



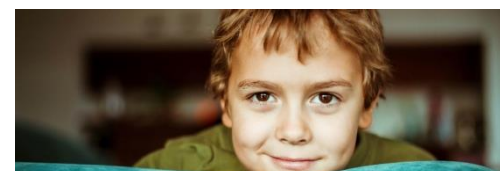
DIRECTORATE-GENERAL FOR SCHOOL ADMINISTRATION

PORTUGAL

CHALLENGES RELATED TO CREATING A SHARED VISION OF LEADERSHIP IN A COMPLEX ECOSYSTEM *The Portuguese Context*

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Fernando Alexandre

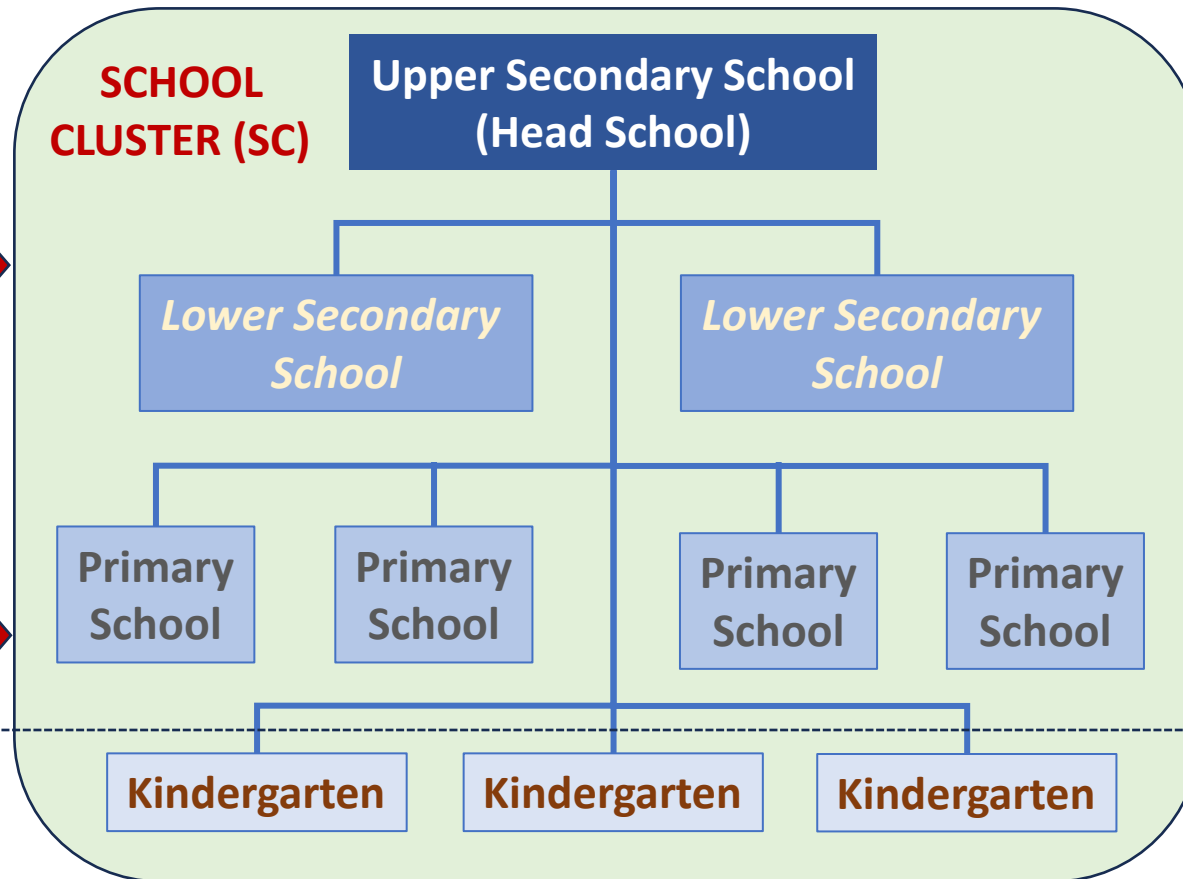


Portuguese ECEC Ecosystem

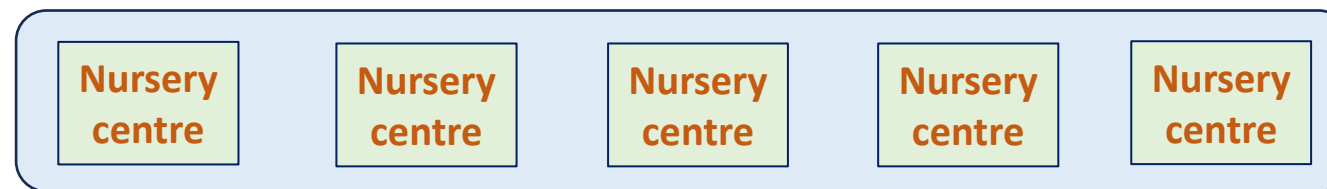
The School Clusters Model for Public Provision

ECEC
Ecosystem in Portugal

Ministry of Education
and
Municipalities



Public Provision



[Public or Private Provision]

Ministry of
Social Affairs

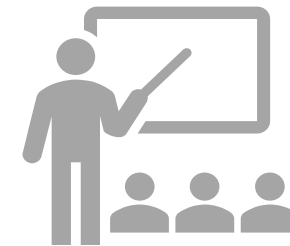


Policy definition and implementation



Ministry of Education

- Curriculum framework and syllabus
- National Competences Framework
- Management of teaching staff (career, progression, placement)
- Regulation of teachers' CPD



Municipalities

- Management and maintenance of the schools' infrastructure
- Management of non-teaching staff
- Management of children and students' enrolment

SC overall management model

General Council

- Elects the Principal/Head Teacher.
- Defines guidelines for drawing up the budget; approves the management accounts report.
- Participates in the Principal's evaluation process.

