

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 (EFEE). 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**

<ul style="list-style-type: none"> • Research Panel I: Distributed leadership, from theory to practice (Location: conference room) Moderator: France Gravelle (University of Quebec in Montreal) <ul style="list-style-type: none"> ◦ Lyne Martel (University of Montreal, Quebec) – <i>Research and collaboration to promote success: contributions of leadership and political skills</i> 	<ul style="list-style-type: none"> • Research Panel II: School leadership and data use (Location: round table room) Moderator: Romuald Normand (University of Strasbourg) <ul style="list-style-type: none"> ◦ Pierre Tulowitzki (University of Basel) – <i>Leadership and data: putting it into perspective through international research</i> ◦ Simon Collin (University of Quebec in Montreal) – <i>Conditions for the effective use of</i>
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<ul style="list-style-type: none"> ○ Olivier Perrenoud (HEP Vaud, Switzerland) – <i>Beyond steering: management as architects of a learning culture</i> ○ Estela Costa (Institute of Education, Portugal) – <i>Distributed leadership: possibilities and limitations</i> ○ LIU Min (Beijing Normal University, China) – <i>School leadership and artificial intelligence: what skills for the 21st century?</i> 	<p><i>school data for continuous improvement</i></p> <ul style="list-style-type: none"> ○ Jaime Retamal Salazar, (University of Santiago, Chile) <i>School management and data use in Chile.</i> ○ André Villeneuve (University of Quebec at Trois Rivières, Canada) <i>Data-driven decision-making in collaborative teams</i>
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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.

Workshop I (Mehdi Lazar & France Gravelle) Location: Conference room	Workshop II (Julien Taschereau & Simon Collin) Location: Round Table Room	Workshop III (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"> • Research Panel III: Leadership for Management Skills Development (Location: Conference Room) Moderator: Lyne Martel (University of Montreal, Quebec, Canada) <ul style="list-style-type: none"> ◦ France Gravelle & Danielle Boucher (UQAM, Canada) – <i>The Académie des directions d'établissement: a pillar</i> 	<ul style="list-style-type: none"> • Research Panel IV: Crises, inclusion and perseverance. Leadership responses (Location: round table room) Moderator: Olivier Perrenoud (Haute Ecole Pédagogique, Canton of Vaud, Switzerland) <ul style="list-style-type: none"> ◦ Mélissa Bissonnette (University of Quebec in Montreal, Canada) – <i>Towards an inclusive and equitable school:</i>
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<p><i>of professional skills in Quebec</i></p> <ul style="list-style-type: none"> ○ Mickaël Gosset (University of Mons, Belgium) – <i>Training management teams in leadership in French-speaking Belgium</i> ○ Anne-Michèle Delobbe & Olivier Lemieux (University of Quebec at Rimouski, Canada) – <i>Crisis management in schools: first steps in training for school administrators</i> 	<p><i>the central role of school management and staff</i></p> <ul style="list-style-type: none"> ○ Jocelyne Chevrier (University of Sherbrooke, Quebec, Canada) <i>Management practices in Quebec: promoting perseverance and success</i> ○ Benedicte Gendron (University of Montpellier) <i>Empowering leadership</i>
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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 Gunnufusen (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.

Workshop IV (Mickaël Gosset & Jocelyne Chevrier) (Location: conference room)	Workshop V (Laurence Audé & Lyne Martel) (Location: round table room)	Workshop VI (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 Barbarroux, 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.