



# Building a Quality Culture: Leadership's Role in Institutional Transformation



# Context



The screenshot shows the NEAS (Quality Assurance in Education and Training) website. The NEAS logo is circled in yellow. The navigation menu includes: Quality Centres, Quality Education Agents, Quality Products & Services, Quality ELT Professionals, Quality Assurance, Professional Development, Resources, News, Membership, and Conference 24. Below the navigation is a sub-menu for Conference 24 with options: Theme, Program, Speakers, Sponsors, Awards, General Info, Buy Tickets, and Archives. The main content area features a workshop titled "Building a Quality Culture: Leadership's Role in Institutional Transformation" on Thursday, 09 May 2024, from 10:00 - 11:00 in Room C, presented by Jo Kwai. The workshop description states: "In this workshop, Jo Kwai will share how leadership at JPIC drives institutional transformation through fostering a culture of quality. She will share strategies, challenges, and how to succeed in sustaining a quality-centric culture during times of change." Handwritten blue numbers 1, 2, and 3 are written below the underlined phrases in the description.

- ✓ based on JPIC current experience
- ✓ 'ELICOS in Schools' embedded within school campus. This means that a P-12 school runs its own in-house English preparation course to prepare students for 'main school'.
- ✓ HSP is intensive
- ✓ pressure & stress
- ✓ stakeholders



# Jo Kwai

**Deputy Director International  
John Paul International College, Brisbane**

- ❖ QLD Registered Teacher
- ❖ Multi-sector: mainstream, private
- ❖ Academic Manager
- ❖ ASQA SLG member
- ❖ EA QLD Branch PD Fest committee member
  
- ❖ 2 fun facts

# My session



- ✓ Share best practice from a personal perspective and my role as a leader
- ✓ What is transformational leadership
- ✓ Deep dive and insight into our HSP - what does the JPIC HPS program look like
- ✓ Who are our stakeholders
- ✓ What a JPIC student journey looks like (insights)
- ✓ Email: [jkwai@jpc.qld.edu.au](mailto:jkwai@jpc.qld.edu.au)

# Leaderships role in institutional transformation



1. What is a transformational leader
2. Triggers for change
3. School – core business: learning and teaching
4. JPC School wide culture
5. Stakeholders
6. Insights

