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Taking over leadership in a successful organisation is a mixed blessing. On one hand, you are successor to achievements of which you have probably had to expend little effort or imagination and can bask in the reflected glory; on the other, you have the high standard of your predecessor to live up to. This is the position in which I have found myself in 2008, as I took over the reins as Flagship Director from Patrick Duignan. Most of this report covers his period of leadership, and I would want to start by acknowledging his magnificent work.

In a period when the University is rethinking its approach to research, it was considered timely for the Flagship to create a record of its achievements – not just in research, but in consultancy, professional development, review and evaluation. These achievements have been considerable and bear testament to the energies and gifts of many contributors from the School of Educational Leadership, the wider Faculty of Education and our partners in and beyond the University. The one constant this flurry of activity has been our manager, Soma Nagappan, whose professional and interpersonal skills helped us through many pressured situations. Thank you, Soma.

As we look forward to the next phase of the Flagship’s existence we hope to build on the growing tradition of partnerships, which in 2008 alone have included Erebus International Consulting, the Institute for Advancing Community Engagement, Anglicare, the Catholic Education and Catholic Schools Offices of Parramatta, Sydney, Lismore, Maitland-Newcastle, Broken Bay, Brisbane, Melbourne and Wollongong, Wollongong University, Batchelor Institute, the South East Asian Ministers of Education Organisation Research and Training Centre and The Australian Council for Educational Leaders. This year we will be key players in the exciting LAND and PALL projects headed up by Michael Gaffney – the new Foundation Chair in Educational Leadership. You can read about these in the report. Both initiatives engaged with the Mathematics and Literacy Education Research Flagship at ACU National as well as the Catholic Education Offices (CEOs) of Western Australia, South Australia and the Northern Territory, the Australian Primary Principals Association, the South Australian Department of Education, Edith Cowan University and Griffith University.

The emerging directions for our research activities include indigenous leadership, leadership capabilities and the impact of multi-level leadership on learning. We remain committed to shaping our services to the needs of educational leaders in schools and in systems and welcome invitations to actively engage with our colleagues in these areas.

We reflect with satisfaction on a track record of success, and with keen anticipation of the challenges before us. We hope that you find this report both interesting and useful.

Associate Professor Michael Bezzina
Head, School of Educational Leadership
Director, Flagship for Creative and Authentic Leadership
ACU National
The Flagship

The Flagship for Creative and Authentic Leadership is one of three major areas of research at ACU National providing scholarship, policy advice and leadership for the wider community. In its unique role the Flagship engages in academic and scholarly reflection on organisational leadership in contemporary human service organisations.

The Flagship’s research addresses the challenges confronting individuals, organisations and systems in increasingly complex and competitive environments and resources many organisations to develop performance measures grounded in a clear set of values.

The major focus areas of leadership research for the Flagship are:

- Moral and Ethical Leadership
- Leadership for Social Justice and Social Responsibility
- Leadership Capabilities
- Indigenous Leadership
- Intercultural Leadership
- Leadership for Learning
- Multi-level Leadership

Flagship aims

The Flagship for Creative and Authentic Leadership will:

- Promote and support a creative research agenda developed in partnership with key stakeholders in leadership at all levels.
- Conduct quality and high-impact research and scholarship in leadership which is nationally and internationally competitive.
- Facilitate organisations to analyse their leadership challenges using values-based and ethical frameworks in order to integrate values and culture into future policy and decision making.
- Provide a forum for timely and informed comment on critical leadership issues.
- Assist organisations in general, but especially values-orientated human service organisations, to develop improved leadership practices for mission effectiveness.
- Design and deliver short course and renewal programs on leadership.
- Act as a clearinghouse for the development, collection, evaluation and dissemination of contextual examples of theory and best practice in leadership.
- Create a focus within ACU National which is recognised nationally and internationally for critical research and debate about leadership.

Flagship personnel

- Associate Professor Michael Bezzina, Director
- Mr Soma Nagappan, Manager
- Dr Jack Frawley, Senior Research Fellow
- Ms Katrina Harding, Administrative Assistant

Emeritus, Honorary and Adjunct Staff:

- Emeritus Professor Patrick Duignan, (Director until January 2008)
- Dr Anne Benjamin, Adjunct Professor
- Dr Deirdre Duncan, Adjunct Professor

Staff from the School of Educational Leadership involved in Research and Consultancy Projects:

- Professor Tony d’Arbon (Deputy Director of the Flagship until 31 December 2007)
- Associate Professor Charles Burford
- Dr Annette Cunliffe
- Associate Professor Denis McLaughlin
- Dr Gayle Spry
- De Helga Neidhart
- Dr Annette Schneider
- Professor Michael Gaffney

