



Bringing clarity to
school improvement

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Ma Siu Leung, MH
Chief Executive Officer
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Dear Mr. Ma,

On behalf of the Battelle for Kids' Hong Kong Global Education Study Team, thank you for your generous contribution of time and expertise to inform our learning and support our shared goal of ensuring success for all students.

Battelle for Kids is truly interested in exploring the factors that help the world's finest school systems achieve success. The aim of our work is to capture and synthesize the historical and personal accounts of the strategies and practices that have contributed to effective teaching and high-quality classroom experiences for students.

Based on our discussion with you, we have learned there is no easy answer; no panacea. Educational improvement is a complex, multifaceted process that requires visionary leadership, a commitment to excellence from multiple stakeholders, and focused execution at all levels. You add technology as a dimension that accelerates the quality of the students' opportunities significantly.

It was such a pleasure meeting with you and learning from your experience. You, and others, shared many lessons that we want to share with education stakeholders in Ohio and across the United States. As we detailed, we plan to summarize our findings in a monograph later this summer and hold a symposium for educators in November. We will keep you updated with any resources we create related to this trip as well as trips to visit other systems in the world.

For each of us on the team, the Hong Kong visit was one of the greatest highlights of our professional careers. The hospitality was incredible, the sights were spectacular, the friendships were enriching, and the schools were inspiring. Your contribution to this learning experience will not be forgotten!

Best wishes to you in all of your current and future endeavors. We truly hope we have a chance to collaborate with you again soon.

Sincerely,

A handwritten signature in blue ink that reads "Paul".

Paul Cynkar
Chief Operating Officer and Hong Kong Global Education Study Team Lead