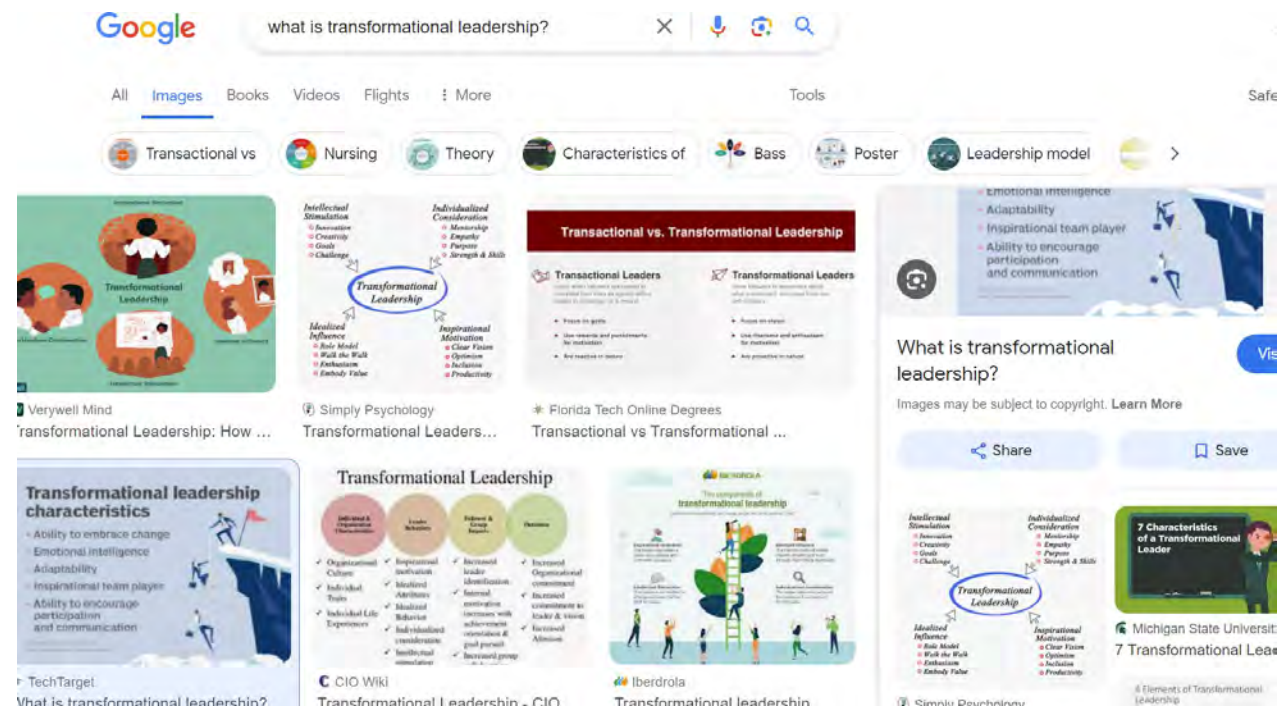
# 1. What is a transformational leader

➔ Google has lots of answers .... And its definitely not a one-size fits all answer.

➔ Are you a transformational leader?  
undergoing change whereby you're a key player.

What has changed recently in your centre / currently

Talk about something that has changed recently / currently undergoing change





# Am I a transformational leader?

Ask my boss

Ask my colleagues

Ask myself

Am I

- a person who likes to embrace change and welcome challenges?
- an Inspirational team player?
- An Optimist – glass is always half full?
- Mentor and good work ethic?
- Do I welcome intellectual stimulation – welcome challenges?

**Transformational Leadership:** Transformational leaders contribute to a culture of innovation, creativity, and a shared vision. They inspire a sense of commitment and dedication among their followers, leading to a strong organizational culture.

# What triggers for change in your centre?

@JPIC : pedagogy

- What?
- Why?
- How?
- stakeholders

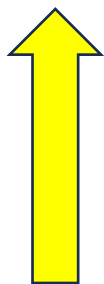
Share your trigger for change journey



2023/2024



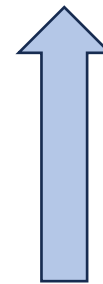
Unit plans  
Assessment weighting  
Moderation



UP tweaking  
20/40/40



Unit plans  
Assessments  
Moderation



Unit plans  
Assessments  
Moderation





# Triggers for change: Rewards & Challenges



- P8.4 A registered provider must have management systems that are responsive to the needs of students, staff and stakeholders and the environment in which the provider operates, including:
- a) a systematic and **continuous** improvement approach to managing its operations
  - b) management of records to ensure their accuracy and integrity.

- ✓ Reduce teacher loads (integrated vs unintegrated core skills)
- ✓ Transparent achievement bands (range)
- ✓ Readers for each proficiency level
- ✓ Not one teacher making an assessment outcome overall
- ✓ Time for renewal and continuous improvement
- ✓ Intensive support 1:1 to support teachers
- ✓ Positive role-modelling; positive climate and better staff morale
- ✓ Empowerment – to foster a sense of autonomy and responsibility within the team
- ✓ Time consuming; lots of meetings; teachers may not be happy to 'change'

