



European Forum on Educational Administration

NEWSLETTER

Forum Européen des Administrateurs de l'Éducation

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Editorial Note

The editor welcomes contributions from Forum members. These can include letters to the editor, notes of books published on themes of cross-European interest, requests for assistance from the members, or other matters.

These should be sent (preferably in English) to the editor by E-Mail. The dates for sending are **1st of April and 1st of November** every year.

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Dear readers of the EFEA Newsletter,

Every two years the presidency of the EFEA is handed over to another person. I have taken over this duty with honour and pleasure on the one hand, but with a bit of fear as well. I would like to continue and develop the idea of the EFEA to the same extent and quality level that has been done so far. In addition I would like to be involved in the preparation of the European Intervisitation Programme in Slovenia (EIP) in the following year of 2008.

Since 1999 when I joined the European Forum I was able to gain a proper understanding of the educational system, and since then it has changed to a great extent.

The most important thing I have learned is that nowhere in Europe is the educational system permanent, fixed or certain. Everywhere new ideas and new solutions are being searched out. There is no ideal educational system in the world. I have the impression that there is always a compromise between state laws and the free initiative of individual schools where man tries to find the middle ground. Some teachers and headmasters take the challenges with enthusiasm, while others are more reserved. Some would like to have more freedom at planning their school curricula while still others prefer to support the state. In nearly every European country the government sets a unique concept of the educational system and yet tremendous diversity of educational concepts and doctrines can be found throughout each country and/or region.

While actively participating in the international field I had the opportunity to visit many schools in different countries. During this time I never saw two schools which were the same, even when they were placed across the street from one another.

Having studied the wide European field of education it is the impressive richness of diversity that strikes me. The European Forum on Educational Administration is an ideal association, which enables us to have a look at all of the segments of the educational system throughout Europe, and I believe in the future, throughout the world.

The European Forum offers to its members much more than merely a good net of information on school issues throughout Europe. Numerous member meetings at bi- and multilateral conferences especially during EIP are an opportunity for making friends and acquaintances. This important international dimension of cooperation and creating partnerships in the framework of EFEA is being disseminated into the domestic environment among our teachers and students. They are being encouraged to cooperate at international exchanges, as well as to exchange their knowledge, experience and

special skills. Thus we contribute to a better understanding among different nations. We would also like to do away with biases and discrimination and thus contribute to strengthening the world peace among all the nations. I find these values very important and that is why it is worth preserving good cooperation within EFEA.

Finally, I would like to say many thanks to all of my friends in the European Forum, who encouraged and supported me to take over the presidency six months ago. Perhaps I would have never made that decision without a great support of the late Mr. Len Watson and late Mr. Heinz Engel. I am sincerely thankful to both of them. I would also like to say thank you for the confidence and support from my colleagues and friends at Executive, to Peter Taylor, our vice president, to Bob van Ven, our secretary, to Zita Götte, who is responsible for PR and to Helene Perriere, our hard working accountant. Many thanks also to my fore-runner Juan Slame who has handed over all the documentation and presidential tasks in such a clear and organised manner.

Jože Mlakar
The president of EFEA

CHANGE OF MANDATE

The Steering Committee held in Nicosia in the month of June elected a new vice-president Peter Taylor and ratified as President in our friend Joze Mlakar.. My mandate as President ended and I want to take advantage of this number of our Newsletter to say goodbye to all friends of all national associations.



The four years during which I could work for the EFEA were full of satisfaction for me. I cannot for-

get the two years of training of the function under the presidency of Zenija Berzina ,who knew how to mark a new path. Thank you Zenija. I had the big luck to be able to work with an extraordinary team. With friends who, beyond their own work, are vowed themselves to achieve the tasks, that we marked ourselves. Without them, my work would have been impossible. Thank you Helen; thank you Zita; thank you Joze.

But life is not always pleasant, the sun doesn't always shine. During this mandate we lost Len, our Honorary Secretary. Len was the tie between the past and the future of the EFEA. It was him, who often reminded us from where we came, what we were. Len was our prudence, but also the person who accepted the novelities, the friend who encouraged us to open new paths. Thank you Len.

