

Educational Administration
and Leadership in School
Education in Australia: An
Overview of the Current
Context and the Implications
of this for Universities

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- What is the Field?
 - Educational Administration
 - The Principalship
 - Educational Leadership
 - Policy Studies (History, Politics, Comparative Education, Policy Evaluation Studies, Philosophy)
 - Educational Governance
 - Educational Management
 - Teaching and Learning (Instructional Leadership)
 - Theology

- **Wide range of courses and professional development options available -- mostly offered by non-university providers**
- **Structural impediment -- principalship and other leadership positions do not generally require masters or higher qualifications in public education**
- **Historical and cultural factors**
- **The Australian Apprenticeship model (c.f. Su et al, 2003)**
- **Approx 34% have or are undertaking masters (Gamage, 2005)**

Mapping the field: National Educational Leadership Associations and Bodies

- ACEL - Australian Council for Educational Leaders (formerly Aust Council for Ed Admin, affiliate of CCEAM)
- AHISA - Association of Heads of Independent Schools of Australia
- APAPDC - Australian Principals Associations Professional development Council
- APCSSA - Association of Principals of Catholic Secondary Schools of Australia

- APC - Australian Principals Centre, section of ACER
- APPA - Australian Primary Principals Association
- ASPA - Australian Secondary Principals Association
- National College for School Leadership

- Teaching Australia - formerly NIQTSL, Australian Institute for Teaching and School Leadership (Federal Government Agency)

Current Approaches

- NSW DET - Capability Framework, mentoring program, online self-assessment, resources and links to readings and resources
- WA -- Standards based approach
- Sydney CEO and SA's Centre for Leaders -- Short courses, in-school programs, cognitive coaching etc.
- QLD Dept of Ed, "Leadership Journey"
- Victoria Catholic Schools -- with ACER - standards
- Victoria, sponsored principals to undertake formal study
- Principals' associations -- Dare to Lead

Characteristics

- Short courses
- Self nominating
- Personality bias
- Training or education?
- Clichés or courses?
- Tendency to be overly influenced by employer and gov't imperatives
- Little cross-fertilization of ideas -- State and system focused

Trends in School Principalship in Australia

- Accountability
 - State, national and international testing
 - Value added, evidence-based – NSW DET SMART software
 - Higher accountability to parents
 - annual school reports, pressure to release "value added" data,
 - Parents being banned from schools
- Self-managing school
- Emotional / interpersonal; dimensions of management roles
- National Focus
- Anti-intellectual, craft focus

The Standards Movement

- Ingvarson et al
- NSW DET - Leadership Capability Framework - Scott et al
- Important for professional accreditation and for performance management
- They can tell you what people think are important but they do not tell you how to achieve them.
- No guarantee that they will work
- Performativity

University Context

- Research
 - RQF -- Funded projects, Quality, Impact
 - If you do good research -- the system will recognise it
- Resources
 - Declining public support
 - Varying levels of institutional support for education faculties within universities - impediment to recruiting experienced school leaders
 - Small number of academics with expertise in educational administration and leadership -- issues of credibility in the field.
- Climate
 - Competitive and corporate

Options for the Future

- Research and consultancy
- Strategic recruitment
- Inter and or Intra university Consortium
- Links to International groups
- Establish an Australian body

Current Leadership Research

- Leadership is a key factor in effective schools
- Leaders indirectly contribute to learning outcomes
- Effective leadership is contextually bound
- Effective leadership is distributed, ethical, authentic etc
- Questionable attribution, small scale studies, focus on standards and definitions of leadership roles (Mulford, in press)

Future Research

- Ed Admin and Leadership
- Principal Succession, Selection, Induction, Success . . .
- Effective leadership -- leadership that makes a difference . . .
 - Learning outcomes
 - Student engagement
 - Staff development
 - ICTs

Possible Topics

- Quality Assurance, systems and process improvement, effective management
- Teacher recruitment and staff supervision
- How do principals know what they know?
- To what extent is the so-called problem of principal recruitment a product of exaggerated expectations of leadership?
- How should principals be educated, trained, supported?
- Indigenous education -- leadership for cultural awareness, anti-racist education, and engagement in learning
- Building parent and community relationships (c.f. Australian Parents Council research)

The “Sydney” School

- Inter disciplinary grouping
- Summer Schools
- Independent
- Impact
- Publicity and publications
