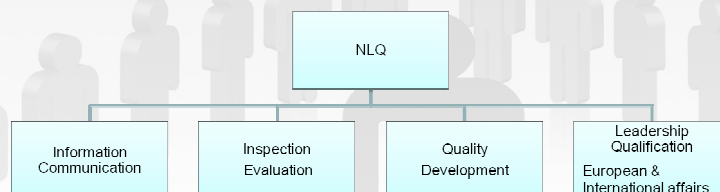


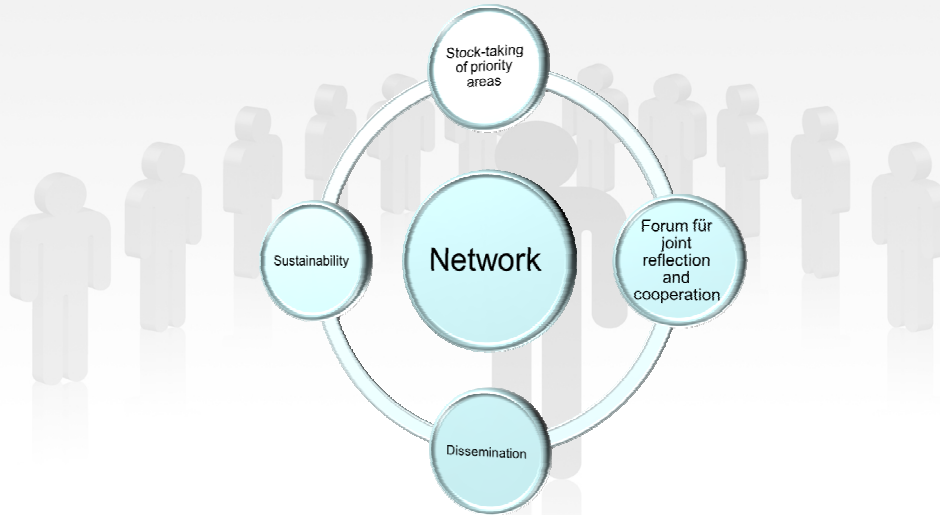
Project Results Leadership in Education



Lower Saxony State Institute for Quality Development in Schools (Niedersächsisches Landesinstitut für schulische Qualitätsentwicklung)



Aims of a Comenius Network



Our Comenius Network

PARTNER	TANDEMS*	PARTNER	TANDEMS*
AUSTRIA	MALTA	HUNGARY	SLOVAKIA
GERMANY	FRANCE, NETHERLANDS	NORWAY	FINLAND
DENMARK	SWEDEN	POLAND	LITHUANIA
ESTONIA	LATVIA	ROMANIA	LUXEMBURG
SPAIN	PORTUGAL	SLOVENIA	BULGARIA
IRELAND	UNITED KINGDOM	TURKEY	GREECE
ITALY	CZECH REPUBLIC	*) BELGIUM, CYPRUS, ICELAND, LIECHTENSTEIN NOT YET ALLICATED. ASSOCIATED PARTNERS: SWITZERLAND, RUSSIA.	

The making of: Leadership in Education

A European qualification network for effective school leadership



Project outcomes

- Project partners
- Tandem partners
- National (Sub-)Networks
- Integration of stakeholders

- European Synopsis
- Framework of Reference
- Good practice examples
- Recommendations to the EU-Commission

Cooperation

Materials

Dissemination

Evaluation

- Conferences
- Study visits
- Comenius courses
- Website; video clip
- Communication platform
- Brochures, Flyers, Press
- Publications

- Internal evaluation
- External project evaluation



Study Visit, Gymnasium Goetheschule Hannover, May 12-16, 2014



The making of: Leadership in Education

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Project Outcomes

systematic compilation of school leadership systems in 30 European countries

- following a common structure
- showing general trends
- giving brief abstracts of country reports



European Synopsis



The Making of: Leadership in Education
A European Qualification Network for Effective School Leadership



141730-2008-LIP-DE-COMENIUS-CNW



Study Visit, Gymnasium Goetheschule Hannover, May 12-16, 2014



Project Outcomes

- categorizes and structures leadership issues into
 - domains
 - components
 - qualification modules
- gives good practice examples
- indicates recommendations



