



Short History of School Inspection in Lithuania:

SHIFT & CTRL/SHIFT?

Vilnius

2014-05-26



“First and foremost, a **school should become not an object, which is ruled by somebody from outside**, but a subject – player, with its own face, pace, traditions.”

Dr. Meilė Lukšienė

**Guidelines for education reform in
Lithuania, 1993**



Jungtinių Tautų
Švietimo, mokslo ir
kultūros organizacija

United Nations
Educational, Scientific and
Cultural Organization

Meilės Lukšienės
100-osios gimimo metinės
UNESCO minima sukaktis

100th Birth Anniversary
Meilė Lukšienė
Celebrated in Association with UNESCO

*“Principles of Lithuanian Education –
Humanism, Democracy,
In-culturing, Renewal (Openness).”*

*“The main goal of educational reform is
an **independent and creative**
individual, whose full potential emerges
in school.”*

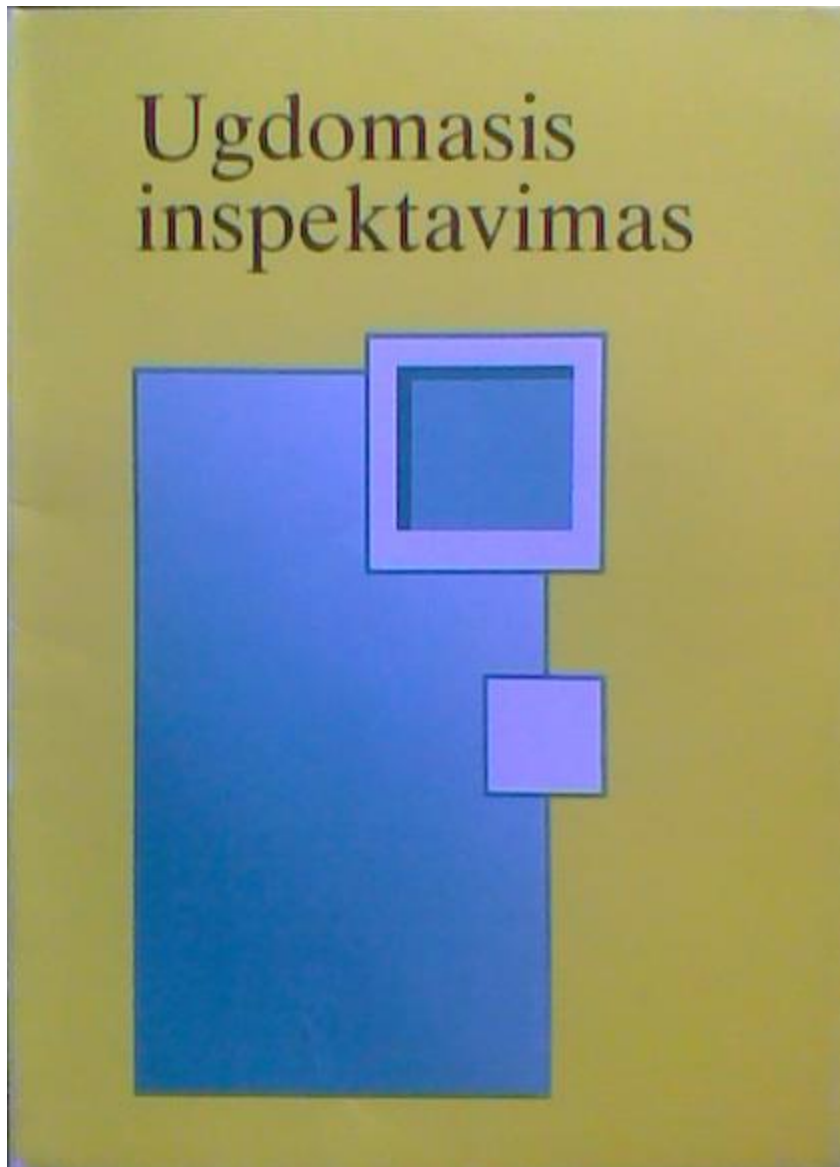
*“The **result, not the educational process,**
is centrally controlled.”*

General Concept of Education in
Lithuania, **1992**

*“Schools has to be given certain **autonomy** in management,
teaching and public relation” (Concept of national school, **1987**)*

GENERAL
CONCEPT OF EDUCATION
IN LITHUANIA





*“Nurturing inspection
– is a form of
observation of
professional activity,
which not only
collect data about
practice (and
philosophy), but also
use data for
improvement”*