I had the big honour and privilege to work for the EFEA, for this ideal that our founders wanted to implant: Europe. I made everything, that I was able to do and knew how to make. I hope that my work will have been positive for our association. I ask for forgiveness to those, who had been involuntarily, offended by me; it was not my intention. And I thank you all, you the members of the EFEA, for your understanding, for your encouragements and, especially, for your friendship.

I wish to our President Joze and his team all possible successes. I leave happy because the EFEA is entered in good hands. Thank you to all.

Juan Salamé Sala
Past president of the EFEA

FEDERAL REFORM IN GERMANY: END OF NATIONAL RESPONSIBILITY FOR EDUCATION?

Annual Conference 2007 of the German Society for Educational Administration

In summer 2006, the Parliament passed a legislative package on reforms of Germany's federal system, aimed at clarifying the competences of the Laender and the Federation. The new regulations also affect the education system. Hence, in higher education, the legislative authority of the Laender is no longer restricted by law providing guidelines of the Federation, and the extension and construction of institutions of higher learning, which in the past was part of the 'joint tasks' of the Federation and the Laender, is now

left to the Laender. Another joint task, “educational planning”, has been abolished, and the Commission for Educational Planning and Research Promotion, an intergovernmental body, terminates its operations in 2007. On the other hand, the “assessment of the effectiveness of the education system by international standards” has been defined as a joint task, with a “Joint Science Conference” as a new body.

Does the reform of the federal system mean a farewell to national responsibility for education in Germany? Is the present Federal Minister of Education a “landless queen”, or is the Federation, as argued by others, the winner of the reform in the education sector? What are the challenges and opportunities for educational policy and educational administration after the federal reform? These were the guiding questions of the 28th Annual Conference of the German Society for Educational Administration (Deutsche Gesellschaft für Bildungsverwaltung). The conference took place from September 13 to 15, 2007 in Bonn, in the convenient and hospitable conference centre of the Gustav-Stresemann-Institute, and it brought together 75 members and distinguished guests from abroad, including education experts from Austria, Lithuania, the Netherlands, Slovenia and Switzerland. Jürgen Schlegel, outgoing President of the DGBV and General Secretary of the Commission for Educational Planning and Research Promotion, chaired the conference professionally.

Prof. Dr Michael Sachs, University of Cologne, was invited as this year’s key note speaker. He gave a systematic overview of the allocation of rights and duties to the Federation and to the Laender in all educational areas before and after the federal reform. In his conclusion, he made it clear, that the reform has reached its goal of allocating political responsibilities more precisely only in part, but he also stressed that the Laender gain increasing responsibility for national concerns whenever the Federation hands over competences to them.

To what extent does the education system in Germany need unity today? Two politicians – Krista Sager, deputy head of the faction of the Green Party in the Deutsche Bundestag, and Helmut Stahl, head of the faction of the CDU (conservative party) in the parliament of the Land North-Rhine-Westphalia, gave different answers. While Mr Stahl stressed the importance of specific regional traditions within Germany and the necessity to take into account these traditions in education policy, Ms Sager underlined the needs of the modern mobile society and of internationalisation in education, not least at the European level, resulting

in the need in Germany to strengthen competencies in education at federal level.

How the EU’s policy influences the education sector in its member states was exemplified in more detail in two plenary presentations with a focus on vocational training. Here, Michael Schopf (Department for Education and Sports of the Free and Hanseatic City of Hamburg) focused on the European Qualification Framework, and Dr Christoph Anz (BMW Group, Munich) described how a major car manufacturer deals with international challenges of initial and continuing vocational training. In addition, two parallel working groups discussed the impact of Europe on school education and on higher education, with Dr. Albin Dannhäuser, Vice President of the Verband Bildung und Erziehung, a teacher’s union, and Prof. Dr. Peter Gaethgens, former President of the German Rector’s Conference, as guest speakers.

