

888 156 995

Improving School Leadership

VOLUME 1: POLICY AND PRACTICE



Table of contents

<i>Executive summary</i>	9
Chapter 1. School leadership matters	15
1.1 Introduction	16
1.2 The concept of school leadership	18
1.3 School leadership is a policy priority	19
1.4 School leadership responds to changing policy environments	22
1.5 The current reality of school leadership	27
1.6 Summary: why school leadership matters	32
<i>Annex 1.A1. Research concerning factors influencing student learning</i>	33
<i>Annex 1.A2. Levels of school policy decision making</i>	35
References	36
Chapter 2. (Re)Defining school leadership responsibilities	41
2.1 Supporting school leadership autonomy	42
2.2 Core responsibilities of school leadership	44
2.3 Improving the definition of school leadership responsibilities	61
2.4 Summary conclusions and recommendations	64
<i>Annex 2.A1. Evaluation of public schools in lower secondary education</i>	67
References	68
Chapter 3. Distributing school leadership	73
3.1 Who participates in school leadership?	74
3.2 Distributed leadership at work	81
3.3 School boards play an important role	87
3.4 Summary conclusions and recommendations	93
<i>Annex 3.A1. Distribution of leadership and the role of school boards</i>	96
References	102
Chapter 4. Developing skills for effective school leadership	107
4.1 Professionalisation of leadership development varies across countries	108
4.2 The different stages of leadership development	113
4.3 Institutions focused on leadership development	125
4.4 Methodology and content	131
4.5 Summary conclusions and recommendations	136
<i>Annex 4.A1. Preparatory training for school leadership</i>	139
<i>Annex 4.A2. Formal induction programmes for beginning school leadership</i>	143
<i>Annex 4.A3. In-service professional development for school leadership</i>	146
References	150

Chapter 5. Making school leadership an attractive profession.....	157
5.1 The supply of school leaders	158
5.2 Recruiting an effective workforce	161
5.3 Providing adequate remuneration	170
5.4 Professional organisations for school leaders.....	175
5.5 Supporting school leaders' career development.....	177
5.6 Summary conclusions and recommendations	180
<i>Annex 5.A1. Recruitment of principals.....</i>	<i>183</i>
<i>Annex 5.A2. Professional associations for school leaders</i>	<i>187</i>
<i>Annex 5.A3. Employment status and duration</i>	<i>188</i>
<i>Annex 5.A4. Performance appraisal of school leaders.....</i>	<i>189</i>
References	192

Boxes

1.1 The OECD Improving School Leadership activity	17
1.2 OECD scenarios: what might schooling look like in the future?	21
2.1 Leading learning organisations in Sweden.....	50
2.2 England: using evaluation information for improving performance	52
2.3 “Communities of schools” in Belgium (Flanders)	58
2.4 School-municipality co-operation in Finland.....	59
2.5 System leadership in England	61
2.6 School leadership frameworks across countries.....	63
3.1 Teachers also exercise leadership roles	79
3.2 Distributed leadership in Finland	80
3.3 A set of principles for distributed leadership	83
3.4 Characterisation of different models of school leadership in England.....	85
3.5 Leadership distribution and rewards in New Zealand and Northern Ireland.....	86
3.6 Training opportunities for school boards	92
4.1 Coherent leadership training and development provision in Victoria, Australia	114
4.2 Scottish education leadership development.....	115
4.3 Selected leadership qualifications	118
4.4 Leadership “taster” courses in the Netherlands.....	120
4.5 The Swedish national head teachers training programme	121
4.6 Some induction programmes and their impact.....	122
4.7 Chile’s head teacher training for school leadership	124
4.8 The Austrian Leadership Academy	125
4.9 Teaming up with the private sector for school leadership development	130
4.10 Some features of school leadership development programmes in the United States	134
5.1 Bringing business leaders into schools: experience from the Netherlands	163
5.2 Recruitment and selection criteria of school leaders in Victoria (Australia)	164
5.3 Identifying and developing future leaders	167
5.4 Professionalising recruitment procedures in Austria.....	168
5.5 Responding to principals’ salary concerns in selected countries	172
5.6 Individualised salaries in Sweden	174