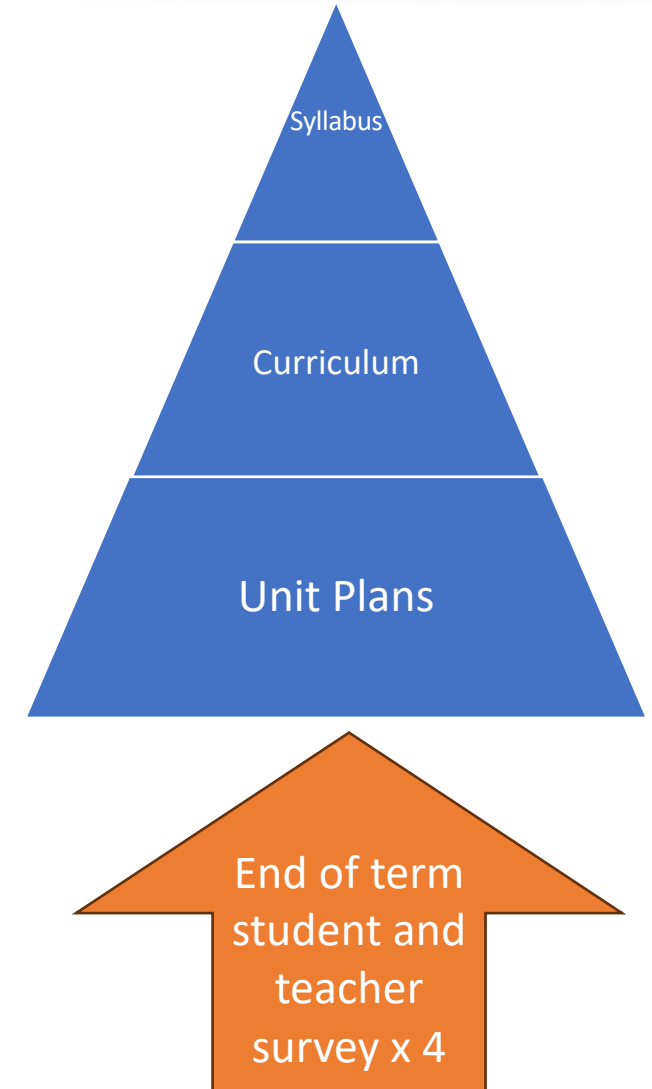
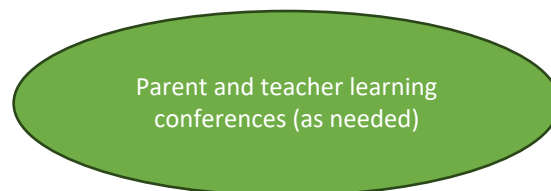
## 2. School: Core business



Academic Manager / Deputy Director - Role & Responsibility to drive the

Continuous improvement agenda

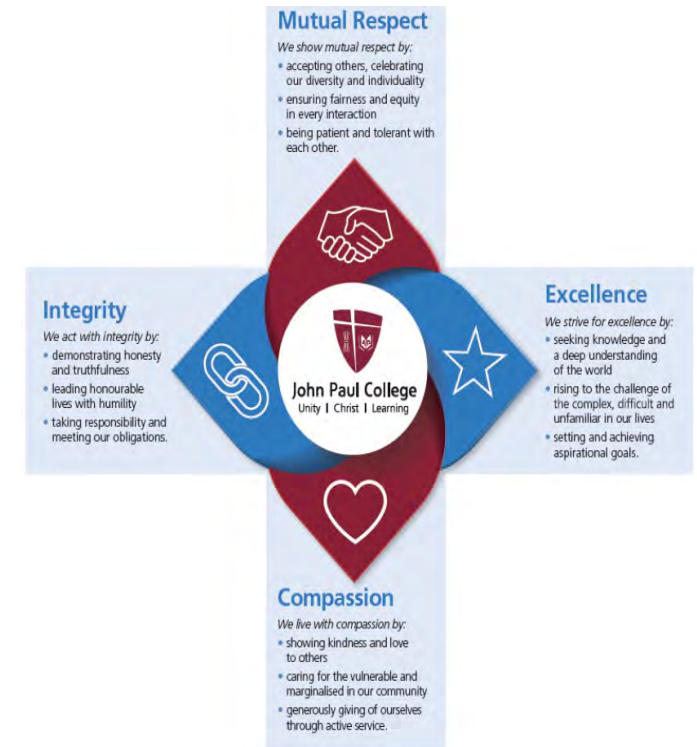
1. Learning & Teaching
2. AW classes & AW Calendar
3. Academic welfare / pastoral care



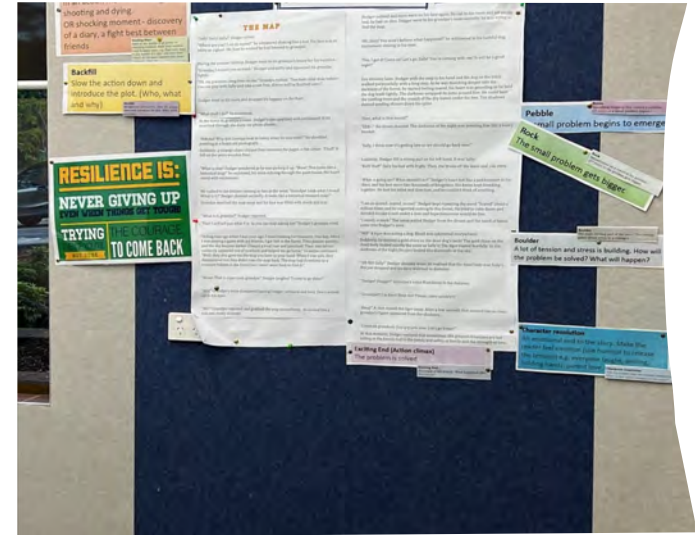
## Deputy Director position = Deans / Seniority expectations