Nurturing inspection,
1997

education

training

universities

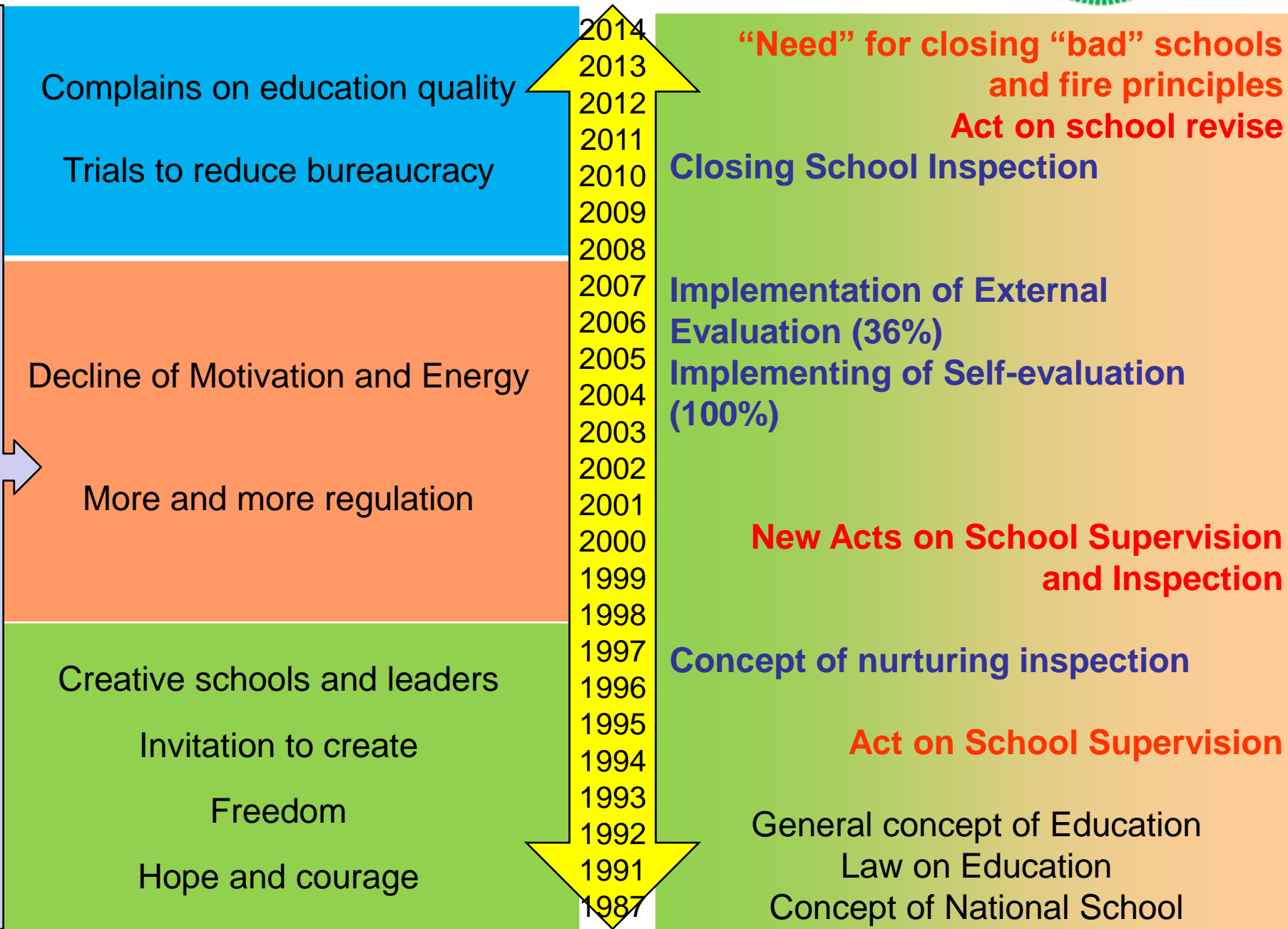
science

technologies



MINISTRY OF
EDUCATION
AND SCIENCE

General context





Thomas Welsh
Harvard University

*"The history of trials to harmonize a system of internal and external audits lasts already twelve years. Up to now nowhere this succeeds, because finally **external audit turned to the one more kind of inspection** and its data begun to be used for rating of schools"*

(2001)