In contrast to Germany, Switzerland, whose federal system is also deeply rooted in history, has recently strengthened not only horizontal, but also vertical co-operation in education. Hans Ambühl, General Secretary of the Swiss Conference of Cantonal Ministers of Education, described and convincingly explained how this co-operation functions. Nevertheless, Mr Ambühl was hesitant to present the Swiss reforms as a model for Germany. He stressed the fact that “Switzerland is not Germany”, by pointing out specific features of Switzerland, e.g. federal micro-structures and direct democracy at three state levels (municipality, canton, Federation).

The concluding panel discussion once again directed the attention to Germany’s education system after the federal reform, highlighting a great number of challenges, from pre-school education to adult training. In the end, the majority of the panellists remained sceptical about the ability of the Laender to jointly initiate and not least to finance the programmes to the extent necessary for really improving the quality of education in Germany in the future.

In conjunction with the conference, the DGBV also held its general meeting, and the members decided on the steering committee for 2007–2009. The newly elected DGBV steering committee is headed by Prof. Dr. Hans-Peter Füssel, German Institute for International Educational Research, Berlin (president) and Ministerialdirigent Klaus Lorenz, Director-General for vocational education, Ministry of Education and Cultural Affairs of the Land Baden-Württemberg.

Wendelin Sroka, DIPF Berlin, Executive Manager of the DGBV

A SHORT HISTORY OF THE EUROPEAN FORUM OF EDUCATION ADMINISTRATION

For which we are greatly indebted to David Parkes

Thirty years is the time for a man to be at his best, the time for a new generation to grow. Thirty years since the creation of EFEA. Thirty years of meetings, project building, hard work and friendship, based on the certainty that the plurality of outlooks and propositions, coming from different cultures and histories, would allow us to solve problems that were becoming progressively similar. Thus, borne by the wind of European history, the founders of EFEA turned into an institution what was at the start mere informal contacts and exchanges.

In September 1976, during the annual conference of BEMAS (the British Educational Managements and Administration Society) attended by professionals from European countries, arose the idea of a network of persons interested in exchanging experiences and research in the field of education administration.

These founders were: Peter Browning, George Baron (U.K.), Clive Hopes (U.K. and Germany), Hermann Avenarius, Heinz Engel (Germany), Theo Licket (Holland), Elskil Stego (Sweden), Sten Alehammar (Norway), David Parkes (U.K. and France), Jeanne Fortunel, Charles Toussaint, Paul de la Taille (France).

In the autumn 1977, in the Sorbonne in Paris, was held the inaugural meeting of EFEA. The legal statutes, written after the French 1901 law, were finally established by André Lafond and published later in the *Journal Officiel de la République Française*. EFEA is still working according to this status, as there is no European legislation so far on the subject. Its legal seat is in Paris. For this reason, the job as a treasurer is most of the time held by a member of the French association (Association Française des Administrateurs de l'Éducation - AFAE).

The following meetings were held in Stockholm (1978) and Frankfurt (1979).

A few words on the legal frame.

The European Forum was defined as an association whose members were the different European national associations of education administration. Many of them already existed, mostly after the British model, but others were created for the purpose. Indeed Holland, Sweden, Belgium, Germany, United Kingdom and France, the founding countries, had their associations. But on the occasion, other national associations

were created, often under the impulse of the European President in chair. Thus : Spain (H. Avenarius), Poland (D. Parkes), Bulgaria (J. Salamé), not to mention the associations of Ireland, Portugal, Cyprus, Slovenia, Belarus, Norway, Finland, Latvia and Estonia.

Individual members are accepted from countries without an association.

EFEA holds its general assembly every two years (as a derogation from the French yearly meeting legal disposition). The board meets three times in a two years period. The members are the representatives of the member national associations, namely the chairmen or the national correspondants. In 1999 André Lafond, then a chairman, promoted the creation of a steering committee, a smaller and more practical structure, comprising the chairman, the treasurer, the secretary and the person in charge of publications. At the time, Len Watson was in charge of publications. He then became Secretary until he died in 2005.