Other Staff involved in Research and Consultancy Projects:

- Associate Professor Paul Chesterton: Retired Director, Institute for the Advancement of Teaching and Learning (IATL), ACU National
- Mr Michael Fagan: Retired Head School of Business ACU National
- Dr Shukri Sanber: School of Education NSW
- Professor Jude Butcher: Director Institute for Advancing Community Engagement (IACE), ACU National
- Dr Toni Noble: School of Education NSW
Research Projects

Australian Research Council (ARC)

Linkage Projects

Linking Worlds Project (2005-2009)
$318,000 from the ARC and $174,000 in cash and kind from Industry Partners;
*Linking Worlds* investigates cultural influence on educational leadership in remote Aboriginal communities, and how it can assist in strengthening the capacity of educational leaders.

**Staff involved:** Professor Tony D’Arbon, Dr Jack Frawley and Batchelor Institute Staff
**Partner organisation:** Batchelor Institute of Indigenous Tertiary Education (BIITE)

**Collaborating organisations:** Northern Territories Department of Education and Training (NTDEET), CEO Darwin, Australian Principals Association Professional Development Council (APAPDC)

Socially Responsible Indicators (SRI) Project (2002-2005) $188,000 from the ARC and $228,000 in cash and kind from Industry Partners
The project developed socially responsible indicators to help leaders in service organisations make sound decisions which consider economic pressures and socially responsible practice.

**Staff involved:** Professor Patrick Duignan, Professor Jude Butcher, Mr Soma Nagappan and staff from partner organisations
**Collaborating organisations:** Centacare Sydney, CEO Parramatta and CEO Wollongong

DEEWR Projects

Scoping Study into Approaches to Student Wellbeing (2008) $35,000
Undertaken for the Department of Education Employment and Workplace Relations (DEEWR) by Erebus International, Dr Toni Noble and the Flagship, the study illustrated the relationship between student wellbeing and learning outcomes in order to more effectively address academic potential and improve life outcomes.

**Staff involved:** Dr Toni Noble
**Partner organisation:** Erebus International

Review of Pilot program: ‘Promoting interfaith and intercultural understanding in school settings’ (2008) $51,000
The review gauged the impact of a pilot program in interfaith and intercultural understanding on sixteen pilot schools and their local communities in Lakemba and Macquarie Fields in terms of student learning outcomes, quality teaching, teaching capacity building, community participation and inclusion in Australian society. It focused on whether, and to what extent the implementation of the pilot program achieved the outcomes of the National Action Plan to build Social Cohesion, Harmony and Security within Australia.

**Staff involved:** Associate Professor Michael Bezzina, Professor Jude Butcher, Dr Anne Benjamin, Mr Soma Nagappan, Professor Tony d’Arbon, Mr Tony Steele, Ms Kate Howard
**Partner organisation:** Institute for Advancing Community Engagement, ACU National

Leading Aligned Numeracy Development (LAND) (2009-2010) $400,000
The multisite nationwide project aims to achieve higher and sustainable levels of numeracy teaching and learning and the key educational leadership capabilities to develop and align activity in classrooms at school level in central offices and across education systems.

**Staff involved:** Professor Michael Gaffney, Associate Professor Michael Bezzina and staff from the Literacy and Numeracy Flagship, Professor Doug Clarke, Dr Rhonda Faragher
**Partner organisation:** Mathematics and Literary Education Research Flagship

**Collaborating organisations:** Northern Territory Catholic Education Office, Sydney Catholic Education Office, and Adelaide (SA) Catholic Education Office, Archdiocese of Canberra and Goulburn Catholic Education Office and Catholic Education – Western Australia

Principals as Literacy Leaders (PALL) (2008-2010) $538,000
PALL is a multisite nationwide project to develop leadership capabilities in principals to support literacy learning in schools and systems.

**Staff involved:** Professor Michael Gaffney and others
**Partner organisation:** Australian Primary Principals’ Association, South Australian Department of Education, Edith Cowan University and Griffith University

**Collaborating organisations:** Northern Territory Catholic Education Office, Adelaide Catholic Education Office, Brisbane Catholic Education and Catholic Education – Western Australia and their state/territory government systems.
Other Projects

Leaders Transforming Learning & Learners
A professional learning program pilot was developed to assist school leaders transform their teaching and learning processes through shared, distributed leadership. The pilot was conducted from 2006-07 and is now extended for two more years with participation of two more Dioceses (Sydney and Lismore).

