

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

- Reform in 1991 (1998) – new role of school heads
- 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

	Modules	Teaching hours
1	General management theory	6
2	Educational law	18
3	Psychological aspects of management in education	16
4	Management of organizational change	12
5	Quality management	26
6	School administration	30
7	Curriculum planning	40
8	Organization of school reforms	16
9	School in local environment	16
10	Practical (managerial) training in schools.	26
11	Seminar (to prepare dissertation)	4
	TOTAL	210

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

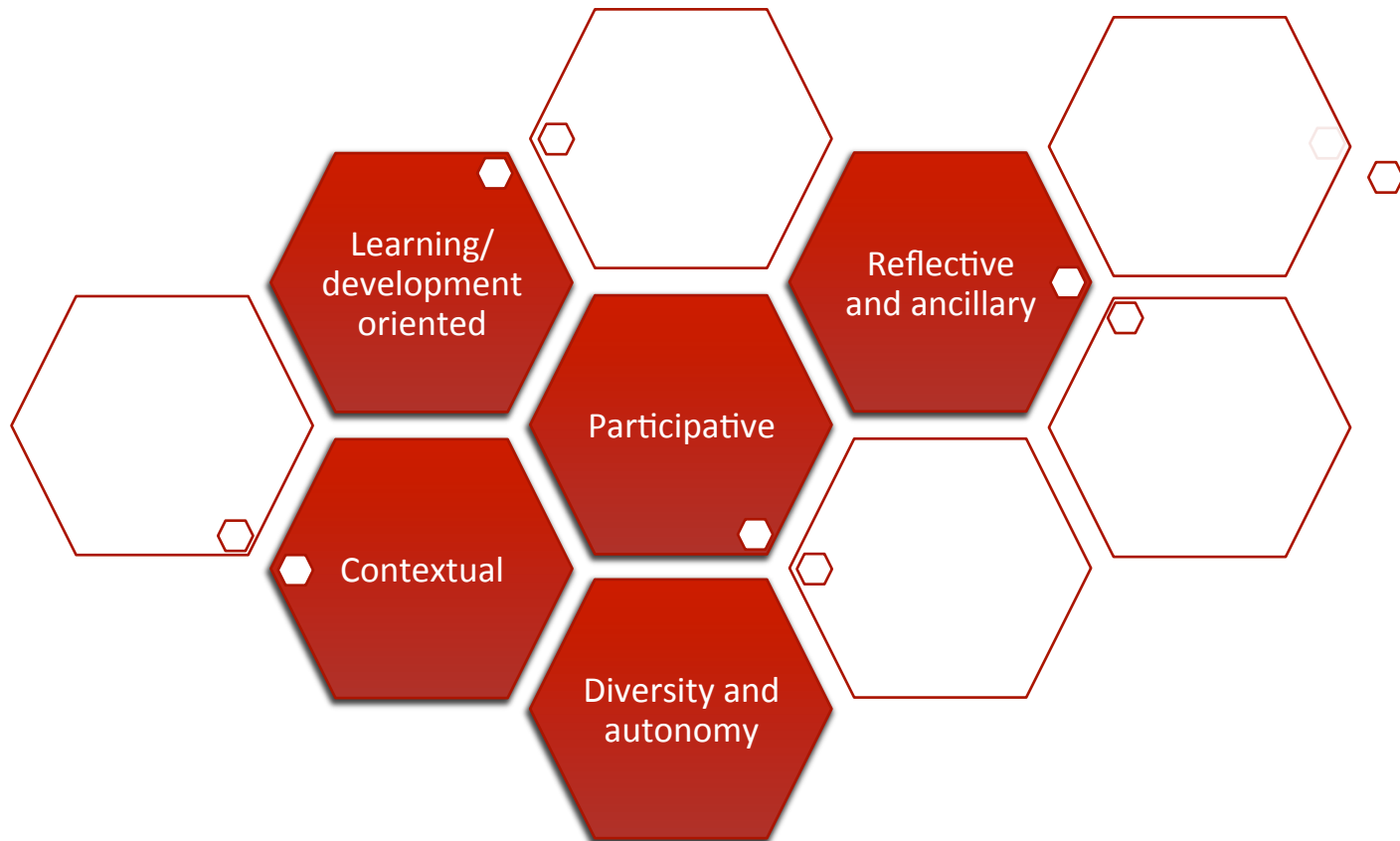
EU: Recommendations

- 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

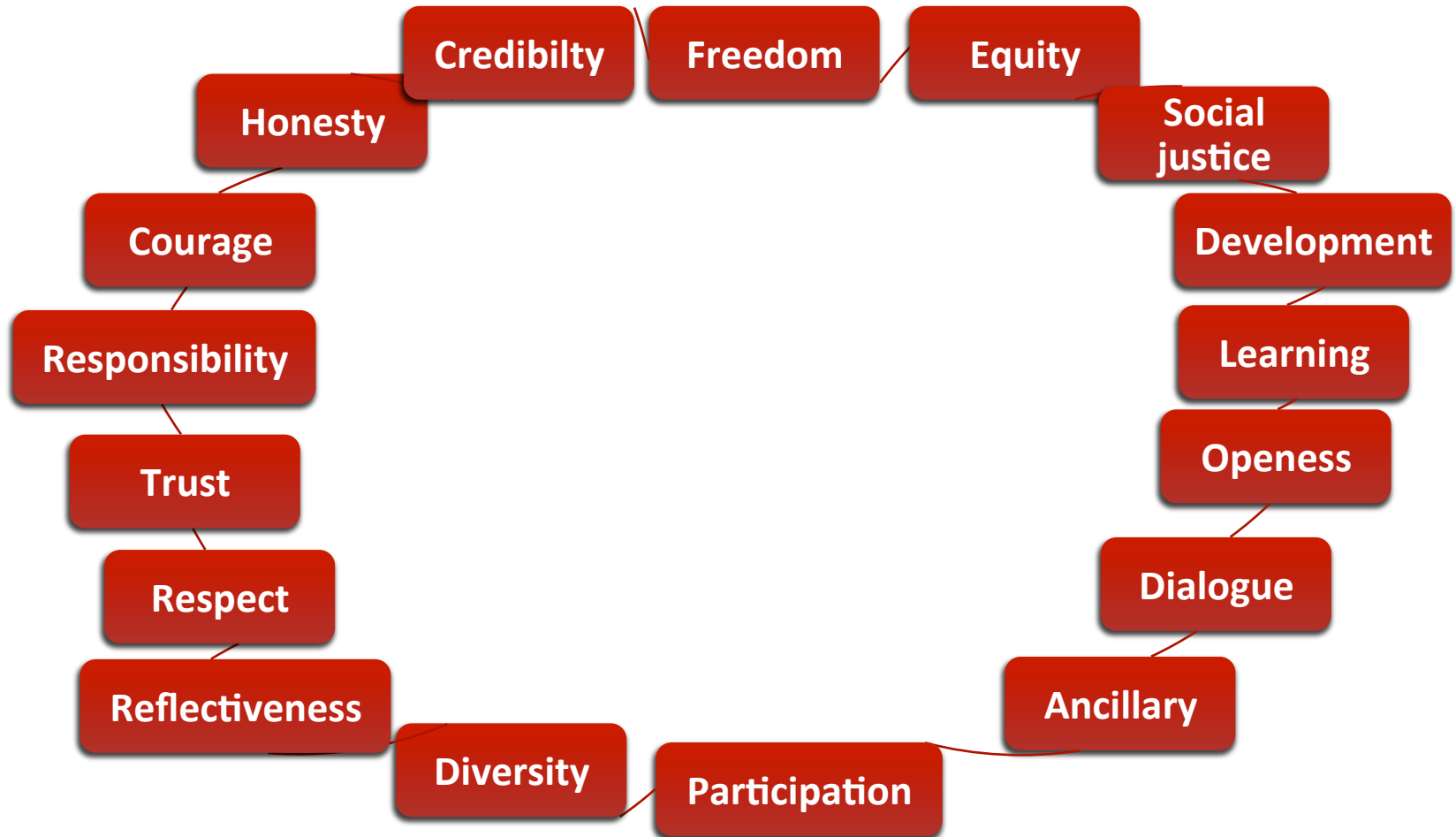
Pillars and directions: rules, elements, processes



New model of leadership preparation – framework of school leaders competencies



Value – driven educational leadership – what values constitute our understanding



Educational leadership

