



ONLINE CONFERENCE

26-27 November 2020



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Harnessing whole school potential for student successful learning

Towards a school leadership culture

► Introduction

School leadership has been high on the reform agenda for decades and even more since the radical and accelerated changes in the 21st century societies, pleading for fundamental reform in education. School leadership is indeed a key lever to implement transformation at institutional level, especially in the context of increasing autonomy given to schools in the 90s.

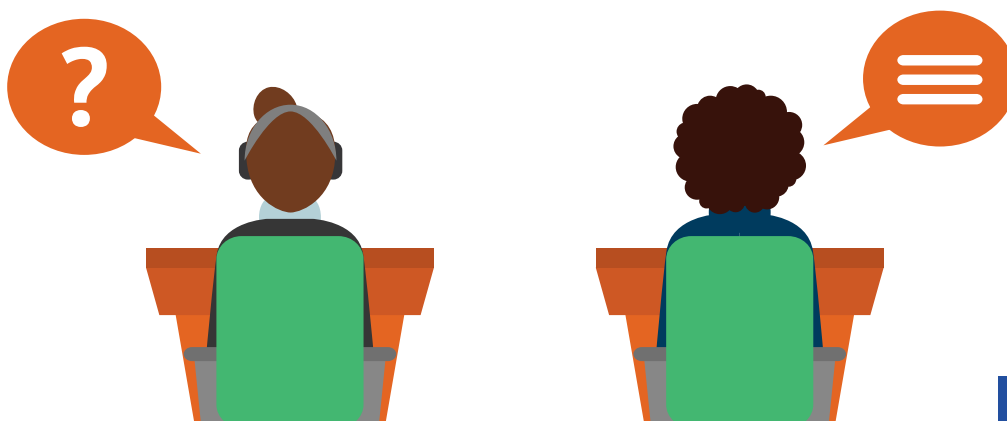
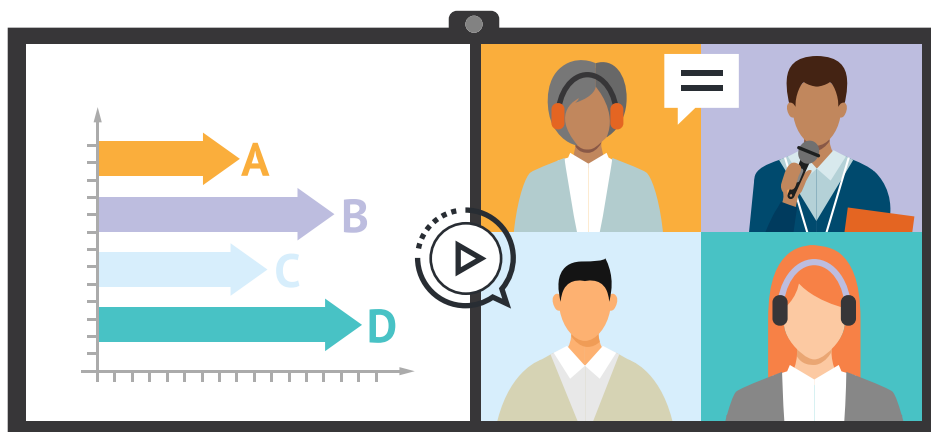
The Learning Leadership for Change (L2C) project is inspired by evidence from research in the area of school leadership, defined as *a process of social influence (rather than authority), mobilising (not imposing) other efforts to reach objectives part of a broader vision (sometimes beyond the single school level)*.

School leadership differs from management first ensuring the stability of the institutional existing processes and resources. The school leadership is more about **preparing the future**, analysing the changes in the environment and proposing a way and a strategy for the school to evolve and ensure all students get prepared to the society they will be living into. It is thus related to student achievements in the sense that it indeed affects student's motivation, the quality of the school organization, and acts as a catalyst of the potential of the school staff, all factors in turn directly affecting students' learning.

The central aim of the L2C project is to **move towards shared leadership**, fostering a new culture in schools in which teachers, students and potentially parents

willingly take responsibility for leadership in the **school community**. Evidence from research indeed shows that collaborative decision-making processes in schools can positively affect students' learning. The project then encourages the dissemination and mainstreaming of school leadership-innovative practices and effective networking through capacity-building (self-assessment, training and sharing of best practices) within three key areas linked to the strategic development of the school: **STEM education, Innovative use of ICT in teaching and Digital Citizenship**.

As with almost all facets of our lives, the **Covid-19** pandemic is causing huge disruptions in education, with the closure of schools in many countries and children having to study at home. During this crisis, we have seen an incredible amount of large-scale efforts to use technology in support of remote learning. At the same time, this crisis has exposed the challenges for technology in education, including many inequities starting at the lack of access to computers and the internet. After participating in the L2C Online conference 2020, you will have a better understanding of how shared leadership in schools is a suited approach, especially, (while not only) in times of uncertainties, as a way to move forward collectively and in solidarity at the whole school level. We look forward to rich discussions with you and to drawing together lessons for the future from the implementation results!



Agenda

DAY 1 – 26 NOVEMBER 2020

▶ 14:30-14:40 | Welcome and general introduction

Enrique Martín, L2C Project Manager, European Schoolnet

▶ 14.40-15.25 | Keynote discussion

In this keynote discussion, complementary voices from research and practice discuss the ingredients of shared leadership, as well as the reasons and ways these ingredients can help schools to innovate and adapt to change as a way to better support learning needs and expectations of their students.

Moderated by Patricia Wastiau, European Schoolnet

- **Fiona Forbes**, CEO and founder of ConfigurED, Australia.
- **Koen Marichal**, Founder of the Antwerp Management School leadership expertise center, Belgium.

▶ 15:25-15:45 | The L2C Shared Leadership approach for schools

Presentation of the L2C Shared leadership approach & project results from two different angles: policy makers and practitioners.

- **Jan De Craemer**, European Schoolnet's Vice Chair, Belgium
- **Elena Valle Santos**, Head of School at I.E.S. Los Sauces, Castilla y León, Spain

▶ 15:45-16:30 | The future of Shared Leadership: remote teaching and the path to follow

To which extent can shared leadership help to manage uncertainties and quick adaptations? What are the current needs (revealed by the lockdown) to specifically train school leaders in leading their school in the area of digital education? This session will provide participants with examples of practice by practitioners, experts and policy makers, including future challenges and concrete options on how to successfully undertake these actions.

Moderated by Anne Gilleran, European Schoolnet

- **Francesca Di Liberti**, National Union of School Leaders, Italy
- **Fernando Emídio**, Escola da Marinha Grande, Portugal
- **Suzanne Camilleri**, St Nicholas College Rabat Middle School, Malta
- **Deirdre Hodson**, DG Education, Youth, Sport and Culture, European Commission

▶ 16:30-17:00 | Keynote speech

Angelo Paletta, Professor at the Department of Management, Università degli Studi di Bologna, Italy

▶ 17:00-17:10 | Conclusions

Marc Durando, Executive Director of European Schoolnet

▶ 17:10-17:20 | Final words & announcements

Enrique Martín, L2C Project Manager, European Schoolnet

DAY 2 – 27 NOVEMBER 2020

▶ 16:00-17:00 | Shared Leadership School Webinar (Open session)

Targeted to practitioners, L2C schools will be sharing tips and tricks when shifting to a Shared Leadership approach: advices, examples and lessons learned.

L2C Learning Leadership for Change



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