The general purpose of the Forum, as described in its Constitution (cf on this site) is "to stimulate and facilitate contacts and exchanges of information between its members by developing and promoting new concepts in the field of pedagogical administration in a European context".

Such was the answer to the need of exchanging information and experiences in an association, which would be free from political, corporatist and religious backgrounds, and, what matters most, from all hierarchy and top-down power.

The chair was held successively by:

Peter Browning (U.K., 1980-1984)
Theo Licket (Holland, 1985-1986)
Hermann Avenarius (Germany, 1987-1988)
Alain Hébert (France, 1989-1990)
Elskil Stego (Sweden, 1991-1992)
David Parkes (U.K., 1993-1994)
Manuel Alvarez (Spain, 1995-1996)
Anna Baert (Belgium, 1997-1998)
André Lafond (France, 1999-2000)
Jack Derks (Belgique, 2001-2002)
Zenia Berzina (Latvia, 2003-2004)
Juan Salamé (Spain, 2005-2006)
Jozé Mlakar (Slovenia, 2007...)

All along these years, begun with enthusiasm and spells of intense activity, with remarkable achievements, but also some periods of doubt, with hopes and disappointments sometimes, our Forum has gone

through its years of apprenticeship to reach maturity, but not yet, hopefully, what Dante called “il mezzo del camin di nostra vita”. Thirty years is the age of plenitude.

At the beginning, the idea of Inter-visitation Programs was inspired by similar meetings (the first of which was held in 1966) organized for Anglophone countries by the Commonwealth Council for Education Administration and the University Council for Educational Administration, a grouping of the North-American universities. These meetings had a twofold purpose :

- the knowledge of other educational systems, and the evaluation of new actions in the schools of the host country,
- a seminar on a theme in relation with the situation in the host country.

The working languages were English and French. From the very first Inter-visitation Program in Kassel, one could realise that translation problems could not be solved by the help of professional interpreters, who were ignorant of the topics and could not master the specific vocabulary of education. They were replaced by those among the members of the Forum who had a double competence in Education and languages.

To describe the history of EFEA, and particularly with the activities of the Inter-visitation programs, amounts to describe the main questions and problems met by the world of Education in Europe in the last thirty years.

Thus :

- The Professional development of the school Administrators in Europe (Germany, 1980 - the first Inter-visitation Programme)
- The administration in Europe in a period of falling rolls and decline of resources (France, 1982)
- The existence and place of Education and schools in a local and national context :
- Autonomy and central legislation in Education (Holland, 1985)
- Subsidiarity, shared responsibilities and local autonomy in education management (Hungary, 1995)

- The school between the local and the global, perspectives on the XXI century (Portugal, 1999)

Leadership in the learning society, idea development in Europe (Sweden, 1989)

- Problems linked with the evolution of school population in the diversity of cultures, languages and school levels :
 - The responsive institution(U.K., 1987)
 - The Politics of Education in Europe: uniformity and plurality (Spain, 1991)
- Education in a pluralist society, identity and inclusion (Ulster and the Republic of Ireland, 2003)
- Themes in relation with the general situation in Europe :
 - Reorganisation of education after the breakdown of Communism (Germany, 1993)
 - Transition towards humanistic Education- What about Europe? (Latvia, 2001)
 - Towards a new European Citizenship (Spain, 2005)

These themes and many others have been the subject of seminars and meetings, within the regular activities of national associations or in multilateral activities, organized by national associations with or without the help of EFEA, whose part, in the circumstance, is to encourage or multiply links and exchange of information.

Thus, numerous meetings took place between Belgium and Holland, France and Belgium, Germany, Portugal and Spain, Holland and Slovenia. Major international events have been organized, such as the seminar in Madrid on Education and Professional training, or the seminar in Dublin on Autonomy.

In the same line, “sister associations” were created for a long-time work on particular themes, like the Dutch-Slovenian Association on the Quality of Education.

Thanks to the Forum and in cooperation with the Eu-

European Community, were developed special actions like the hosting and training of Education Managers in other European countries (Bosniac heads and inspectors, Paris 1997), or the twinning of schools (Norwegian, French, Dutch, Spanish, Scottish, with Polish colleagues and schools).