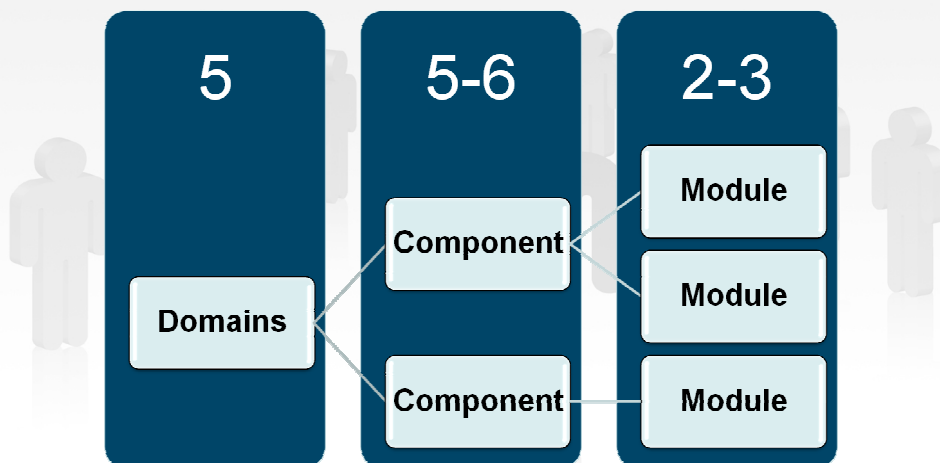
Framework of Reference



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Ministerium für Bildung und Wissenschaft
141730-2008-LIP-DE-COMENIUS-CNW

Structure of the Framework



Domains

1. Political and cultural expectations and their translation into internal meaning and direction
2. Understanding and empowering teachers and other staff
3. Structuring and culturing schools
4. Working with partners and the external environment
5. Personal development and growth

Domain 1 with 6 components

1. Political and cultural expectations and their translation into internal meaning and direction
 - a. Developing leadership and managing change
 - b. Developing strategic planning for the school
 - c. Translating external requirements into internal meaning
 - d. Negotiating and communicating meaning, visions and mission statements
 - e. Fostering ethical standards (like ensuring fairness, justice and democracy)

Modules

1. Political and cultural expectations and their translation into internal meaning and direction

1a. Developing leadership and managing change

1a1 Management changes
1a2 Educational change
1a3 Strategic planning

Qualification Modules

Country	Ireland (2)
Modules	The Person of the Leader: Human and Professional
Programme	Post Graduate Diploma in Educational Leadership (Tóraitocht)
Training institution	National University of Ireland Maynooth / Professional Development Service for Teachers
Target group / entry requirements	Aspiring school leaders, teachers with four years teaching experience
Aim	The Tóraitocht programme aims to enhance participants' current work and to support their preparation for future senior leadership and management positions. It aims to develop the knowledge, understanding, attitudes and skills required for successful modern school leadership. Since the programme has been inaugurated almost 350 teachers have participated.
Learning outcomes	<ul style="list-style-type: none"> - Enhanced professional development - Enhanced current leadership work and commitment - Increased ability to deal with the theoretical and practical challenges and opportunities of senior leadership in schools - Development of the understanding, capacities and capabilities necessary for effective school leadership <ul style="list-style-type: none"> ▫ Philosophical, psychological and sociological understanding of the person ▫ Personal and professional development ▫ Values and the dignity of the human person ▫ Inter/intra personal skills ▫ Personal platform of values and beliefs ▫ Ethics and virtues ▫ Emotional intelligence
Delivery mode	Four sessions are face-to-face and three are on-line. Each session is 1.5 hours in duration. There is emphasis on peer learning / group discussions on the skills and capabilities needed to be an effective school leader. Modules are delivered nationally in Education Centres and in the university in Maynooth. This allows for participation country-wide.
Assessment	Schedule of assessment for the entire course: 2 essays, a group presentation, a reflective essay, a school-based action research project, an interview Assessment for this module: 3,000 word reflective essay
Duration	All modules in the Post Graduate Diploma in Educational Leadership are of 7 weeks duration.
Certification / credits	7.5 credits
Contact person	Carmel Lillis
Email	clillis@lds21.ie
Website of institution	www.nuim.ie
Modules available	clillis@lds21.ie

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www.leadership-in-education.eu



A European Qualification Network for Effective School Leadership



- Home
- Leadership Network
- European Synopsis
- Framework of Reference
- Recommendations
- Conferences
- Comenius projects
- Leadership Links

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This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Network partners at the dissemination conference in León, Spain, October 2011

The Comenius Network Conference *Leading Ahead 2011* has brought participants from 30 countries to the Spanish province Castilla y León. The results of the three year collaboration across numerous European countries were presented and widely approved by all conference participants.

