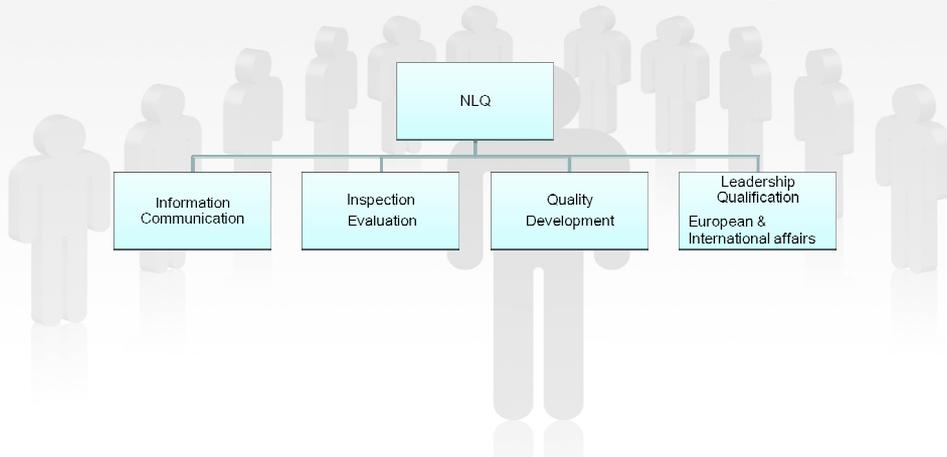


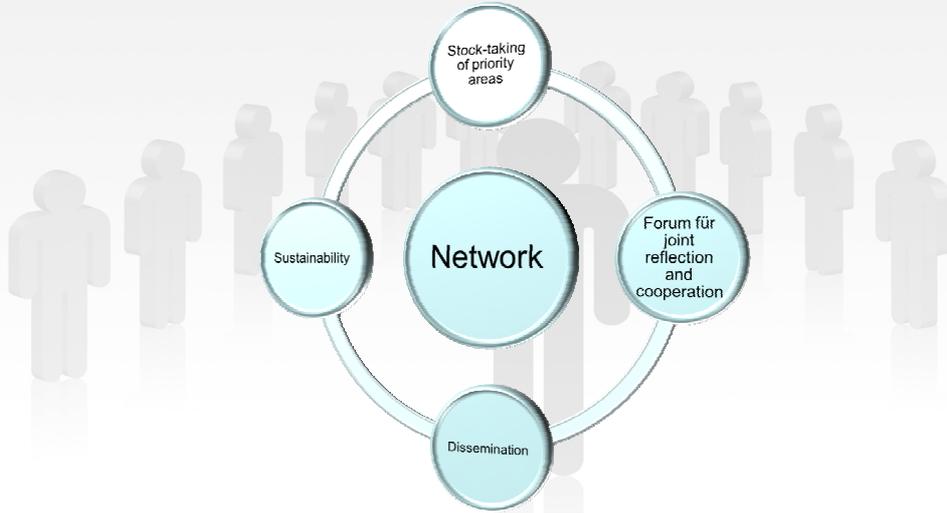
# Project Results Leadership in Education



## 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		

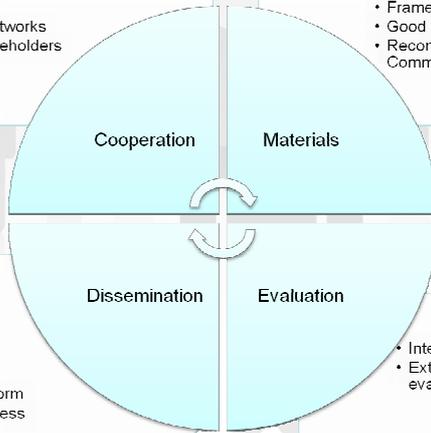
\* BELGIUM, CYPRUS, ICELAND, LIECHTENSTEIN NOT YET ALLIATED.  
ASSOCIATED PARTNERS: SWITZERLAND, RUSSIA.



