models - literature reviews, reputational studies
- Bossert (1982): context, routine behaviors, climate & instructional organization, student outcomes
- Hallinger & Murphy (1985): mission, instructional program, learning climate
- Smith & Andrews (1987): resource provider, instructional resource, communicator, visible presence

Instructional Leadership Models Evolution (Western Perspective)

2. Recent models - research synthesis / meta analysis
- Robinson (2008): goals and expectations, resources, teaching & curriculum, teacher learning & development, supportive environment

- Leithwood (2009): rational, emotional, organizational, family

Global Trends Affecting School Leadership

- International comparisons (TIMMS, PISA)

- Policy reforms - accountability, distributing leadership, curriculum, instructional practices, extended school day

- Caution in comparing reforms across cultural contexts

Leadership Perspectives in Non-Western Cultures

1. Chinese leadership (Walker, Hu, & Haiyan)
   - Heroic
   - Politics and relationships
   - Harmony
2. East Asian culture (Pan)
   - Power distance
   - Teaching loads

Leadership in Non-Western Cultures

3. Asian perceptions of instructional leadership (Sharma)
   - Holistic view of student learning
   - Culture preservation
   - National character
4. Arab perceptions of teacher evaluation (Arar)
   - Gender expectations
   - Community expectations

Leadership in Non-Western Cultures

5. Asian perceptions of supervision (Sharma)
   - Punitive
   - Not involved in process
   - Lack content knowledge

Cross-National Studies and Descriptions of Leadership

- East Asian Conceptualization of Principal Instructional Leadership

- International Successful School Principalship Project

- International Study of the Preparation of Principals

- International School Leadership Development Network

- School Leadership in Heterogeneous Contexts

Emerging Trends in Instructional Leadership

1. Data use

2. Instructional leadership teams

3. Judgments for instructional improvement

4. Classroom walkthroughs and observations

Future Research Questions

1. Interpretation/implementation of reforms?
2. Formal/informal instructional leadership?
3. Factors affecting leaders' thinking and actions?
4. Interactions of leaders and followers?
5. Use of classroom walkthrough data?
6. Paths influencing teaching and learning?
7. Impact on non-academic outcomes?

Discussion Questions: Expanding our Understanding of Instructional Leadership

1. School leadership trends and issues in Asia?
2. Different organizational contexts?
3. Types of studies to conduct?
4. Support needed for studies?
5. How to broaden academic community understanding?