Trends in Mathematics 1995–2007

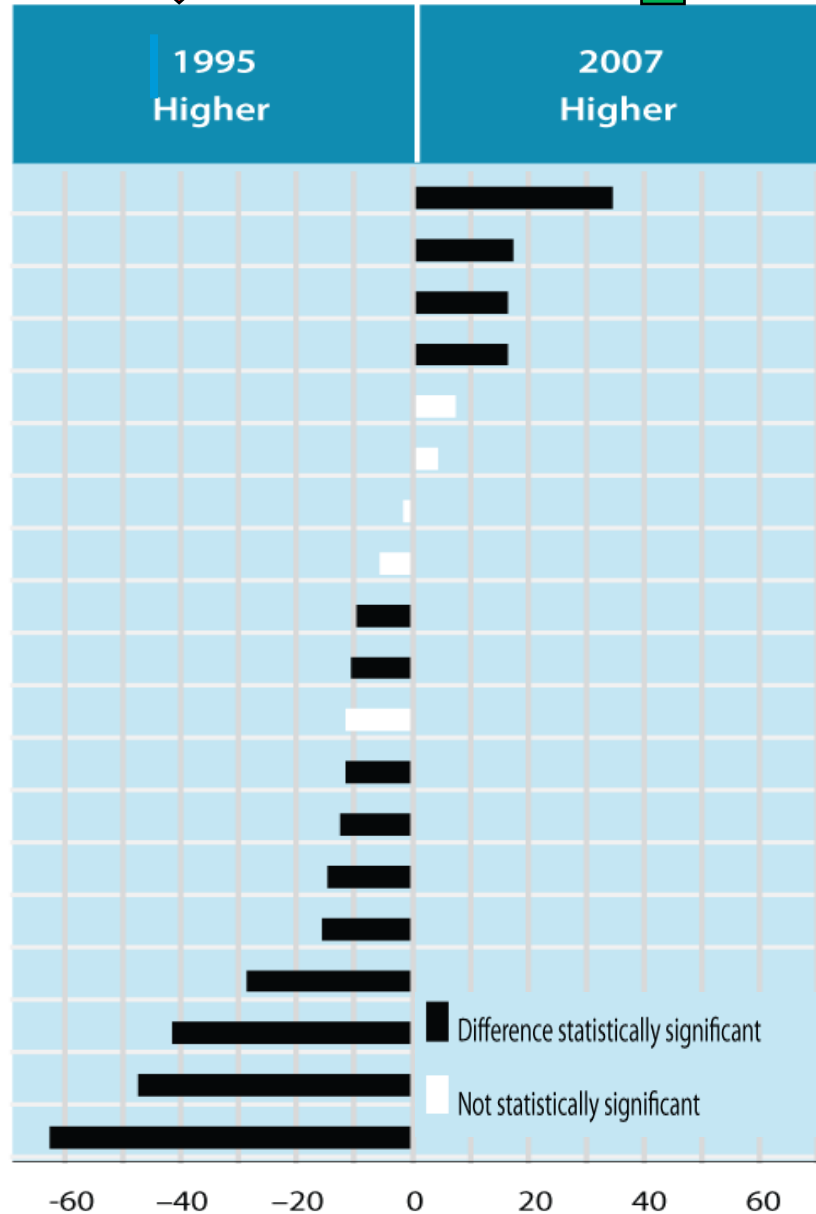


Decline
in 2007

Progress
in 2007

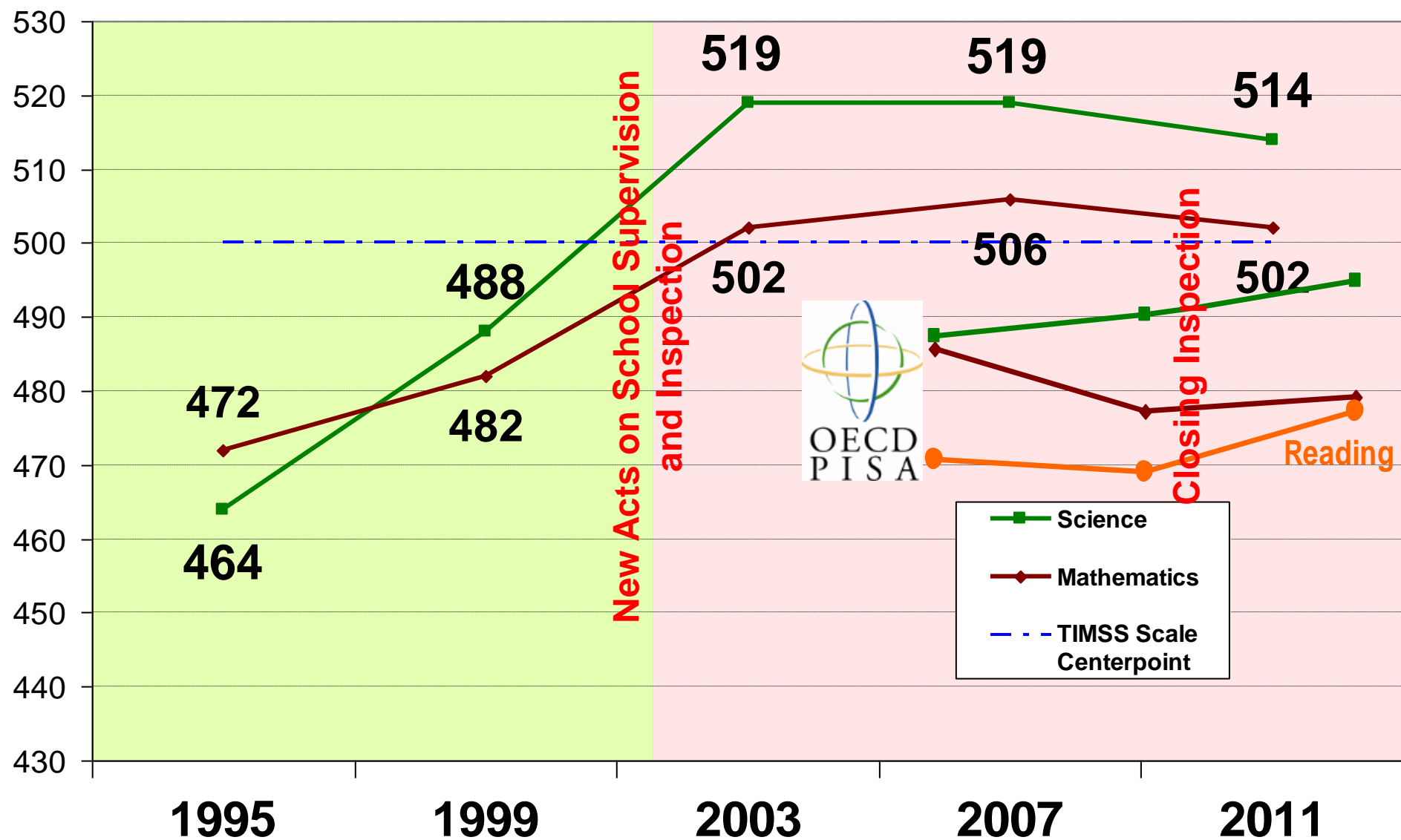


Countries	1995 to 2007 Difference
Lithuania	34 (4.7)
Korea, Rep. of	17 (3.4)
England	16 (5.6)
United States	16 (5.5)
Slovenia	7 (3.6)
Hong Kong SAR	4 (8.4)
Cyprus	-2 (2.9)
Scotland	-6 (6.8)