Outside Europe, under the impulse of André Lafond, Manuel Alvarez and Juan Salamé, permanent links are kept with other national associations, particularly in South-American countries. Such contacts, and others, less frequent, with societies for Research in Education(a list of which is to be found in the present Site),give the Forum a larger basis of information and widens its own notoriety.

An important item in the Forum's activities: **Communication.**

One can't mention the Newsletter without thinking of the incessant activity and the emblematic spirit evinced by our late friend, Len Watson, forever present in our memory. A permanent media for the exchange of information between the national associations, the Newsletter is also for the Forum an institutional link. It is published, now most often on the Web, in English and French.

Thanks to Len Watson, the Hallam University in Sheffield published for the Forum a certain number of books on special themes, Minutes of conferences and specialized dictionaries on Education, particularly useful in our works.

A Directory of the Forum was published first in paper, now it is to be found on the Web.

Zita Götte (Germany) has courageously taken up the task of keeping Communication going on.

Manuel Alvarez(Spain) had promoted the publication of a Forum Review, in the line of what national associations, in Germany, France, United Kingdom, Holland, Portugal and Spain, are publishing for their own members. Generally with a remarkable quality in research and information, these national reviews are one of the major incentives for membership. On the international level, such an effort could not be sustained. So far.

A newcomer, son of the late XXth century, the Forum website has partly taken up the role of the Newsletter, and will progressively provide a permanent stock of information to all members in the quick and easy way that was so much needed at the start. Our effort will

be to make it more widely known and applied to by greater numbers of applicants.

To describe, even in a few words, the history of the Forum, is also to mention the history of the men and women who made it what it has become, not only as individuals, but as a gathering of people from different origins, countries and cultures, who shared the discovery of all they had in common, in terms of interests, competence, enthusiasm and efficiency. They also experienced what feelings of friendship arise from long time cooperation, esteem and trust, what joy at every new meeting, what sorrow at the news of a decease. The history of the members of the Forum is that of their widening knowledge of European countries, in everyday and professional life, and the better understanding of what richness comes out of the discovery of resemblance, and above all, of diversity.

The history of the Forum is still to be written by those who will resume the work undertaken , thirty years ago, by men like Théo Licket, Tom Nolan, Paul de la Taille, Len Watson, all "fallen at their post". They remind us that the part played by the European Forum of Education Administration, and none the like, by its originality and its pertinence, is an efficient contributor to research and management of Education in Europe.

Jean- Pierre Helt
Honoraray Member of the EFEA

BUILDING OF KNOWLEDGE NETWORK OF EDUCATIONAL MANAGEMENT

Latvian Forum for Management of Sustainable Education (LFMSE) has followed its tradition to organize anual conferences on the most important topics not only for its members but for much broader educational management community: more than 200 researchers, practitioners and governors have participated at each LFMSE conference.

To discuss the Nacional Development Plan (2007-2013) focusing on the role of education the LFMSE organized the conference „Education for sustainable development of Latvia” in April 2006. „Educational research and innovations for school” was the theme of the other LFMSE, which was held in April 2007. Taking into account the importance of the early childhood education the LFMSE had organized two conferences around this topic in recent years: „The legal aspect of

the pre-school education – practice and perspective” in December 2005 and „Preschool education – methods and therapies” in November 2006.

Parliament members, ministers, top researchers and school administrators have tried to find the way of how to combine their effort to reach the common aim – better education for our children and youth. The most urgent topics have been raised for panel discussions when the main stakeholders of education met face to face. We are thankful to the EFEA members who have participated at our recent conferences and have provided international aspect to the content of the event. Dr. Bob van de Ven’s (the Netherlands) presentation „The changing role of educational management“ in April 2006 and Dr. Peter Taylor’s presentation „From Performance Management to Performance Coaching: Implementing and Sustaining Improvement” were important contributions to understand the trends in educational management in other European countries.