Staff involved: Associate Professors Mick Bezzina, Charles Burford, and Drs Toni Noble and Annette Cunliffe
Collaborating organisations: CEO Parramatta, CEO Wollongong, CSO Broken Bay, CSO Maitland – Newcastle (in LTLL 1 & 2) and CEO Sydney, CEO Lismore (LTLL 2)

Leadership Standards for Teaching Australia (2006) $24,000
The project identified mapped and critiqued Australian developments in leadership standards to supplement the study undertaken by Australian Council for Educational Research (ACER) on school leadership standards. It provided an overview of developed and under developed standards by employing authorities and professional associations at state and national level.

Staff involved: Professor Patrick Duignan
Partner organisation: APAPDC

Leadership Profiling Project with CSO Maitland Newcastle (2007) $25,000
The Leadership profiling package developed by the Flagship in the Lutheran Leadership Development Project was adapted by the Catholic Schools Office, Maitland Newcastle. Fifteen school leaders were profiled in this project.

Staff involved: Associate Professor Charles Burford
Collaborating organisation: CSO Maitland Newcastle

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Staff involved: Associate Professor Charles Burford
Collaborating organisation: CSO Maitland Newcastle

Tri Schools Project (2006) $34,000
The project generated key strategic options and possibilities for three schools in the south-west education region of Adelaide and the findings enabled them to build on their current collaborative processes (informal and formal) in order to maximise the long-term learning opportunities and outcomes for students.

Staff involved: Professor Patrick Duignan, Associate Professor Paul Chesterton
Collaborating organisation: Bachelor Institute of Indigenous Tertiary Education

Mission Integration, Effectiveness and Outcomes in Health and Aged Care Organisations in Australia (2005) $12,500
This project was undertaken with three organisations operating Aged Care facilities to study how mission was integrated into daily activities and the effectiveness of the outcomes.

Staff involved: Professor Patrick Duignan, Associate Professor Lyn Coulon, and Mr Soma Nagappan
Collaborating organisations: Mater Health Services Brisbane Limited, Sisters of Charity Healthcare and Little Company of Mary Healthcare

Grandparents Raising Grandchildren Project (2005) $7,500
This project set out to identify the challenges facing grandparents raising grandchildren in the absence of parents and to help develop support structures these people.

Staff involved: Dr Annette Cunliffe, Staff from School of Social Work
Collaborating organisation: Sisters of Charity Foundation Ltd

Investigation of Staff Bullying in Catholic Schools (2005) $5,000
The research was undertaken in selected Sydney schools to ascertain levels of bullying.

Staff involved: Adjunct Professor Deirdre Duncan, Dr Dan Riley
Partner organisation: University of New England
Collaborating organisation: CEO Sydney

Lutheran Leadership Development Project (2005) $45,000
The aim of the project was to identify potential leaders by portfolio development and case studies, and to create an appropriate formation program to assist succession planning.
Staff involved: Dr Annette Cunliffe, Associate Professor Charles Burford, Professor Tony d’Arbon, Adjunct Professor Deirdre Duncan, Associate Professor Denis McLaughlin, Dr Helga Neidhart, Dr Gayle Spry, Dr Annette Schneider, Mr Soma Nagappan and staff from Lutheran Education.
Partner organisation: Lutheran Education Australia

Primary Religious Education Coordinators Pilot Project (2007) $15,000
The study of a group of primary school religious education coordinators (RECs) in the Archdiocese of Melbourne found that they required higher qualifications because of an expansion of their role and responsibilities. RECs have responsibility at a faculty level, however the study found that over time they become school leaders. The study also illustrated that a draft policy was a valuable tool to implement new direction.
Staff involved: Dr Helga Neidhart, Dr Paul Carlin
Collaborating organisations: CEO Melbourne

Networking

Strategies to encourage Women in Catholic Schools to apply for Principalship (EWIP) (2007) $15,000
Following several leadership succession studies, which indicated that women are under represented in the ranks of principalship in Catholic primary and secondary school, this research was commissioned to investigate the specific needs of women applying for principalship. Seventy women were involved in the study and recommended a variety of strategies they believed would assist them at systems, school and individual levels.
Staff involved: Dr Helga Neidhart, Dr Paul Carlin
Collaborating organisations: CEO Melbourne