Hungary	-10 (4.7)
Japan	-11 (2.8)
Russian Federation	-12 (6.7)
Romania	-12 (6.2)
Australia	-13 (5.4)
Iran, Islamic Rep. of	-15 (5.6)
Singapore	-16 (5.6)
Norway	-29 (2.9)
Czech Republic	-42 (5.1)
Sweden	-48 (4.8)
Bulgaria	-63 (7.6)



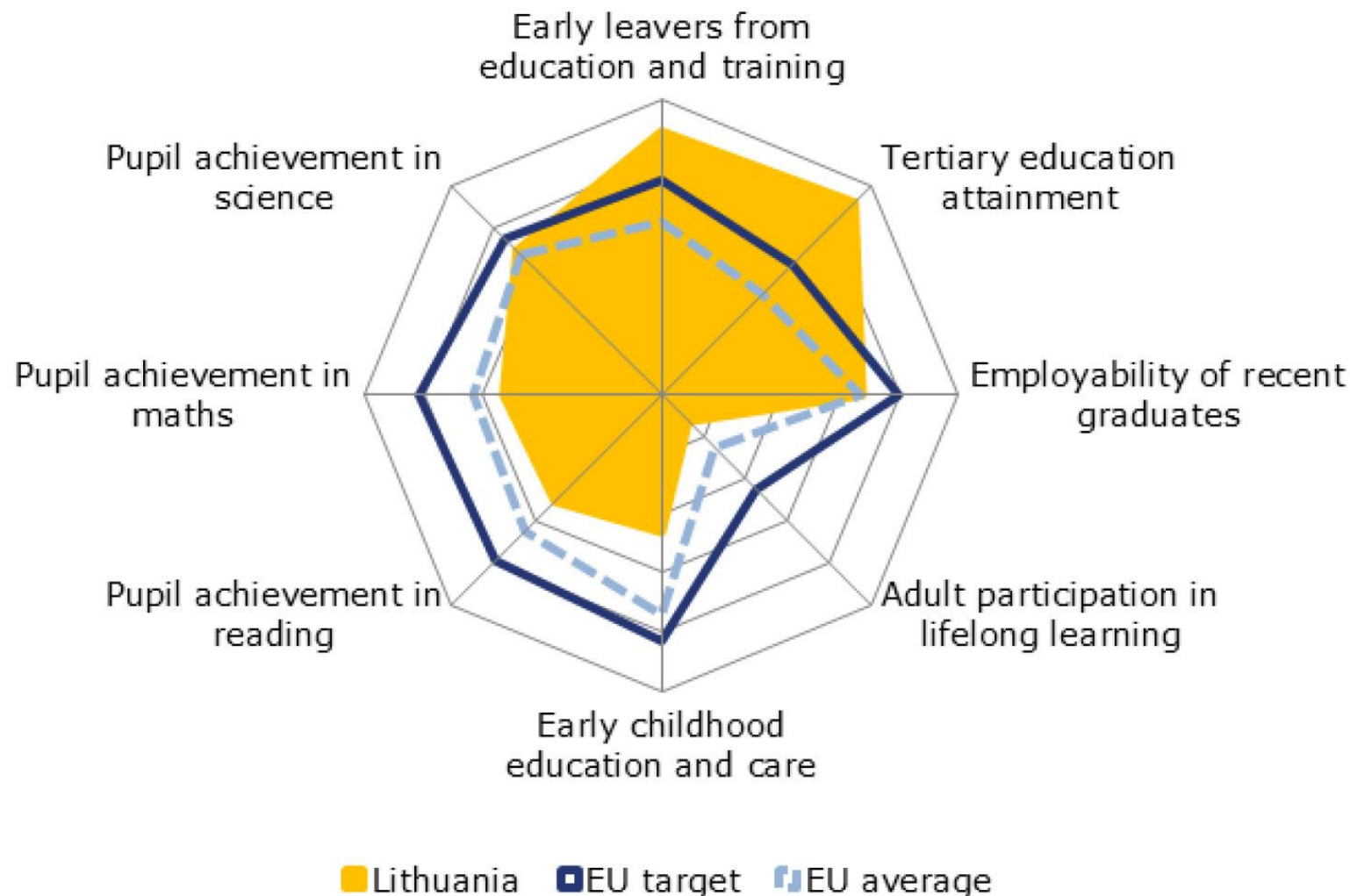


Achievements of 8th grade students (IEA TIMSS)