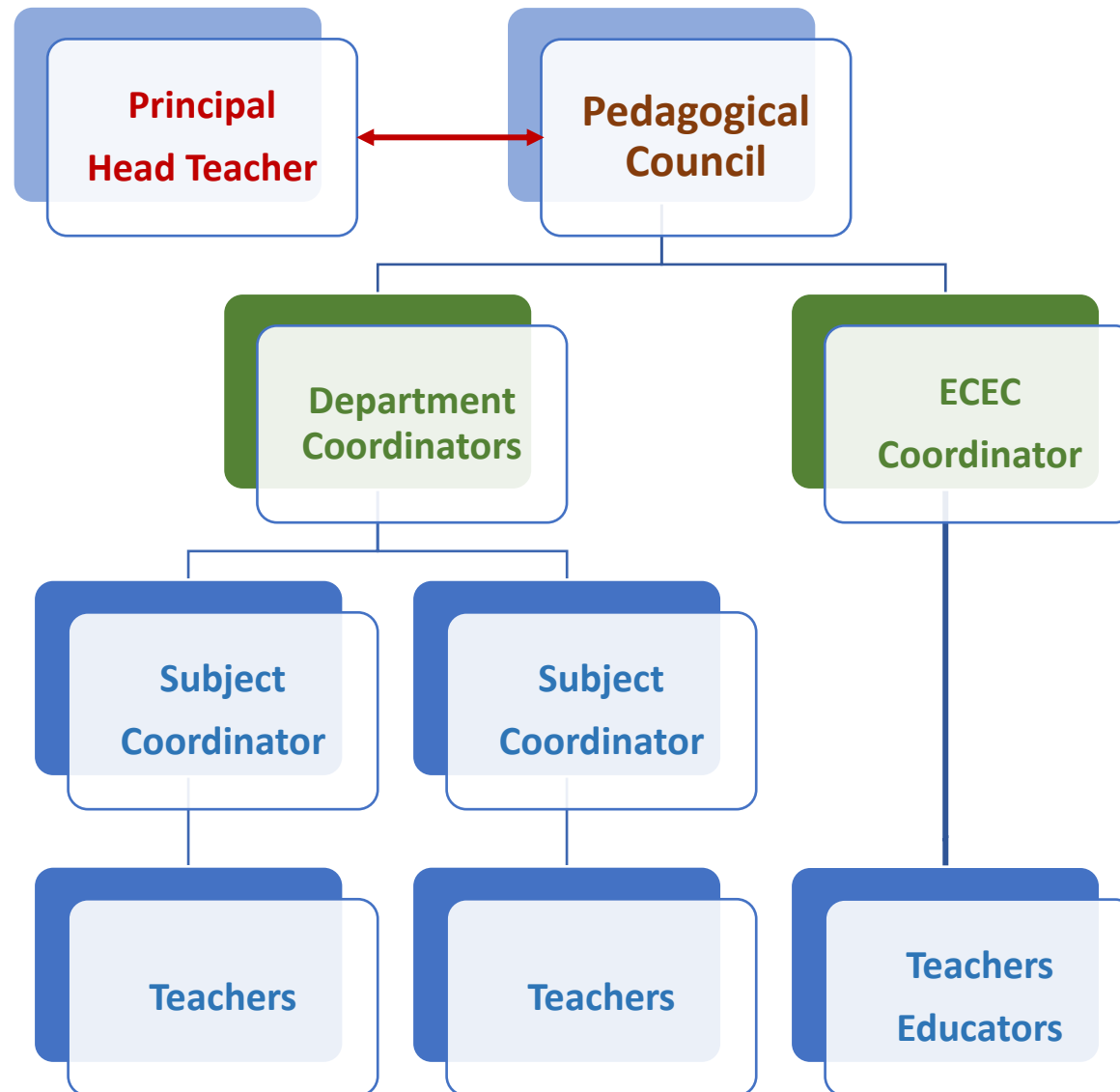
Principal/Head Teacher

- Is responsible for the overall administration and management of the school cluster as regards the pedagogical, cultural, administrative, financial and property domains.

Pedagogical Council

- Is the coordinating and pedagogical supervision and educational guidance body of the school cluster (e.g. pedagogical and assessment frameworks, guidance of students, and support of teachers' ITE and CPD activities).

Communication flows



Challenges

Divergent Priorities and Philosophies/Differences in Mission and Focus

Communication Barriers/Cultural Differences

Policy and Regulatory Frameworks

Power Dynamics

Complex Governance Structures

Resistance to Change

Resource Allocation

Measurement and Evaluation/Accountability

Professional Development Needs

Solutions to create a shared vision of leadership

Develop a Collaborative Leadership Structure

Facilitate Cross-Organizational Communication/Facilitate Cross-Sector Collaboration

Establish Cross-Functional Teams

Promote Cultural Competence

Promote Shared Leadership

Cultural Sensitivity and Respect

Create Opportunities for Collaboration

Monitor Progress and Adapt/Redesign Assessment Tools and Indicators

Foster a Culture of Continuous Learning

Celebrate Diversity and Inclusion

Thank You!

fmalexandre@dgae.medu.pt

