



# POLICY, CURRICULUM AND LEADERSHIP INAUGURAL COLLOQUIUM

## Reimagining Educational Leadership: Navigating Complexity, Change, and Collaboration

# 10

October  
2025

Friday



2:15 - 4:30 PM

Registration begins at 2 pm  
Guests to be seated by 2:15 pm

Lecture Theatre 7  
National Institute of Education  
1 Nanyang Walk,  
Singapore 637616



Scan the QR Code to register now!  
Registration closes on 7 October 2025.

As educational leaders today, we are navigating a landscape shaped by economic uncertainty, climate change, technological disruption and widening social divides. These shifts impel us to rethink not only how we lead, but also the values, beliefs, and purposes that guide our work.

## Meet Our Keynote Speakers



**Professor Chris Chapman**

University of Glasgow,  
Scotland  
CJ Koh Professorship in  
Education 2025



**Mrs Tan Chen Kee**

Deputy Director-General of  
Education (Schools) and  
Director of Schools,  
MOE, Singapore

Supported by CJ Koh Professorship Fund

Please direct all queries to [pcl.colloquium@nie.edu.sg](mailto:pcl.colloquium@nie.edu.sg)



# PROFESSOR CHRIS CHAPMAN

University of Glasgow,  
Scotland  
CJ Koh Professorship in  
Education 2025



## KEYNOTE SPEAKER

### Policy, Curriculum and Leadership Inaugural Colloquium

## BEYOND SCHOOL LEADERSHIP AND MANAGEMENT: THE EMERGENCE OF PUBLIC SERVICE RETICULISTS?

Enhancing the quality of education provision is a crucial influencer of economic and societal prosperity and developing leadership approaches that are fit for the future rather than the past are key to creating the conditions to facilitate teachers and other educators to optimise the learning of all the students that they serve.

Within the context of socio-political uncertainty, a looming economic and climate crisis, the consequences of a global post-pandemic combined with ever greater pressures on schools and education systems in terms of decreasing resources and increasing competition means that educational leadership has become more important than ever.

In addition to these challenges, the pace of change continues to increase; this has been exacerbated by the rise of generative artificial intelligence and other technological advances. All of this poses significant challenges to the leadership and management of schools, education systems and our wider public services. No longer are top-down hierarchical approaches which have dominated in the past able to provide the certainty, agility, creativity and action required in these emerging and complex environments. Ever increasingly, our leaders need to be boundary spanners and able to use different forms of information and evidence to exercise influence in increasingly challenging circumstances and contested spaces. Given these changes, I will argue that we need to develop a cadre of public service reticulists that move beyond traditional understandings and practices of school leadership and management.



An Institute of



# MRS TAN CHEN KEE

Deputy Director-General  
of Education (Schools)  
and Director of Schools,  
MOE, Singapore



**KEYNOTE  
SPEAKER**

## **Policy, Curriculum and Leadership Inaugural Colloquium**

### **SCHOOLS : WHERE RESEARCH, POLICY AND PRACTICE CONVERGE**

Schools are where the rubber hits the road. This keynote will provide a view of how the complexities of our current landscape play out in the realities of school. It will also discuss how research and policy have to converge with practice to remain relevant, and propose new models of collaboration for enduring impact. Ultimately, this keynote will issue a rallying call to education leaders in research, policy and practice to come together with a common purpose and a shared vision.

# PROGRAMME SCHEDULE

## Policy, Curriculum and Leadership Inaugural Colloquium

Friday  
10 Oct  
2025

2:00 – 2:15 Registration

2:20 – 2:25

**Welcome by Assoc Prof Jonathan Goh, PCL, NIE, NTU**  
Programme Leader, Master of Arts (Educational Leadership)

2:30 – 2:40

**Opening Address**

**Professor Chang Chew Hung**

Dean, Graduate Studies & Professional Learning, NIE, NTU

**Assoc Prof Jasmine B.-Y. Sim**

Head, Policy, Curriculum & Leadership, NIE, NTU

2:45 – 3:15

**Keynote Speaker 1**

**Beyond School Leadership and Management:**

**The Emergence of Public Service Reticulists?**

**Prof Chris Chapman**

University of Glasgow, Scotland

CJ Koh Professorship in Education 2025

3:20 – 3:50

**Keynote Speaker 2**

**Schools : Where Research, Policy and Practice**

**Converge**

**Mrs Tan Chen Kee**

Deputy Director-General of Education (Schools) and  
Director of Schools, MOE, Singapore

3:55 – 4:25

**Panel Discussion**

Panellist Members:

**Prof Chris Chapman, Mrs Tan Chen Kee**

Moderators:

**Assoc Prof Mary Anne Heng, Dr Sandra Wu, PCL, NIE, NTU**

4:30

**Refreshments**