Lithuanian Education as it is seen by European Commission





Tensions related to the Inspection

Constant improvement vs. Fit to with regulation

Institutional nurturing vs. Control of compliance

Space for creativity vs. Freedom to be lazy

Support of innovations vs. Readiness for innovations

Evaluation costs vs. Costs of improvement

BACK TO THE BASICS FOR THE ANSWER



Challenges faced by EU and Education

Lithuania 2002	EU 2006
Freedom	
Globalisation	Globalisation
Rapid change	Rapid change
Information explosion	ICT revolution
Societal differentiation	Demography
Lithuania's Education Strategy Guidelines, 2002	Communication from the Commission to the Council and to the European Parliament, COM (2006) 481 final



“Big Mac” for Inspection in a time of changes

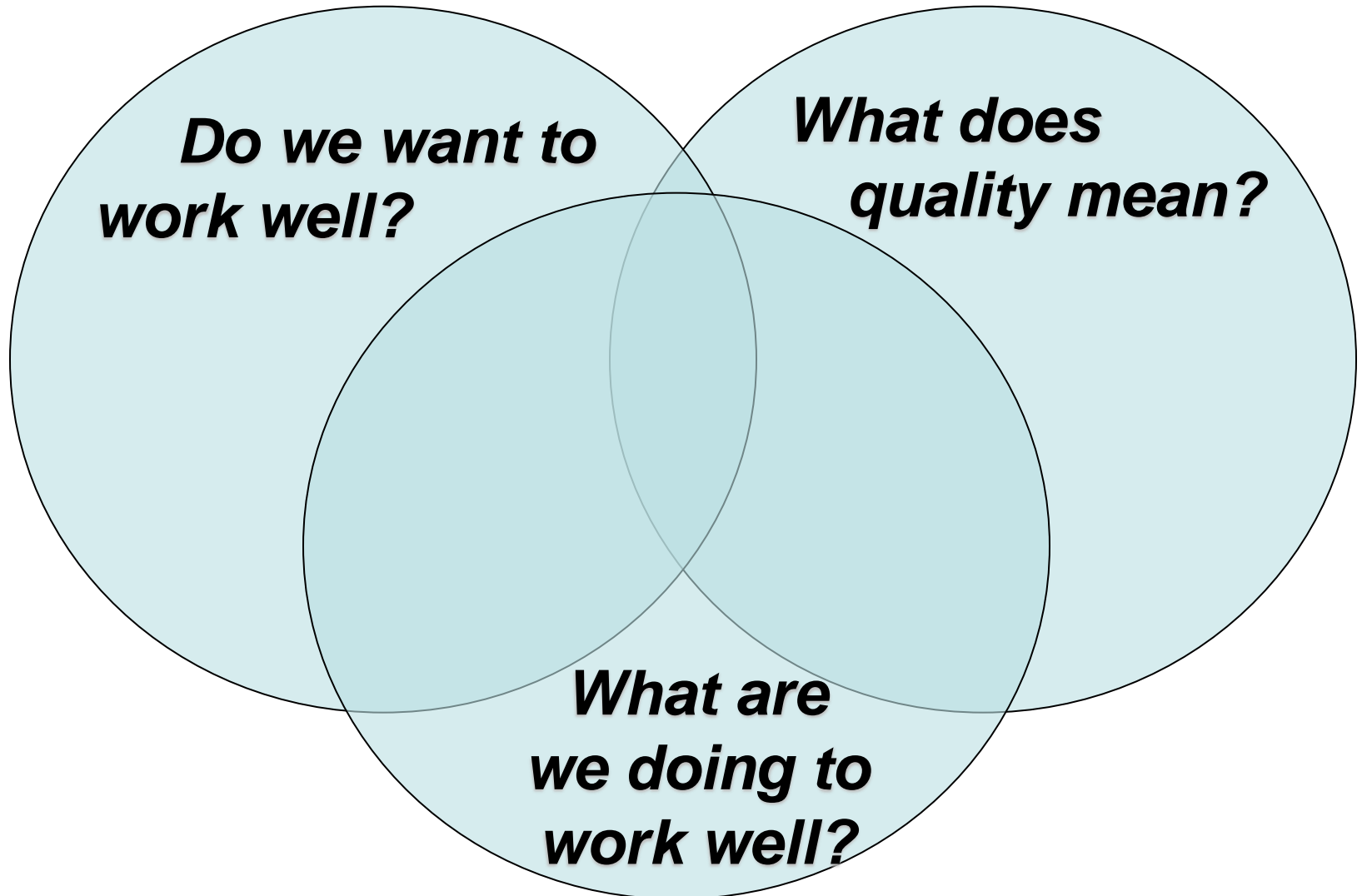
RAPID CHANGES

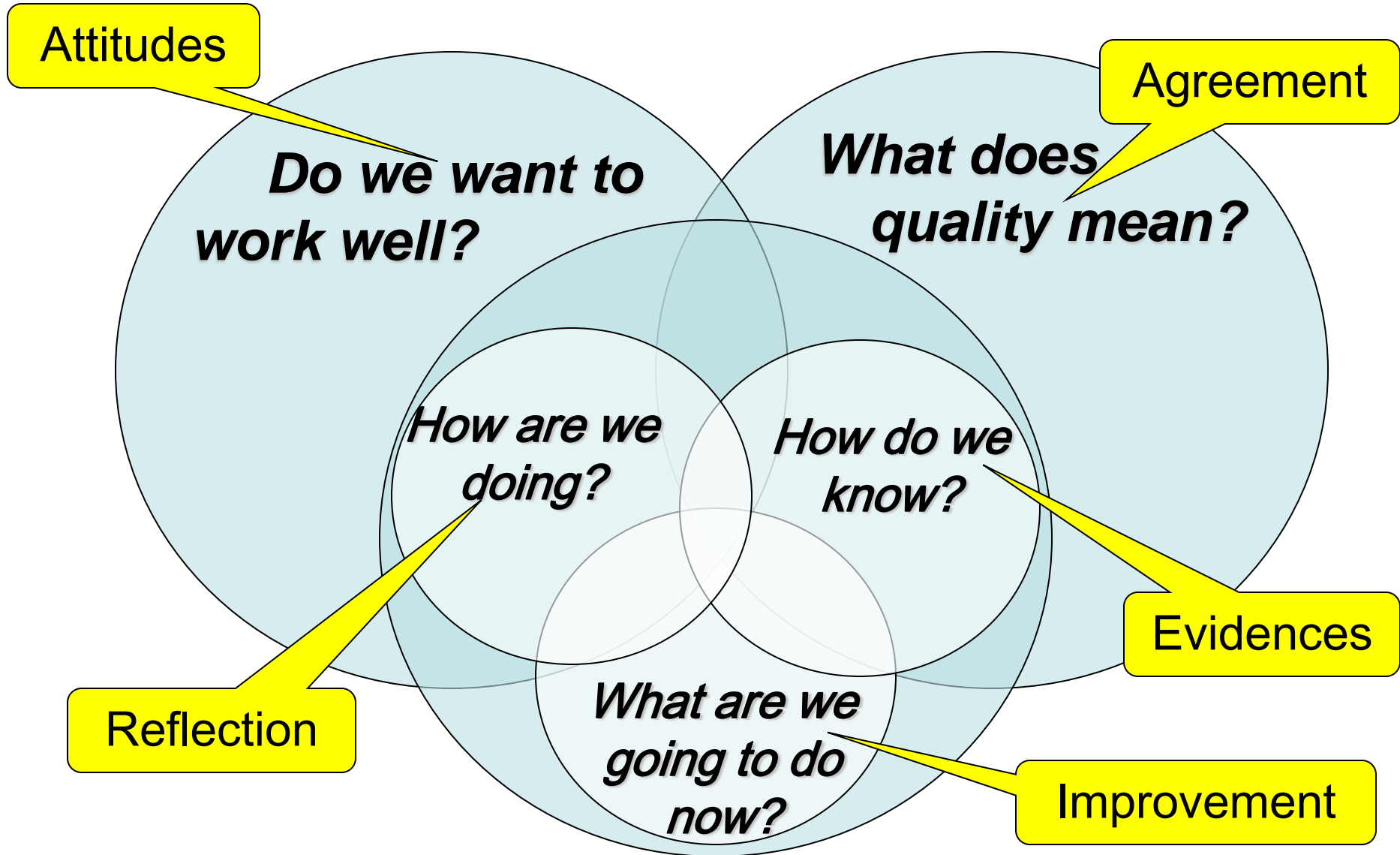
There is no chance to react adequately to all changes in a centralized way