The Australian Leadership Consortium was formed through a memorandum of understanding between ACU National (through the Flagship for Creative and Authentic Leadership) and the University of Wollongong (through the Australian Centre for Educational Leadership). It represents a joint commitment to undertake research, support scholarship, establish networks and partnerships and provide service to the professions and to the community in leadership based on the mission and core values of each University. The Consortium incorporates a long term strategy for international, interdisciplinary, collaborative research focusing on leadership, learning and practice.
Partner organisation: Australian Centre for Educational Leadership, University of Wollongong
Southeast Asian Ministers of Education Organisation (SEAMEO) Regional Training Centre, Ho Chi Minh City, Vietnam

The Flagship has facilitated the signing of a Memorandum of Understanding between ACU National and the Southeast Asian Ministers of Education Organisation (SEAMEO) Regional Training Centre, Ho Chi Minh City, Vietnam for academic cooperation and exchange. The first initiative of this agreement is a joint application for an AusAID research grant for Remote Capabilities: Strengthening Educational Leadership in remote area schools in Vietnam.

Partner organisation: Southeast Asian ministers of Education Organization (SEAMEO) Regional Training Centre, Ho Chi Minh City, Vietnam

Consultancies and Reviews

The following reviews were carried out to evaluate the services provided by the CEOs.

Brisbane Catholic Education Council (2005)
Staff involved: Professor Patrick Duignan, Professor Tony d’Arbon, Associate Professor Paul Chesterton, Mr Soma Nagappan

CEO Parramatta (2006)
Staff involved: Professor Patrick Duignan, Professor Tony d’Arbon, Dr Shukri Sanber, Mr Michael Fagan, Mr Soma Nagappan

CSO Wagga Wagga (2007)
Staff involved: Professor Patrick Duignan, Associate Professor Paul Chesterton, Dr Shukri Sanber, Mr Michael Fagan, Adjunct Professor Deirdre Duncan, and Mr Soma Nagappan

CEO Bathurst (2007-2008)
Staff involved: Dr Annette Cunliffe, Dr Shukri Sanber, Mr Michael Fagan, Adjunct Professor Deirdre Duncan, Professor Tony d’Arbon, Mr Soma Nagappan

Mater Project (2004-2005)

The aim of the project was to develop a Mission Charter and Mission Integration Strategic Plan for Mater Health Services, Brisbane Limited. This was a very large and complex project involving the Mater Health Services system and seven of its hospitals in Brisbane.

Staff involved: Professor Patrick Duignan, Dr Annette Cunliffe, Mr Michael Fagan, Associate Professor Charles Burford, Mr Soma Nagappan

Collaborating organisation: Mater Health Services, Brisbane LTD

Professional Development Programs

Anglicare Leadership Development Program
ALDP 2 (2008 – 2009)

The Flagship runs a highly successful Leadership Development Program for Anglicare under the banner of the Australian Leadership Consortium (ALC). Participants complete twelve, one-day modules occurring in two-day sessions about once a month. Flagship and the University of Wollongong staff teach the program with theological input from Moore Theological College.

Staff involved: Dr Anne Benjamin (coordinator)
Partner organisation: Australian Centre for Educational Leadership, University of Wollongong.

Collaborating organisations: Anglicare, Moore Theological College

AusAID Australian Leadership Awards (ALA) Fellowships
ALA 1 (2007) $350,000
ALA 2 (2008) $490,000

The Fellowship program enables educational leaders from developing countries to attend and participate in an intensive professional development Program.
The Flagship has been successful for the second year in a row. The goal of the ALA Fellowships Program is to develop appropriately trained current and aspiring leaders who will advance key regional policy issues.

**Staff involved:** Dr Jack Frawley, Associate Professor Mick Bezzina, Mr Soma Nagappan, Professor Charles Burford, Professor Tony d’Arbon, Dr Annette Cunliffe, Professor Patrick Duignan, Associate Professor Dennis McLaughlin, Dr Gayle Spry, Associate Professor Helga Neidhart and other staff from SEdNSW

**Funding organisation:** AusAID

**Meeting Sophia**
Meeting Sophia is a sabbatical program for principals. It consists of a six day residential program which offers a unique opportunity for personal professional renewal. The program is presented as a journey where each participant is encouraged to use their head, heart and hands to affirm past practices and set new directions for the future.

**Staff involved:** Dr Gayle Spry and Dr Helga Neidhart

### Visiting Scholars

**Professor Steven Gross** from Temple University, Philadelphia, was the stimulus speaker in the Flagship’s LTLL project. His public lecture, *Promises Kept: Sustaining School and District Leadership in a Turbulent Era*, addressed areas of interest to school leaders, teachers and system administrators and dealt with sustaining positive change and effective innovations in schools.