To provide the participants of the conferences with more thorough information the LFMSE develops a CD after each conference, which includes conference materials and other materials available.

Latvian Forum for Management of Sustainable Education has now developed its website www.lfiiv.lv

Zenija Berzina
National Correspondent
Latvian Forum for Management of Sustainable Education

UKRAINIAN FORUM ACTIVITY

Annual report

Since 2006 Ukrainian Forum of Educational Administration has been enlarged to ten members. We realize that we are not numerous-members team in comparison with the size of the country but we focused on practical implementation of our activity. And we thank for understanding and support of our European colleagues. Within this year practical side of our activity was realized through trainings and workshops for teachers, headmasters and school administration as inside so outside the country.

For three years Ukrainian Forum develops project with colleagues from Belarus under the topic “School Educational Standards”. This theme is of mutual interest for our countries as we are the countries of the

common past and the problems raised in the period of establishing new democratic society. New times brought new visions, new perspectives and new challenge. So in transformation period each country requires a good piece of advice to avert or withstand difficulties. As result of our continuous partnerships with Byelorussians we offered the recommendations to Ministry for Education of Ukraine.

Cooperation with the Ministry enabled us to collaborate with the central and local authorities. This activity was realized through workshops and round table discussions which took place every two months. Forum led the meetings in order to make a reply to new changes in legal regulations and standards of education. The information about Forum activity attracted much attention among the participants for the meetings. The most important information about new publications the same as the results of scientific conferences are copied and sent to those who are interested in our work in order to spread the resources to different corners of Ukraine. It also makes practical contribution for school personnel to collecting teaching (learning) material.

Facing the problem Ukraine integration into the European Union we must be familiar with the values, cultures and style of living in Europe. The International projects are considered to be the most effective ways of forming the stereotype of average European. Facing new challenges, programs create real conditions for cross - cultural communication and joint activity; facilitate extensive cross-border dissemination of knowledge and experience. We need to know what we should do in order to provide closer integration with EU. But at the same time we must present a good image of Ukrainians.

Regarding this need Ukrainian Forum organized training for school principals to inform about the experience gained by foreign schools in sphere of “Leadership” in Lutsk (21 March). Among the points discussed the idea of stimulating partnership “School to School” or “Faculty to Faculty” (as University program) among European and Ukrainian schools was being given a priority. It was reckoned to stimulate educational collaboration, to transform school curriculum, to develop new teaching method and techniques.

Theoretical grounds for implementing the above ideas were sounded at the scientific conference on the topic “The Research of Competences in School Education” which was headed by Lyudmila Golik in Kyiv Gymnasia #178 (12 April). We are to remark that the confer-

ence was held with the participation of the Academy for Pedagogic of Ukraine which emphasized its importance.

But practical implementation of the discussed problem we saw in May when group of schoolchildren Kyiv Gymnasia #178 together with teachers visited colleagues from St Stanislaw Institution, Ljubljana in exchange of heads' visit in October (Jože Mlakar, Roman Globokar). Now Ukrainian school boys and girls are looking forward to "meet their new friends in return. We hope that as soon as political situation in our country stabilizes we will be pleased to welcome our partners and friends.

As the result of long lasting correspondence with the American partners we are pleased to welcome this year the teacher from the Ohio University who came for two years of tutoring the students of Gimnasia#21, Lutsk and Lutsk Liberal Arts University. The work of Mr. James Mosher enables students to master their English skills the same as to break communicational barrier with native speaker. His visit is of great help for the teachers and professors to adopt American methods of teaching.

With this purpose we call to of the European Forum members, to individuals from different countries to help us in establishing partnership and friendly relations with them and organize exchange projects either with secondary schools or High Institutions.

With the aim to summaries the work of Forum for the year UFEA initiated the conference on the topic "School Innovations and Quality of Education". The scientists, principals and young researcher were gathered in Lutsk, 25 October to bring up questions concerning the peculiarities of the innovative models for school implementation.

The results of the work showed successful achieving of the goals set at the beginning of the year that inspired us on new research and projects realization.