DECENTRALIZATION

Independent decision making followed by diversity of practice

EVALUATION OF DIVERSITY





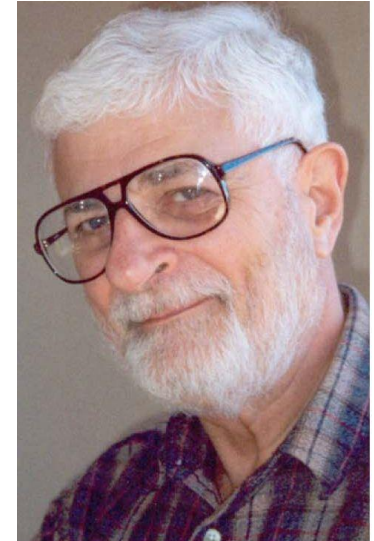
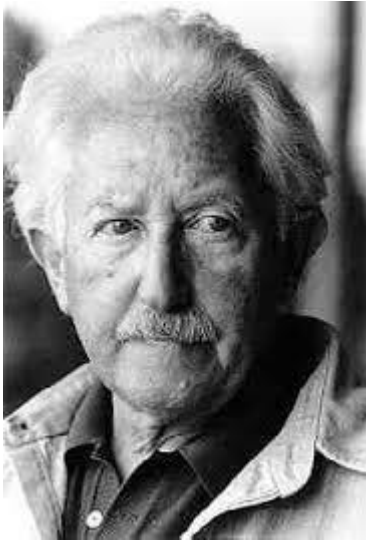


Changing the Culture

	From	To
Principle	Fear	<u>Attitude</u> to work well
Goal	Compliance	School <u>improvement</u>
Quality	Instruction	<u>Agreement</u>
Basis for decisions	Opinions	<u>Evidences</u> (data, indicators, standards)
Style	Administration & control	<u>Reflective</u> quality management

Trust people – improve processes

Basic trust



Basic trust – is a concept that describes how children learn to feel comfortable putting their own safety in a caretaker's hands; by developing basic trust, children discover, in turn, how to trust themselves. This depends on the quality of maternal relationship at the first stage of life (0-1 year). The failure will result basic mistrust, a belief that the world is inconsistent and unpredictable.

