

# CONFERENCE

## Challenges and issue of educational and school leadership in the 21<sup>st</sup> century



**PROGRAM**

**/ December 11 - 14, 2023**

Institut des hautes études de l'éducation  
et de la formation - IH2EF  
Téléport 2 - BP 72000 - Bd des Frères Lumière  
86963 FUTUROSCOPE CHASSENEUIL

## INTERNATIONAL CONFERENCE

# Issues and challenges of school leadership in the 21<sup>st</sup> century

### An international and comparative perspective

/ According to major changes in society and education policies, the French education system is undergoing major transformations in further training and Human Resource Management. The conclusions of the Grenelle de l'Éducation (a national summit gathering main stakeholders in education) highlighted the importance of strengthening the social dialogue in public education services, upgrading the workforce, better recognizing work, listening field people, and limiting psychosocial risks.

/ Reports issued by the General Inspectorate also underline the importance of enhancing collaborative practices better supporting educational teams, transversal relationships at local level. Education executives are invited to respond to these new challenges in their management.

/ Headship is performed throughout pedagogical and educational steering, alongside the inspectorate which manage teams and local human resources. These types of cooperation and delegation of responsibilities, as sources of innovation and numerous experiments, are likely to develop in the future in maintaining at the same time professional solidarity and pedagogical freedom among teaching teams.

/ In this new context, headteachers' responsibilities and tasks are complexified. If administration and management still occupy a large part of their daily activities, leading teams focused on student assessment, self-evaluation, school improvement and collaborative practices among teachers become increasingly their regular mandate.

/ Leadership is a new way of vivifying schools, following an ethical behavior that respects each member of the school community but also strengthens common and shared values. School leadership intends to place human beings at the core of working relationships in developing social and professional skills among teams.

/ Under the scientific responsibility of Romuald Normand, the IH2EF is organizing a symposium from December 11 to 14, 2023 for French and international headteachers.

/ Through the expertise brought by different contributors as well as national and international participants, different models and types of school governance, organization, and settings will be discussed. This conference aims to questioning headteachers' practice, to stimulate new incentives in school management, by emphasizing professional development, which is considered as the main driver for student success.

**Monday, december 11****8:30 am**

Welcoming participants and speakers  
Lunch break

**2 pm > 4 pm****QUESTIONING WORKSHOP**

Leadership, management, steering: what are our practices for what objectives?

**5 pm > 6:30 pm****Opening conference**

- 👤 [Romuald Normand](#), professor, university of Strasbourg, France - *Leadership: what is the problem?*
- 👤 [Lejf Moos](#), professor, university of Aarhus-Copenhagen, Denmark - *School leadership in complex systems.*



## Tuesday, december 12

### >>> TOPIC 1

The role of instructional leadership in improving student outcomes and the development of basic numeracy and literacy skills.

#### 8:30 am > 10 am

The role of leadership in improving student success.

- ☛ [Mika Risku](#), director of the Institute of educational Leadership, Jyväskylä, Finland - *Leadership and sharing ownership in improving students' basic skills.*
- ☛ [Gerry Mac Ruairc](#), professor, university of Galway, Ireland - *Perspectives on School Leadership: Pathways for more Inclusive Schools.*
- ☛ [Cindy Poortman](#), professor, university of Twente, Netherlands - *Leadership for successful collaboration in Professional Learning Networks.*

Great witness

- ☛ [Bénédicte Robert](#), rector of the academy of Poitiers.

#### 10:30 am > 12 pm

### CONFERENCE ECHO WORKSHOP

How to take action in the French context to improve student performance through leadership practices.

### >>> TOPIC 2

Networked school leadership and the dynamics of collaborative practices.

#### 2 pm > 3:30 pm

School leadership distributed in time and space?

Frédérique Weixler, general inspectorate, chair of session.

- ☛ [Estela Costa](#), professor, Institute for Education, Lisbon university, Portugal - *Leadership, Pedagogy, and Flexibility in Learning Environments.*
- ☛ [France Gravelle](#), professor, university of Québec at Montréal, Canada - *School Leadership in the Digital Era: what challenges?*
- ☛ [Monica Minciu](#), professor, university of Turin, Italy and lecturer IOE UCL - *Can leadership be shared with teachers?*

Discussant

[Patrice Lemoine](#), superintendent.

#### 3:30 pm > 4:30 pm

Coffee break/informal talk.

#### 4:30 pm > 6 pm

### MASTERCLASS

Academic leadership and senior management.

#### 7 pm

Cocktail buffet



## Wednesday, december 13

### >>> TOPIC 3

#### From professional development to self-evaluation: where does school leadership fit in for school leadership?

8:30 am > 10 am

##### School leadership and teacher professional development.

Sébastien Jakubowski, professor, director of the INSPÉ from Lille, chair of session.

