



**Promoting School-based Research to Turn around a School:  
An Exploration of the Role of School Leadership**

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This paper reports a case study conducted at a primary school in Shanghai. School-based research has been widely promoted in Shanghai as an effective way to enhance teacher capacity. However, teachers often lack the motivation to devote extra time and commitment to school-based research. It often falls on the shoulders of school principals to design effective strategies to involve teachers in research and so transform effective teacher learning into successful student learning. The case school is a successful example of this. With a strong belief in the importance of school-based research and other strategies to build a research culture, the principal has effectively turned around this high-needs school. Drawing data from interviews with the principal, vice principal, mid-level leaders and teachers, this paper explores the major strategies adopted by the school leaders and discusses the role of school leadership in promoting school-based research to transform a school.

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