Erik Erikson (1902-1994)

Psychologically speaking, a healthy society is one where the citizens trust one another while interacting among themselves under culturally accepting guidelines and democratic legal rules. **“Basic trust”** among citizens disappears when a society is not healthy. In a healthy society, adults also depend on trusting themselves and others to remain functioning citizens.

Vamik Volkan (g. 1932)



Mindsets

Fixed

Intelligence is innate

I have gifts

I'll always be good at certain things

I'll never be good at other things

Growth

Intelligence is incremental

I've developed talents

My abilities change over time for better or worse

I can learn pretty much anything I put my mind to

What matters is what you believe about intelligence



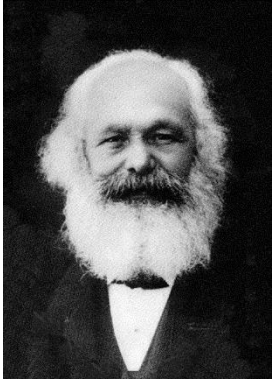
People who believe intelligence comes mainly from **nature** have a **'fixed'** mindset

People who believe intelligence comes mainly from **nurture** have a **'growth'** mindset

Professor Carol Dweck, Stanford



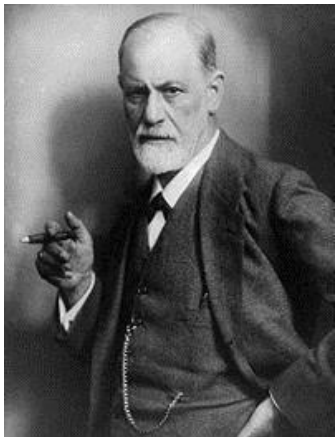
Human factor in management



- **Karl Marx:** growing alienation causes pain and pushes people to act



- **Max Weber:** mighty bureaucracy will destroy sociality



- **Sigmund Freud:** when someone pushes the social pain from the memory to unconsciousness it could destroy the psyche



“Intrinsic motivators versus extrinsic motivators.

Autonomy, mastery and purpose versus carrots and sticks.

And who wins?

Intrinsic motivation, autonomy, mastery and purpose in a knockout.

The science confirms what we know in our hearts.”

From “The puzzle of motivation” at TED conference, 2009



Daniel Pink

One of the 50 most influential business thinkers in the world in 2011

education

training

universities

science

technologies

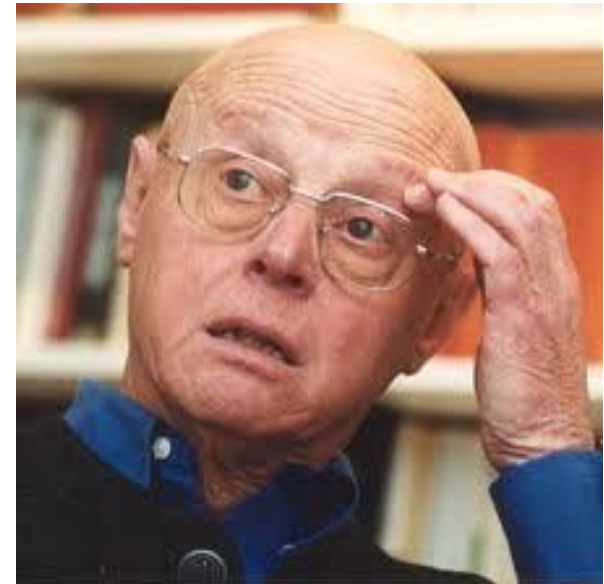


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Are Lithuanians ready for autonomous improvement?

Dimensions of national culture

- **Uncertainty Avoidance**
- **Power Distance**
- Short- versus Long-Term Orientation
- Individualism versus Collectivism
- Masculinity versus Femininity
- Pragmatic versus Normative
- Indulgence versus Restraint