**Dr David Tuohy** was the consultant on practical ways to restructure governance boards for more effective leadership in education in 2005. His lecture on *Leading Life to the Full: Stewardship and Governance in Catholic Education*, was of interest to members of school boards, parish priests, congregation members, principals and others involved in the governance of Catholic schools.


**Professor Jerry Starratt** from Boston College USA was the distinguished visiting scholar in May and June 2008. While in Sydney in 2008 Professor Starratt conducted sessions with Catholic Education Office leadership teams from Lismore, Maitland-Newcastle, Broken Bay and Parramatta and workshops with the participants of LTLL1 and 2. He was also a keynote speaker at the Faculty of Education conference and conducted public seminars.

**Professor Paul Begley** from Penn State University, the Flagship’s distinguished international scholar for 2006, spoke on *Exploring the Personal and Professional Tipping Points of Moral Leadership* at the Flagship’s leadership dinner on 21 June. Professor Begley also shared his expertise with educational leaders in Australia through his involvement in research projects and professional development activities.

**Dr Padraig Hogan** from the National University of Ireland was distinguished visiting scholar in July-August 2007. In addition to undertaking research work on TL21 project he was involved in planning for LTTL2 project and the ALA program. He also presented a keynote address at the Catholic Educational Leadership Conference in 2007.
Sustainable Leadership Conference (2005)
The Flagship, in association with the Edmund Rice Business Ethics initiative and the Centre for Ethics and Decision Making in Organisations (CREDO) sponsored a conference to explore issues of sustainability in the areas of business, education and health. Based on the theme Tomorrow’s Leaders: challenges for Sustainability Today, the cross-organisational approach adopted was designed to help generate new ideas and strategies that would facilitate the development of a practical action plan for both building sustainable leadership and sustainable organisations for the future.

Catholic Educational Leadership Conference (2007)
In 2007 the Flagship hosted the 4th International Conference on Catholic Educational Leadership. Directions in Catholic Educational Leadership for the 21st Century: The Vision, Challenges and Reality. Archbishop Michael Miller, Secretary of the Congregation for Catholic Education at the Vatican, Professor Patrick Duignan, Director of the Flagship, Mrs Oona Stannard, Chief Executive and Director for Catholic Education Service for England and Wales and Dr Padraig Hogan from the National University of Ireland accepted the Flagship’s invitation to be keynote speakers. The Conference provided delegates with opportunities to gain insights, present views and participate in meaningful discussion.

Books Published

Educational Leadership: Key Challenges and Ethical Tensions (2007)
The book outlines a number of research and consultancy projects that Duignan has been involved in over the past ten years including an ARC Linkage Grant (SOLR project), projects on shared leadership, leadership capabilities, and authentic leadership.

Author: Patrick Duignan
Publisher: Cambridge University Press

Leading Australia’s Schools (2007)
The book contains positive stories about school principals including the stories of seventeen principals across Australia who have made a real difference for the students in their care. DEST has placed a copy of the book in every school in Australia.

Editors: Patrick Duignan and David Gurr
Publisher: DEST – ACER Press

This is the story of the founding and development of a unique style of education and the obstacles and difficulties that Edmund Rice constantly endured. The book was launched at the Catholic Educational Leadership Conference by Br Julian McDonald, Chancellor of ACU National.

Author: Denis McLaughlin
Publisher: David Lovell Publishing Victoria

Catholic Schools Hope in Uncertain Times (2008)
Eighteen leading educationalists argue that education exercises a critical role in shaping a future society that is strong in hope. The book outlines the unique role of Catholic schools to identify with a specific culture and values. The book was launched by Professor Greg Craven, Vice Chancellor, ACU National.

Editors: Anne Benjamin and Dan Riley
Publisher: John Garratt Publishing, Victoria

The book informs educational leaders about current developments in the use of digital technologies and presents a number of case studies demonstrating the value and complexity of these technologies. It encourages leaders to engage in the process of successful change in their school community by providing guidelines and advice drawn from emerging research.

Editors: Mal Lee and Michael Gaffney
Publisher: ACER Press


Bezzina, M. (2008b) We do make a difference: Shared moral purpose and shared leadership in the pursuit of learning. Leading and Managing, 14_1, 38-60.


Bezzina, M (2005) “If only you walk far enough”: The challenge for leading learning schools in the diocese of Parramatta. Parramatta: Catholic Education Office.


Duignan, P., (2005). Socially Responsible Leadership: Schools for a more just and democratic society. Leading and managing 11(1), 1-17


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McLaughlin, D. (2007), The price of freedom, Edmund Rice: Educational Leader, Melbourne: David Lovell Press (100, 000 words)