The main outcomes, a *Framework of Reference* on Educational Leadership with *Recommendations* to political stakeholders, are available in various languages on this website.

► Video: Good Schools



► Upcoming Events

[Deutscher Schulleiterkongress](#)

Annual German DSLK conference 2012
March 16-17, 2012, Düsseldorf

[Leadership Conferences Worldwide](#)

Overview of Leadership Conferences Worldwide for the coming year



Study Visit, Gymnasium Goetheschule Hannover, May 12-16, 2014



Current follow-up network: www.schoolleadership.eu



European Policy Network on
School Leadership

Message from the European Commission on educational leadership

Today's educational leaders face a variety of challenging tasks, bearing responsibility not only for improving the quality of teaching and raising levels of attainment, but also for managing human and financial resources.

We are working at European level, for some time, under the teaching topic, on school leadership issues. At this stage the results of our work are reflected in the Council conclusions on effective leadership in education.

[Read the message](#)

EPNoSL Project in a Snapshot

The European Policy Network on School Leadership (EPNoSL) aims at improving school leadership in Europe through a collaborative network in which members co-construct, manage and share knowledge intended to inform policy in the area of school leadership.

The term "School Leadership" refers to the process of strategically using the unique skills and knowledge of teachers, pupils, and parents, toward achieving common educational goals.

EPNoSL is a partner-run consortium created in 2011 in response to an increasing focus on school leaders' professional development, including the training/preparation and selection of school leaders across Europe. Through this online School Leadership Platform partners can collaborate privately and the network members can share information publicly to those interested in school leadership or the EPNoSL project/network, such as news, resources and key messages on School Leadership.

[Read more about EPNoSL Project](#)

EPNoSL Highlights

[EPNoSL PLA Events](#)

[EPNoSL Webinars & Online Forums](#)

[EPNoSL Newsletter](#)

[EPNoSL News](#)

EPNoSL Activities and Resources

Sharing of Experience and Ideas

[EPNoSL Webinars and Online Forums](#)

[EPNoSL PLA Events](#)

[EPNoSL National Network](#)

[EPNoSL Empirical Studies](#)

Resources on School Leadership

[EPNoSL Articles](#)

[EPNoSL Outcomes](#)

[Resource Library on School Leadership](#)

School Leadership in Europe and Beyond

[News](#)

[Events](#)



Study Visit, Gymnasium Goetheschule Hannover, May 12-16, 2014



Group work

- In order to improve student performance, what will have to be changed in your school?
- Identify obstacles in your educational systems and try to formulate recommendations to political stakeholders.

Project Result: Recommendations



Recommendations European Added Value



Recommendation 1

- development of a common professional language and thus mutual understanding

Recommendations European Added Value

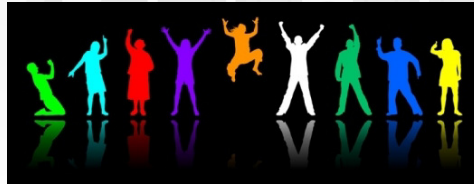


Recommendation 2

- the creation and cultivation of networks

Recommendations

Creating conditions for school leadership



Recommendation 3

- the distribution of leadership tasks and responsibilities

Recommendations

Creating conditions for school leadership



Recommendation 4

- attractive working conditions and remuneration

Recommendations

The need for educational leadership



Recommendation 5

- harmonizing leadership and classroom practice

Recommendations

Supporting school leaders



Recommendation 6

- support of structures for mediation between external and internal expectations

Recommendations Room for decision-making



Recommendation 7

- room for decision-making

Recommendations Professional development and support



Recommendation 8

- appropriate continuous training and development

Recommendations

Professional development and support



Recommendation 9

- introduction of new leadership roles and staff in schools

Recommendations

The need for comprehensiveness in professional development



Recommendation 10

- revision of leadership development strategies

Recommendations

The need for comprehensiveness in professional development



Recommendation 11

- development of opportunities in school profiling and HR management

Feedback



Contact:
Jens Bolhöfer
europa@nibis.de
www.leadership-in-education.eu