Lyudmila Golik, the President,
Olena Kovalchuk, National correspondent
Ukrainian Forum for Educational Administration

THE OPENING OF THE EFEA

One of the preoccupations of the EFEA was, at all times, to establish contacts with the countries of Europe and to try to participate with our association. Today, we can say with pride that the family of the EFEA is big, united and can always try to welcome the countries that are not even present within. But it is not necessary to forget that contacts maintain themselves if they are active. A small message from time to time, a recall, a "hello, how does it go?" make that we are living and acting with our association.



For this reason, the Executive was present at the time of the Executive meeting of the BELMAS in the month of March. This involvement, possible thanks to the efforts of Mr. Peter TAYLOR and the President of the BELMAS Mr. Chris JAMES permitted to renew the ties between the BELMAS and the EFEA. A new time initiates and, the first consequence was our President's involvement in the symposium of the month of September 2007.

Not only was the north of our continent the object of the presence of the Executive. The south, and more especially the Forum of Portugal maintains since numerous years of the direct contacts with the Executive. Thus, becomes like usual, the Executive participated in the last symposium held in Lisbon in the month of April. In the same way the yearly symposium of the DGBV (German Association /part of the Forum) counted with our President's presence.

The involvement of the Executive to the national symposia of the AFAE is a long tradition that it is necessary to maintain.

The involvement of one or several members of the Executive to the national symposia has a very big importance. The EFEA is an organization that gives the support to the national Associations to facilitate

the ties, contacts and, especially, the transnational activities. The existence of the EFEA is necessary, because it permits to establish the big common projects as the Intervisitation Programs and contacts with the educational Administrations also a lot of countries/ members of the European union.

The point of meeting between the EFEA and the national Associations are the Steering Committee. It is there that all members take the important decisions that mark the life of the EFEA. The representatives of the countries members are the spokesmen of the associations. They must transmit the ideas, the propositions, the concerns and the offers of activities where all European members are invited. But these representatives are, also, the persons responsible of the associations. And it is their turn to assure the tie between the EFEA and the associations. We must agree that these ties are very fragile because the members don't see the existence of the EFEA directly. For them, it is about a faraway structure, in distance of their problems, very often discerned like a "steamy" entity. All efforts of the Executive, of the Steering Committee will be vain and very vaguely included.

Consequently, the EFEA must make a big effort (with the help of the associations) to be close to the men and women who compose our big family. For it, one of the main objectives of the Executive must be that one of it try to be present at the time of the national symposia, to participate in the different national and transnational activities.

It is the action that initiated with some countries members. It is not easy because it asks of the time and the cost is raised. But it is about a vital action for the EFEA: to demonstrate to the European members that the EFEA exists, that it is there, present, and ready to give its support and its structure so that this idea of our founders, Europe of the education, either in a reality. It is necessary, therefore, to multiply this presence to all countries/ members.

If the Executive, with the support of the Steering Committee, doesn't achieve this effort the EFEA risks entering in a problematic way, from where it will be very difficult to get away.

Juan Salamé Sala
Past president of the EFEA

EIP SLOVENIA 2008
20th – 24th April 2008

SCHOOL QUALITY THROUGH PARTNERSHIPS AMONG TEACHERS, Parents and Students – Challenge for School Leadership

Partnerships among teachers, parents and students have been widely recognised as essential in developing quality schools. They can be viewed as a powerful tool for sharing responsibility for student and school development and as a means of active participation in improvement of teaching and learning. However, effective partnerships have clear implications for school leadership. School leaders should understand the importance of such partnerships and thus provide opportunities for them to develop and to inform school policy. So they should encourage parents and students to participate in decisions in schools and to share responsibility for their implementation with school staff. School leaders should promote different ways of students' and parents' involvement, open their schools to parents and to new ideas and support creative partnerships.

During your visit to Slovenia you will have the opportunity to discuss how parents and students participate in schools through formal structures, how they influence school policy and especially how partnerships are created through less formal activities and events. You will discuss these issues with teachers, students and parents while school leaders will reflect on their role and their strategies in establishing collaborative partnerships with all stakeholders.