##### Introductory conference

- ☛ [Christopher Day](#), professor, university of Nottingham, United Kingdom - *Building and Sustaining Successful School Leadership: why teacher development counts.*

##### Debate: school leadership and professional development: does it work?

- ☛ [Olivier Perrenoud](#), professor, Haute École Pédagogique, Lausanne, Switzerland - *The key practices of professional support for teachers by school leadership teams.*
- ☛ [Rozenn Decret-Rouillard](#), associate professor, Rennes 2 University, France - *Collaborative leadership or distributed leadership with teachers: what do deputy principals do?*
- ☛ [Nora Revaj](#), analyst at the Centre for Educational Research and Innovation, OECD - *The role of school leadership in teachers' knowledge dynamics.*

##### Discussant

Cécile Bétermin, director of the Regional further training college (Nantes).

10:30 am > 12:30 pm

##### WORKSHOP

#### Teacher training and professional development: what to do?

2 pm > 3:30 pm

##### School leadership and self-evaluation data and external evaluation.

Daniel Auverlot, president of Conseil d'Évaluation de l'École, chair of session.

- ☛ [Kim Schildkamp](#), professor, university of Twente, Netherlands - *Leadership for data-informed school improvement.*
- ☛ [Herbert Altrichter](#), professor, Johannes Kepler university, Linz, Austria - *School leadership with data from external evaluation and self-evaluation.*
- ☛ [Jeffrey Hall](#), professor, university of Oslo, Norway - *Inspection, leadership and support.*

##### Great witness

Bertrand Richet, general inspectorate.

3:30 pm > 4:30 pm

Coffe break/informal talk.

4:30 pm > 7 pm

##### Poster PISA session

Exhibition, exchange about the international education indicators.



**Thursday, december 14****9 am > 10 am**

Scientific conclusion to the conference.

- **Stephan Huber**, professor, Johannes Kepler University, Linz, Austria - *Role, requirements and challenges of school leadership: how to professionalize, guarantee and improve the quality of education for all?*

**10:30 am > 11:30 am**

Thinking leadership for 21<sup>st</sup> century education.

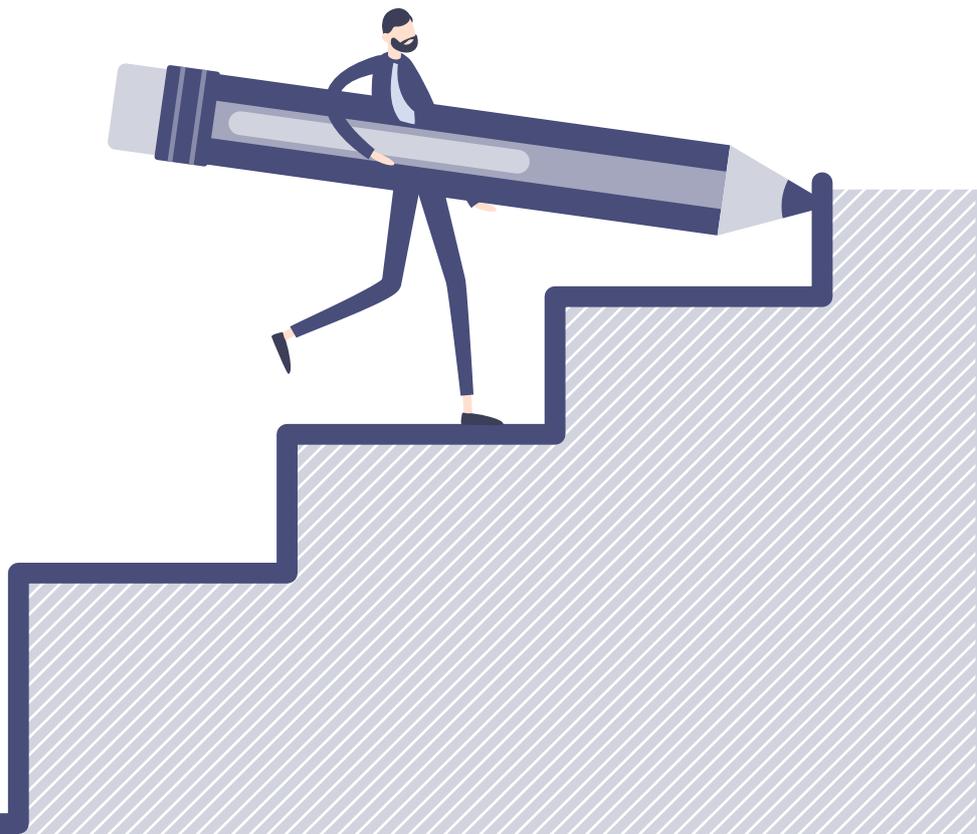
David Djaiz, essayist.

Charles Torossian, director of the IH2EF, general inspectorate, HDR.

**11:30 am > 12 pm**

Conclusion to the conference.

Charles Torossian, director of the IH2EF, general inspectorate, HDR.



## CONTACT

### Valérie GERVIER

Assistant of the business cycle department

T: 05 49 49 25 34

[valerie.gervier@education.gouv.fr](mailto:valerie.gervier@education.gouv.fr)

### Pierre-Emmanuel RAFFI

Chef de projet

Deputy of the Business Cycles Department

T: 06 12 62 93 28

[pierre-emmanuel.raffi@education.gouv.fr](mailto:pierre-emmanuel.raffi@education.gouv.fr)

### Romuald NORMAND

Scientific Director

University professor

[rnormand@unistra.fr](mailto:rnormand@unistra.fr)

