

# Programme for the International Seminar on School Leadership 16–18 March 2026

## Day 1 – Distributed leadership, assessment, and data utilization

**Morning** – Location: *Conference Room MISHA*

- **8:30–9:00 a.m. Welcome in the MISHA lobby**
- **9:00–9:30 a.m. Official opening**  
Romuald Normand, professor, University of Strasbourg, France; France Gravelle, professor, University of Quebec at Montreal, Canada; Hervé Tilly Head of the IH2EF (Advanced Institute of Education and Training-French Ministry of Education), France; Daniel Wisniewski, President of the European Foundation of Education Employers (EFEE), Brussels, Belgium. Presentation of the objectives, themes, and schedule of the seminar.
- **9:30–10.15 a.m. | Conference I**  
**Chair:** Daniel Wisniewski (European Federation of Education Employers, Brussels, Belgium)  
**Jim Spillane** (Northwestern University, Chicago, USA)  
*The practice of educational leadership and equitable teaching: towards a distributed, multi-level perspective.*
- **10:15–10:30 a.m. Coffee break**
- **10:30–11:30 French-language research panels**

<ul style="list-style-type: none"><li>• <b>  Research Panel I: Distributed leadership, from theory to practice</b> (Location: conference room MISHA, translated in English) <b>Moderator:</b> France Gravelle (University of Quebec in Montreal, Canada)<ul style="list-style-type: none"><li>○ <b>Lyne Martel</b> (University of Montreal, Quebec, Canada) – <i>How can the potential of the headteacher be</i></li></ul></li></ul>	<ul style="list-style-type: none"><li>• <b>  Research Panel II: School leadership and data use</b> (Location: conference room European Doctoral School building- no translation) <b>Moderator:</b> Bertrand Sécher (French National Council of School Evaluation, France)<ul style="list-style-type: none"><li>○ <b>Pierre Tulowitzki</b> (University of Basel, Switzerland) – <i>Leadership and data: putting it into</i></li></ul></li></ul>
--	--

<p><i>transformed into influence?</i></p> <ul style="list-style-type: none"> <li>○ <b>Olivier Perrenoud</b> (DIREF2030 network, Switzerland) – <i>Beyond steering: management as architects of a learning culture</i></li> <li>○ <b>LIU Min</b> (Beijing Normal University, China) – <i>School leadership and artificial intelligence: what skills for the 21st century?</i></li> </ul>	<p><i>perspective through international research</i></p> <ul style="list-style-type: none"> <li>○ <b>Simon Collin</b> (University of Quebec in Montreal, Canada) – <i>Conditions for the effective use of school data for continuous improvement</i></li> <li>○ <b>André Villeneuve</b> (University of Quebec at Trois Rivières, Canada) – <i>Data-driven decision-making in collaborative teams</i></li> </ul>
---	---

**11:30 a.m. – 12:15 p.m. Conference room MISHA**

**Chair:** Bertrand Sécher (Senior expert, National School Evaluation Council, France)

**Conference II Melanie Ehren** (Vrije Universiteit, Amsterdam, Netherlands) – *Evaluation and use of data by leaders in Europe*

**12:15 p.m. – 2:00 p.m. Lunch**

**Afternoon (in French, no translation)**

- **2:00 p.m. – 3:00 p.m. | Professional Panel I: Evaluation, data and distributed leadership: what practices?** (Location: conference room)

**Moderator:** Simon Collin (University of Montreal, Quebec, Canada)

- **Mehdi Lazar** (Odyssee Group, France) – *Distributed leadership: which assessments align with which practices?*
- **Barbara Martin** (French Toronto High School, Canada) – *Perspectives from an international high school on data use in an Ontario context*
- Discussion: Leadership and Data — Uses, Opportunities, and Limitations

- **3:00 p.m. – 4:30 p.m. Workshops I: Experiences and Case Studies (in French)**

Three workrooms will host interactive workshops based on contributions from professionals and selected case studies.

<b>Workshop I</b> (Mehdi Lazar & France Gravelle; Pierre-Emmanuel Raffi & Bertrand Sécher) Location: Asia Room, 2nd floor & Oceania Room, 1st floor	<b>Workshop II</b> (Julien Taschereau & Simon Collin) Location: Round Table Room, ground floor	<b>Workshop III</b> (Barbara Martin & Laurence Audé) Location: conference room
What professional leadership skills will be needed tomorrow?	Leadership, data, and assessment/self-assessment	Leadership to drive change at different levels

**4.30 pm-6 pm** Welcome cocktail reception. (Location: Indoor Garden of the European Doctoral College)

## **Day 2 – Leadership to include and develop 21st century skills: comparative and international perspectives**

**Morning Chair:** Lyne Martel (University of Montreal, Quebec, Canada)

**8:30–9:15 a.m. | Lecture III**– Location: *conference room MISHA*

- **Christopher Day** (University of Nottingham, UK) – *30 years of research on headteachers/school leaders: working with complexity (in English)*
- **9:15 a.m. – 10:15 a.m. Francophone research panels**

<ul style="list-style-type: none"> <li>• <b>  Research Panel III: Leadership for Management Skills Development</b> (Location: Conference Room MISHA, translated in English) <b>Moderator:</b> Lyne Martel (University of Montreal, Quebec, Canada) <ul style="list-style-type: none"> <li>○ <b>France Gravelle &amp; Danielle Boucher</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Research Panel IV: Crises, inclusion and perseverance. Leadership responses</b> (Location: conference room, European Doctoral College building) <b>Moderator:</b> Olivier Perrenoud (DIREF2030 network, Switzerland) <ul style="list-style-type: none"> <li>○ <b>Mélissa Bissonnette</b> (University of Quebec in</li> </ul> </li> </ul>
--	--

