VALUES – DRIVEN EDUCATIONAL LEADERSHIP
NEW MODEL OF SCHOOL HEADS PREPARATION, INDUCTION
AND CONTINUING PROFESSIONAL DEVELOPMENT
IN POLAND

Roman Dorczak, Grzegorz Mazurkiewicz

Jagiellonian University, Institute of Public Affairs,
Department of Educational Management (POLAND)
School heads preparation and training system in Poland – historical context

- Introduction of management issues to education
- Since this moment – dilemma: teacher or manager
- New formal requirements to become school headteacher - candidates should have special course on „management in education”
Two types of courses on „management in education“

- University based postgraduate courses – one year long (aprox. 210 teaching hours or more) courses with any curricula designed by university (now standards)

- Courses in „management in education“ run by any Teacher Training Centre or other training company – framework of curricula given by Ministry of Education
## Curriculum Framework designed by Ministry

<table>
<thead>
<tr>
<th>Modules</th>
<th>Teaching hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>General management theory</td>
</tr>
<tr>
<td>2</td>
<td>Educational law</td>
</tr>
<tr>
<td>3</td>
<td>Psychological aspects of management in education</td>
</tr>
<tr>
<td>4</td>
<td>Management of organizational change</td>
</tr>
<tr>
<td>5</td>
<td>Quality management</td>
</tr>
<tr>
<td>6</td>
<td>School administration</td>
</tr>
<tr>
<td>7</td>
<td>Curriculum planning</td>
</tr>
<tr>
<td>8</td>
<td>Organization of school reforms</td>
</tr>
<tr>
<td>9</td>
<td>School in local environment</td>
</tr>
<tr>
<td>10</td>
<td>Practical (managerial) training in schools.</td>
</tr>
<tr>
<td>11</td>
<td>Seminar (to prepare dissertation)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>210</strong></td>
</tr>
</tbody>
</table>
Courses on „Management in education“ offered in Poland in academic year 2012/13

- Postgraduate university courses – 126 courses offered in different parts of Poland
- Courses offered by Teacher Training Centres – 79 courses
- Courses offered by private training companies – 114

- Total number of courses - 319
Courses in „Management in education” – main problems

- ‘Standards’ prepared in nineties; general standards;
- Lack of coherence between different programmes;
- Focused on administration/law
- Lack of good teaching materials and methods
- Lack of accreditation system
Preparation of school heads – main problems

- No paths to headship in professional development of teachers
- No system of induction to the role of headteacher
- No system of Continuing Professional Development
- Lack of leadership issues in training
- Lack of reflection on leadership in public discourse
EU: Recommendations

- To create and to support new ways of assuring responsible autonomy of leaders and institutions
- To rise attractiveness of educational leadership
- To promote innovative approaches to educational leadership
Project „Leadership and educational management …” – main aims

- Describe the state of school heads preparation
- Discuss links between educational management and leadership
- Build a model of professional development of school heads (life long learning perspective)
- Prepare programs and teaching materials for such a new model focused on development, learning and distributive leadership
- Pilot the new courses and revise programs and materials
- Propose changes in the area of school leadership training system
Pillars and directions: rules, elements, processes

- Learning/development oriented
- Participative
- Contextual
- Diversity and autonomy
- Reflective and ancillary
New model of leadership preparation – framework of school leaders competencies

- Self-development
- Leadership for social development
- Leadership for professional development
- Educational Leadership
- Leadership for learning and development
- Management of effective organization
Value – driven educational leadership – what values constitute our understanding:

- Honesty
- Courage
- Responsibility
- Trust
- Respect
- Reflectiveness
- Diversity
- Participation
- Ancillary
- Dialogue
- Openness
- Learning
- Development
- Social justice
- Freedom
- Equity
- Credibility
- Justice
- Learning
- Openness
- Dialogue
- Ancillary
- Diversity
- Participation
- Reflectiveness
- Respect
- Trust
- Responsibility
- Courage
- Honesty
Educational leadership

- Time consuming process
- Similar to leading the learning process
- Enabling to uncover potential of others
- Encouraging to respectful work on task
- Designed in a way motivating to participation in decision making
- Building learning community

Educational leadership