### Role and responsibilities

- JPIC / JPC School wide culture Values: MICE
- School traditions and routines - College song and College prayer  
& Acknowledgement of Country
- JPC International Captains
- Staff: Code of conduct and Professional expectations
- Annual PD – Child Protection school-wide
- Handbook acknowledgement @yearly renewal
- Safe and respectful diverse learning environment
- Greetings to staff 'sir/ma'am'; uniforms and appearance
- JPIC: multi-lingual staff



- **Pedagogy:** Explicit Instruction model which involves fully explaining and effectively demonstrating what students need to learn. *I do, we do, you do*
- **Teaching** is clear, systematic and does not leave students to construct or discover information without any guidance.
- **WAGOLLS** in the classrooms transparent and clear \* Achievement Standards –
- **LOs** on the board – co construct / student
- **Teachers:** one macro-skill subject / focus area
- **Students:** routines, lining up, no tech, MICE & MICE Chart
- Continuously improving and tweaking our systems; agile but systematic and collaborative



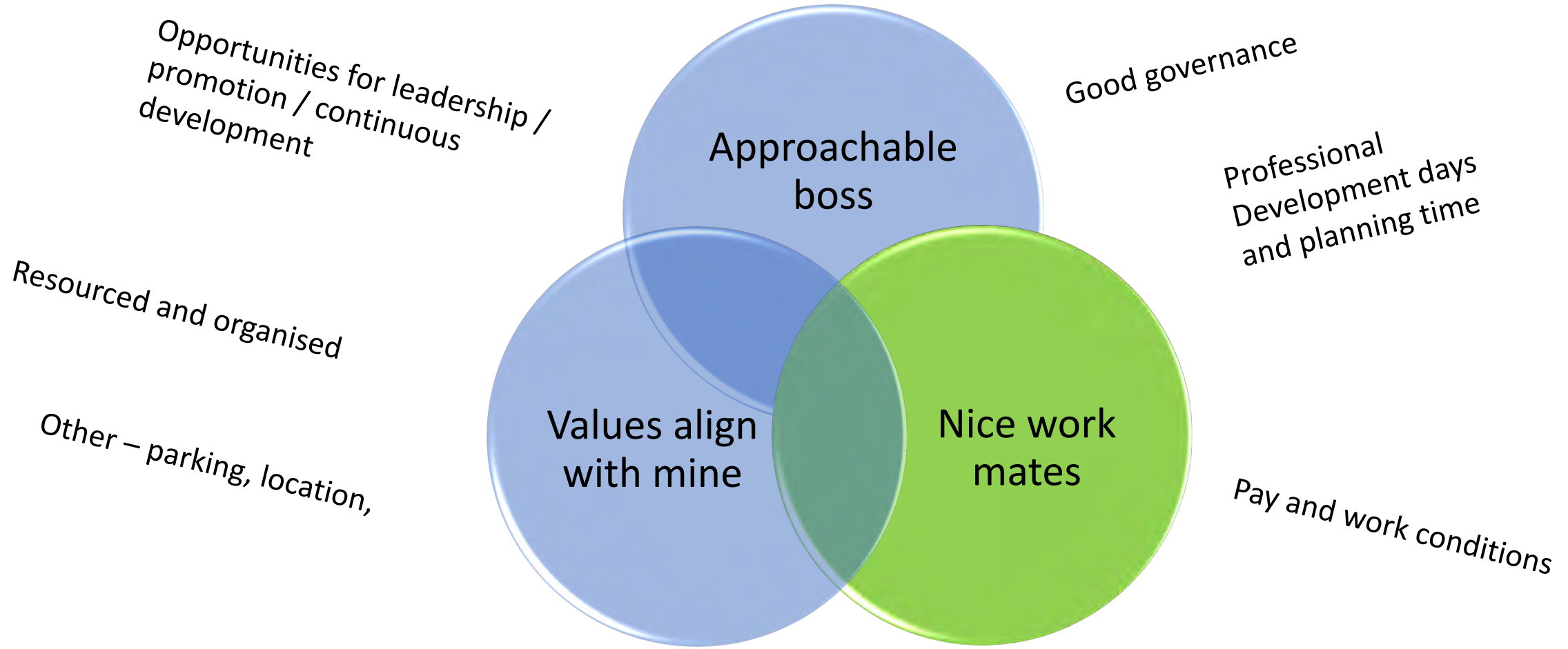
- Improving student outcomes and teacher performance *Ending the lesson lottery* (Grattan Institute, 2022).
- *One of the biggest impacts on student outcomes is having expert teachers who know the content and how to teach it*
- ‘student cognitive load’ e.g. speaking and writing teachers use same text
- Ensures time allocation to each macro-skill is planned.
  - Teacher - Unit plans
  - Assessments: MT block, ET block; continuous assessment (individual macro-skills) Marks book progress and feedback
  - Teacher ‘spares’ for prep & planning PD days