Participation fee

There will be a conference fee (520 €) which includes:

- dinners
- lunches at schools
- transport from hotels to schools
- all material
- accommodation with breakfast

Application Deadline: 31st January 2008

Contact:

marina.rugelj@guest.arnes.si

joze.mlakar@guest.arnes.si

100 € payable in advance on account:

Društvo Slovenski šolski forum

IBAN: SI 56 0303 3008 9044 548

SWIFT Koda: LJBASI 2X

NEW HORIZONS

From the 11 to November 14 the National Association of Politics and Administration of the Education of Brazil (ANPAE) in collaboration with the Forum Portuguese of the Administration of the Education (FPAE) and the Forum European on Educational Administration (EFEA) celebrated its XXIII° Brazilian Symposium, the V° luso-Brazilian Convention and the Ist ibéro-American Symposium.



The presidents of the ANPAE, the FPEA and the EFEA have been put in charge of the inauguration accompanying, for this solemn act, the authorities of Porto Alegre. The topic of this meeting that united close to 1200 participants of Brazil, Chile, Argentina, Costa Rica, Portugal and Spain, was very promising: „For a school of quality for all: Formation, financing and management of the education „.

During these three days, we could analyse, compare, discuss and debate the educational policies that get in place in Brazil and in other countries of South America. The presence of the EFEA has very appreciated by the participants and we could not only explain somewhat to consist our association but also the various problems educational of our country members and the solutions that get in place. We tried, in all moment to offer our experiences and our knowledge in the deepest respect for work developed by the educational Administrations and by the ANPAE. The EFEA, ANPAE and FPAE wrote and signed the “Charter of Porto Alegre” that will be shortly available on our website.

This meeting permitted, for the EFEA, the opening of new horizons and the knowledge of other problems, of other solutions, of other ways to make. Finally, the EFEA learned a lot of our Brazilian colleagues; the EFEA knew a new world where the educational priorities are different to ours, where the problems are the problems that we knew has the score of years. But the EFEA could learn about a new as very human

dimension that educational. These are new horizons that open up to the EFEA to become richer herself and to bring to the other his knowledge to make. But the contributions of the EFEA must make themselves in the deepest respect towards our Brazilian friends, towards their efforts, towards their culture and their history. This respects that is one of the signs of identity of the EFEA.

New collaborations appear. The most immediate, the next meeting Brazilian luso-ibéro that will take place in Portalegre (Portugal) and in Mérida (Spain) in the spring 2010. At the time of this meeting organized by ANPAE, FPAE and FEAE (Forum of Spain), the EFEA is invited to participate actively. Therefore, appointment to all and to all in Portalegre (Portugal) in 2010.

Juan Salamé Sala
Past President of EFEA

NEWS & NOTES

In some associations are **new presidents**

- AFAE
Alain Bouvier
E-mail: afae@wanadoo.fr

- BELMAS
Prof. Ann Briggs
E-mail: ann.briggs@newcastle.ac.uk

- DGBV
Prof. Hans-Peter Füssel
E-mail: fuessel@dipf.de

- Ireland
Eileen O'Connor
E-mail: director@ecdumcondra.ie

and new correspondents

- AFAE
Carine Duville
afae@wanadoo.fr

If there are anyother new persons in function as national correspondent/president, please send me their names and mail- addresses. Thank you very much.

Conferences and seminars

- Annual colloque of the AFAE

Friday, 4th - Sunday, 6th April 2008 in Nantes

more information under www.afae.fr

- CCEAM Conference 2008

Monday, 7th - Friday, 12nd September 2008 in Durban,
South Africa

More details under www.emasa.co.za

- Annual Conference of the DGBV

Thursday, 18th - Saturday, 20th September 2008 in
Dresden

More information under www.dgbv.de

- Seminar with Dutch, German, Irish and Swedish
colleagues

Thursday, 2nd – Saturday, 4th October 2008 in the
Netherlands

More information in Spring 2008