## 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



- 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



## 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

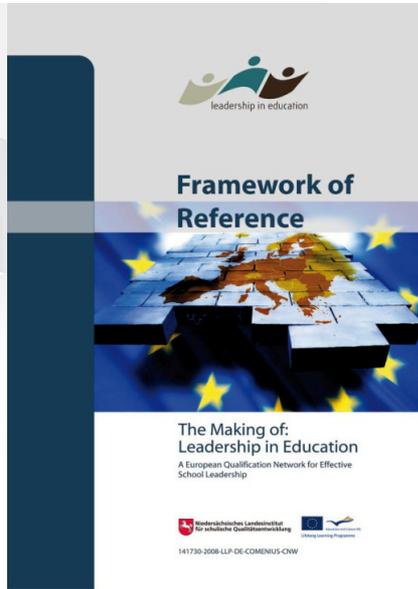


Study Visit, Gymnasium Goetheschule Hannover, May 12-16, 2014

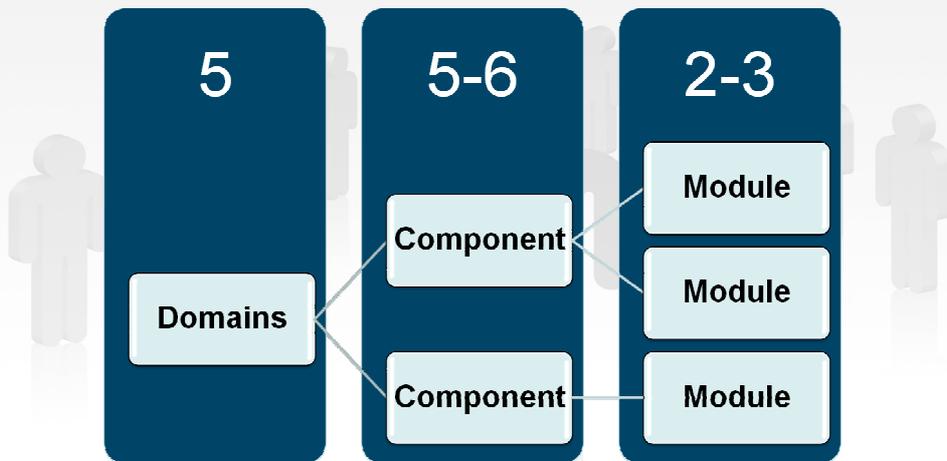


## Project Outcomes

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



## 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

<b>Country</b>	Ireland (2)
<b>Modules</b>	<b>The Person of the Leader: Human and Professional</b>
<b>Programme</b>	Post Graduate Diploma in Educational Leadership (Tóraitocht)
<b>Training institution</b>	National University of Ireland Maynooth / Professional Development Service for Teachers
<b>Target group / entry requirements</b>	Aspiring school leaders, teachers with four years teaching experience
<b>Aim</b>	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.
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li>- Enhanced professional development</li> <li>- Enhanced current leadership work and commitment</li> <li>- Increased ability to deal with the theoretical and practical challenges and opportunities of senior leadership in schools</li> <li>- Development of the understanding, capacities and capabilities necessary for effective school leadership                             <ul style="list-style-type: none"> <li>▫ Philosophical, psychological and sociological understanding of the person</li> <li>▫ Personal and professional development</li> <li>▫ Values and the dignity of the human person</li> <li>▫ Inter/intra personal skills</li> <li>▫ Personal platform of values and beliefs</li> <li>▫ Ethics and virtues</li> <li>▫ Emotional intelligence</li> </ul> </li> </ul>
<b>Delivery mode</b>	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.
<b>Assessment</b>	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
<b>Duration</b>	All modules in the Post Graduate Diploma in Educational Leadership are of 7 weeks duration.
<b>Certification / credits</b>	7.5 credits
<b>Contact person</b>	Carmel Lillis
<b>Email</b>	clillis@lds21.ie
<b>Website of institution</b>	www.nuim.ie
<b>Modules available</b>	clillis@lds21.ie

The making of: Leadership in Education  
A European qualification network for effective school leadership



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
- 
- Login
  - Contact

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, Dusseldorf

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

EPNoSL VIP    EPNoSL Internal Collaborative Space

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



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

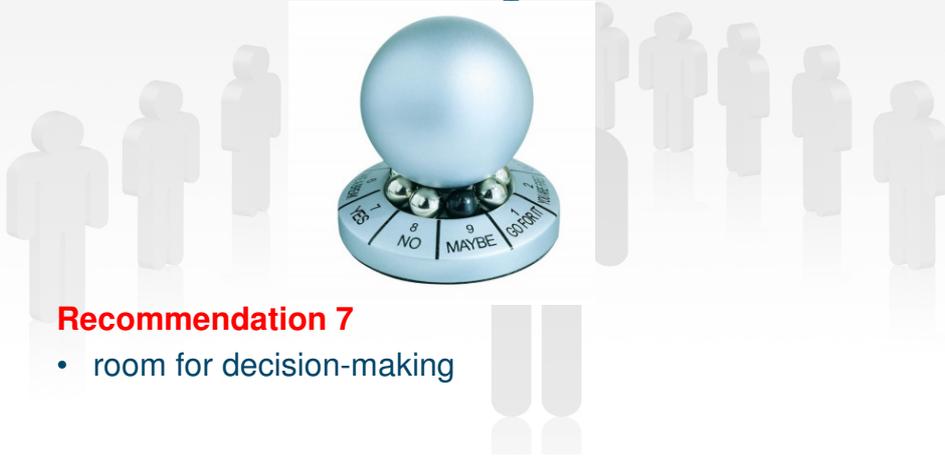
### Supporting school leaders



#### 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](mailto:europa@nibis.de)  
[www.leadership-in-education.eu](http://www.leadership-in-education.eu)