# Which of these are important in a workplace?



5 min – small group – what's important for your group?



# Stakeholders

- Parents & caregivers
- Students
- JPC school-wide community
- Wider-community
- Regulators

ASQA



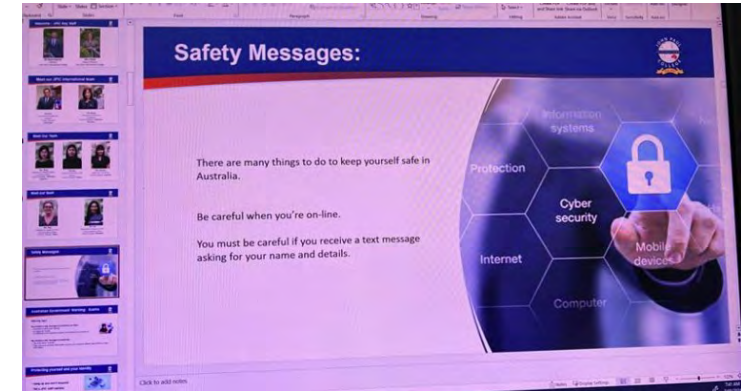
*Who are yours?*



# Results: Building community AW groups & AW class



- Pastoral care and welfare
- Safety – cyber, surf, street.
- JPIC whole-school events
- Positive narrative and constructive corrective & remediation





# Insight - routines

Notices, attendance, tech & uniform check



	A	B	C	D	E	F
		Remind students: week 2: Thursday is ANZAC Day holiday.				
5	2 April 25th	Public holiday ANZAC Day (No AW class)				
6	3 May 3rd	<p>Pathway students (Meeting 1): meet with Mrs Lang in Crockett 3-4 (teacher to stay in class with session)</p> <p><b>AW classes A &amp; B:</b> Continue with Safety Theme: (see resource on teacher sharepoint: HSP Folder) <a href="https://www.esafety.gov.au/sites/default/files/2020-08/Be%20Secure%20Lesson%20Plan.pdf">https://www.esafety.gov.au/sites/default/files/2020-08/Be%20Secure%20Lesson%20Plan.pdf</a></p> <p>eSafety lesson Activity 1: Exploring critical thiking in online safety.</p>				
7	4 May 9th	<p><b>AW Classes:</b> eSafety lesson Activity 2: Keeping your device safe</p> <p>...nts (Meeting 2): meet with Mrs Lang in Crockett 3-4 (teacher to stay in class with session)</p> <p>... device safe</p>				

Term 2-2024 Teacher-chat

Chat Files T2\_2024\_with interven... +

11	8 June 6th	<p>After the conclusion of this: Back to your AW classes to cotinue with eSafety lessons:</p> <p>Activity 5: Getting help and support</p>
12	9 June 13th	<p><b>AW Classes:</b> Activity : eSafety lesson Be Secure student worksheet My personal online security plan</p>

T2\_JPIC List AW WAC Week 4 exams Week 8 exams Yang, Sandy Tseng, Jasmine Lin, Tina Lin, Yujun Jiang, Effie Qiac

Teachers -> On the same-page real-time

active teacher-chat and share-docs.



# Conclusion – last words / Q & A



- There are many benefits .... *always evolving and continuously improving ...*
- It's worth it. It's hard work. It's rewarding.

*In summary, transformational leadership in schools can lead to motivated staff, a positive school culture, and improved student outcomes*

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