

# Programme for the International Seminar on School Leadership

**16–18 March 2026**

**(Provisional version)**

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

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

- **8:00–8:30 a.m. Welcome in the MISHA lobby**

- **8:30–9:00 a.m. Official opening**

Romuald Normand, France Gravelle, IH2EF head, Daniel Wisniewski, President of the European Foundation of Education Employers (EFE). Presentation of the objectives, themes, and schedule of the seminar.

- **9:00–9:45 a.m. | Conference I**

**Chair:** Daniel Wisniewski (European Federation of Education Employers)

**Jim Spillane** (Northwestern University, Chicago)

*The practice of educational leadership and equitable teaching: towards a distributed, multi-level perspective.*

- **9:45–10:00 a.m. Coffee break**

- **10:00–11:30 French-language research panels**

- | **Research Panel I: Distributed leadership, from theory to practice**  
(Location: conference room)  
**Moderator:** France Gravelle  
(University of Quebec in Montreal)
  - **Lyne Martel** (University of Montreal, Quebec) – *Research and collaboration to promote success: contributions of leadership and political skills*

- | **Research Panel II: School leadership and data use**  
(Location: round table room)  
**Moderator:** Romuald Normand  
(University of Strasbourg)
  - **Pierre Tulowitzki** (University of Basel) – *Leadership and data: putting it into perspective through international research*
  - **Simon Collin** (University of Quebec in Montreal) – *Conditions for the effective use of*

<ul style="list-style-type: none"> <li>○ <b>Olivier Perrenoud</b> (HEP Vaud, Switzerland) – <i>Beyond steering: management as architects of a learning culture</i></li> <li>○ <b>Estela Costa</b> (Institute of Education, Portugal) – <i>Distributed leadership: possibilities and limitations</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>school data for continuous improvement</i></p> <ul style="list-style-type: none"> <li>○ <b>Jaime Retamal Salazar</b>, (University of Santiago, Chile) <i>School management and data use in Chile.</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>
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**Chair:** Charles Torossian (Inspector General and Chair of the National School Evaluation Council)

**11:30 a.m. – 12:15 p.m. 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

- **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)

- **Mehdi Lazar (Boston High School)** – *Distributed leadership: which assessments align with which practices?*
- **Barbara Martin (Toronto High School)** – *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**

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

<b>Workshop I</b> (Mehdi Lazar & France Gravelle) Location: Conference room	<b>Workshop II</b> (Julien Taschereau & Simon Collin) Location: Round Table Room	<b>Workshop III</b> (Barbara Martin & Romuald Normand) Location: Oceania Room + Showcase 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** – Location: *conference room*

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

- **8:30–9:15 a.m. | Lecture III**
- **Christopher Day** (University of Nottingham, United Kingdom) – *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>I Research Panel III: Leadership for Management Skills Development</b> (Location: Conference Room) <b>Moderator:</b> Lyne Martel (University of Montreal, Quebec, Canada)           <ul style="list-style-type: none"> <li>◦ <b>France Gravelle &amp; Danielle Boucher</b> (UQAM, Canada) – <i>The Académie des directions d'établissement: a pillar</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Research Panel IV: Crises, inclusion and perseverance. Leadership responses</b> (Location: round table room) <b>Moderator:</b> Olivier Perrenoud (Haute Ecole Pédagogique, Canton of Vaud, Switzerland)           <ul style="list-style-type: none"> <li>◦ <b>Mélissa Bissonnette</b> (University of Quebec in Montreal, Canada) – <i>Towards an inclusive and equitable school:</i></li> </ul> </li> </ul>
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<p><i>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><i>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) <i>Empowering leadership</i></li> </ul>
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## 10:15 a.m. – 10:30 a.m. Coffee break

**Chair:** Romuald Normand (University of Strasbourg, France)

- **10:30–11:45 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** (University of Turin, Italy) – Middle leadership in systems with low autonomy
- **11:45 a.m. – 12:30 p.m. | Lecture IV**  
**Rick Mintrop** (University of Berkeley, San Francisco, United States)  
*Solving problems for sustainable development in school management*
- **12:30 p.m. – 2:15 p.m. | Lunch**

## Afternoon

- **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) (Location: conference room)	<b>Workshop V</b> (Laurence Audé & Lyne Martel) (Location: round table room)	<b>Workshop VI</b> (Maryne Léonard & Olivier Perrenoud) (Location: Oceania Room and Showcase Room)
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 (Haute Ecole Pédagogique, Canton of Vaud, Switzerland)

**Morning – Venue:** Conference room

- **8:30–9:00 Conference VI Stephan Huber** (University of Linz, Austria)  
*Strategic leadership for equity, innovation, and sustainable development in an uncertain world: the BIO+ approach.*
- **9:00–9:30 a.m. Lecture VII Mika Risku** (University of Jyväskylä, Finland)  
*Leadership in Finland. Building fraternity in collaborative leadership*

**9:30–9:45 a.m. General discussion**

**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, Brussels, Belgium)
  - Sylvia Pesini (European Network on Educational Leadership, Brussels, Belgium)

- Laurence Audé (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. – 12:15 p.m. | Professional Panel II: What have we learned?**  
**Moderator:** Bruno Benazech, Director of National Education Services for Indre-et-Loire, France
  - Xavier Verriest, Primary School Headteacher, Belgium
  - Carole Chaîne, Secondary School Headteacher, Luxembourg
  - Vincent Barbaroux, Secondary School Headteacher, , IH2EF Associate Expert, France
  - Oriane Cochand, Professional center of the Nord Vaudois, Switzerland
- **12:15-12:30 p.m. | Closing of the seminar**  
Summary and conclusion by Lyne Martel, Romuald Normand, an IH2EF head, Daniel Wisniewski, and Barbara Martin.