<p>(UQAM, Canada) – <i>The Académie des directions d'établissement: a pillar of professional skills in Quebec</i></p> <ul style="list-style-type: none"> <li>○ <b>Mickaël Gosset</b> (University of Mons, Belgium) – <i>Training management teams in leadership in French-speaking Belgium</i></li> <li>○ <b>Anne-Michèle Delobbe &amp; Olivier Lemieux</b> (University of Quebec at Rimouski, Canada) – <i>Crisis management in schools: first steps in training for school administrators</i></li> </ul>	<p>Montreal, Canada) – <i>Towards an inclusive and equitable school: the central role of school management and staff</i></p> <ul style="list-style-type: none"> <li>○ <b>Jocelyne Chevrier</b> (University of Sherbrooke, Quebec, Canada) <i>Management practices in Quebec: promoting perseverance and success</i></li> <li>○ <b>Benedicte Gendron</b> (University of Montpellier, France) <i>Capacitating Leadership &amp; Bienvivance: Inner Resources Development for Outer Transformations and Regenerative Education, Towards Inclusive Excellence and 'Flowrishing'</i></li> </ul>
--	---

**10:15 a.m. – 10:30 a.m. Coffee break**

**10:30–11:45 Conference room MISHA**

**Chair:** Jean-Michel Coignard (General Inspectorate of Education, Research and Sport (IGESR), France)

- **Research panel V. International and national comparisons: what are the different leadership practices in Europe and North America?** (Location: conference room)

**Ann Elisabeth Gunnulfsen** (University of Oslo, Norway) – *Comparative analysis of practices in Northern Europe*

- **Caroline Letor** (University of Sherbrooke, Quebec, Canada) – *Resonant leadership: analysis of three school environments*

- **Monica Mincu** (Institute of Education, London, UK) – *How School Leaders Decide When School Autonomy is Low: Interactive Leadership to Navigate System Governance*
- **11:45 a.m. – 12:30 p.m. | Lecture IV conference room MISHA**  
**Stephan Huber** (University of Linz, Austria)  
*Strategic leadership for equity, innovation, and sustainable development in an uncertain world: the BIO+ approach.*
- **12:30 p.m. – 2:15 p.m. | Lunch**

**Afternoon (in French)**

- **2:15 p.m. – 4 p.m. | Workshops II: Putting people at the heart of school leadership: support or development?**  
Three parallel workshops. Participatory discussion on creating meaning and the centrality of people in management practices.

<b>Workshop IV</b> (Mickaël Gosset & Jocelyne Chevrier; Dominique Quéré & Benjamin Paul) Location: Americas Room, 2nd floor & Round-table Room, ground floor	<b>Workshop V</b> (Vincent Barbarroux & Lyne Martel) Location: conference room	<b>Workshop VI</b> (Marilyne Léonard & Olivier Perrenoud) (Location: table-ronde Room, ground floor)
Professional support for teachers	Novices and experts in professional situations: how to facilitate and support?	How to develop a professional community?

**Day 3 – School leadership in the 21st century: what common horizon?**

**Chair:** Olivier Perrenoud (DIREF2030 network, Switzerland)

**Morning – Venue:** *Conference room MISHA*

- **8:30–9:10 Lecture VI**  
**Rick Mintrop** (University of California, Berkeley, United States)  
*Solving problems for sustainable development in school management*
- **9:10–9:45 a.m. Lecture VII**  
**Mika Risku** (University of Jyväskylä, Finland)

*Leadership in Finland. Building fraternity in collaborative leadership*

- **9:45–10:00 a.m. Coffee break**
- **10:00–11:00 a.m. | Stakeholder panel**
- **Moderator: Frédérique Cauchi-Bianchi**, Academic School for Continuing Education, Nice Academy, France
  - Petra Van Haren (European Union of School Heads, Netherlands)
  - Sylvia Pesini (European Network on Educational Leadership, Brussels, Belgium)
  - Sylvain Bégué (Institute for Advanced Studies in Education and Training, France)
  - Danielle Boucher (Quebec Academy of School Administrators, Canada)
  - Patrice Lemoine (Director General, Directorate of Culture and Heritage, Aquitaine Region, France)

**Chair:** France Gravelle (University of Quebec in Montreal, Canada)

- **11:00 a.m. – 11:30 a.m. | Lecture VIII Lejf Moos** (Aarhus University, Copenhagen, Denmark)  
*Review and outlook for the international seminar.*
- **11:30 a.m. – 12:00 p.m. | Professional Panel II: What have we learned?**  
**Moderator:** Bruno Benazech, Director of National Education Services for Indre, France
  - Xavier Verriest, Primary School Headteacher, Belgium
  - Carole Chaîne, Secondary School Headteacher, Luxembourg
  - Vincent Barbarroux, Secondary School Headteacher, IH2EF Associate Expert, France
  - Oriane Cochand, Professional center of the Nord Vaudois, Switzerland
- **12:00-12:30 p.m. | Closing of the seminar**  
Summary and conclusion by Lyne Martel, professor, University of Montreal, Canada; Romuald Normand, professor, University of Strasbourg, France; Sylvain Bégué, deputy-head of the IH2EF (Advanced Institute of Education and Training-

French Ministry of Education), France ; Guillaume Prevost, Secretary General of Catholic Education, France; Barbara Martin, principal of the French high school of Toronto, Canada; Silvia Pesini & Mika Risku, Education Leadership Network Europe, Brussels.