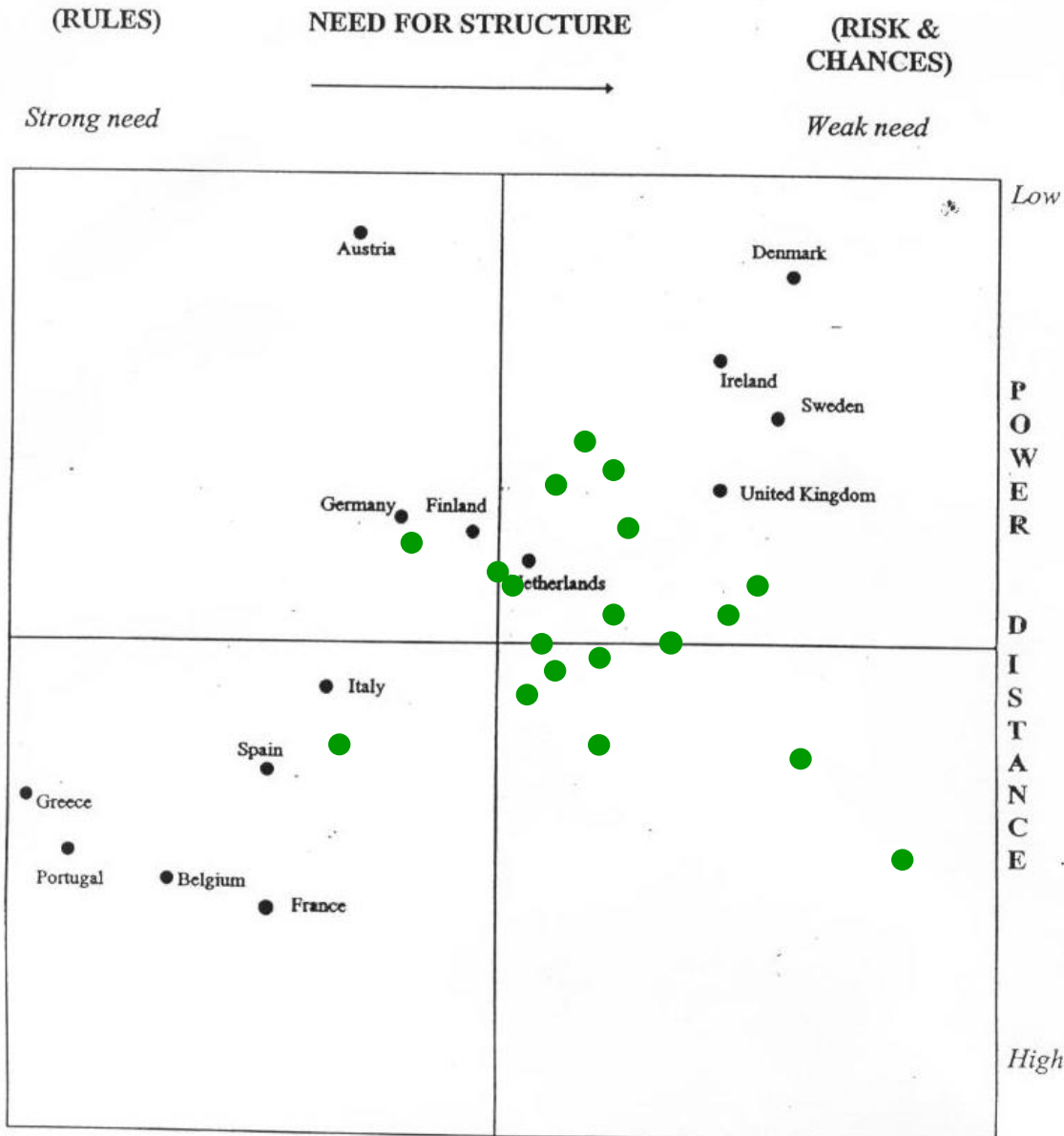


Questionnaire on attitudes

Attitude	◀◀	◀	?	▶	▶▶	Attitude
Tasks has to describe what and how to do (Uncertainty Avoidance)						Tasks has to describe only the result (freedom to find solution)
Decisions should be made only by top managers (Power Distance)						Everybody has the right to make certain decisions (shared responsibility)



HOFSTEDE'S CULTURAL WORLD MAP





Project on Incentives for Leadership: **Genesis: attitudes to changes** (2005)

Enthusiasm
at the beginning
of Independence

Complains from trade-unions,
teachers' tiredness,
lack of safety and positivism,
fall of confidence to managers

Club of
Quality Seeking Schools
Association of Socially
Responsible Schools



Project on Incentives for Leadership:

Genesis: tricky questions

- Where does Lithuania get education managers of all levels?
- **And where do leaders spring from?**
- Is it easy to be a leader?
- Does the system meet leaders favourably?
- Is it worth paving the road for leaders?



Project on Incentives for Leadership:

How is leadership encouraged?

Leaders are not produced,
but an **environment of secure
(safe) risk** is created for
leaders to **take responsibility,**
to **use external support,** and
to **become support to others**



Project on Incentives for Leadership:

Definition of a Leader

- Not a principal of the school
- **Everybody can be** a leader in his working place
- The person who not only technically regularly carries out assignments, but is also **able to draw people together for higher quality of services than the minimum level defined by legal acts**

KONFERENCIJŲ CE



2006-06-29 (51 persons)



Over 1000 project fans on Facebook

Closing Conference of the First Implementation Stage of the Project "Time for Leaders"



108,960 visits came from 83 countries

Site Usage

Visits

108,960

% of Site Total:
100.00%

Pages/Visit

2.92

Site Avg:
2.92 (0.00%)

Country/Territory

Visits

Lithuania	104,882
United Kingdom	922
United States	440
Germany	300
(not set)	235
Denmark	230
Ireland	200
Norway	193
Finland	146

Presentation of the Book by Alma Ha Levels



NATIONAL EDUCATION STRATEGY

National Education Strategy 2003-2012 [↗](#)

MINISTRY OF EDUCATION AND SCIENCE



INTERNATIONAL COOPERATION

COMENIUS network

Study visits (Education Exchanges Support Foundation)

• Over 60 000 returning unique visitors

• Highest visiting 400-500 visitors per day in time of conferences



Modeling Inspection in a time of Diversity: **levels of autonomy**

- by permission

not allowed

allowed

- by choosing

we aren't ready

we are ready

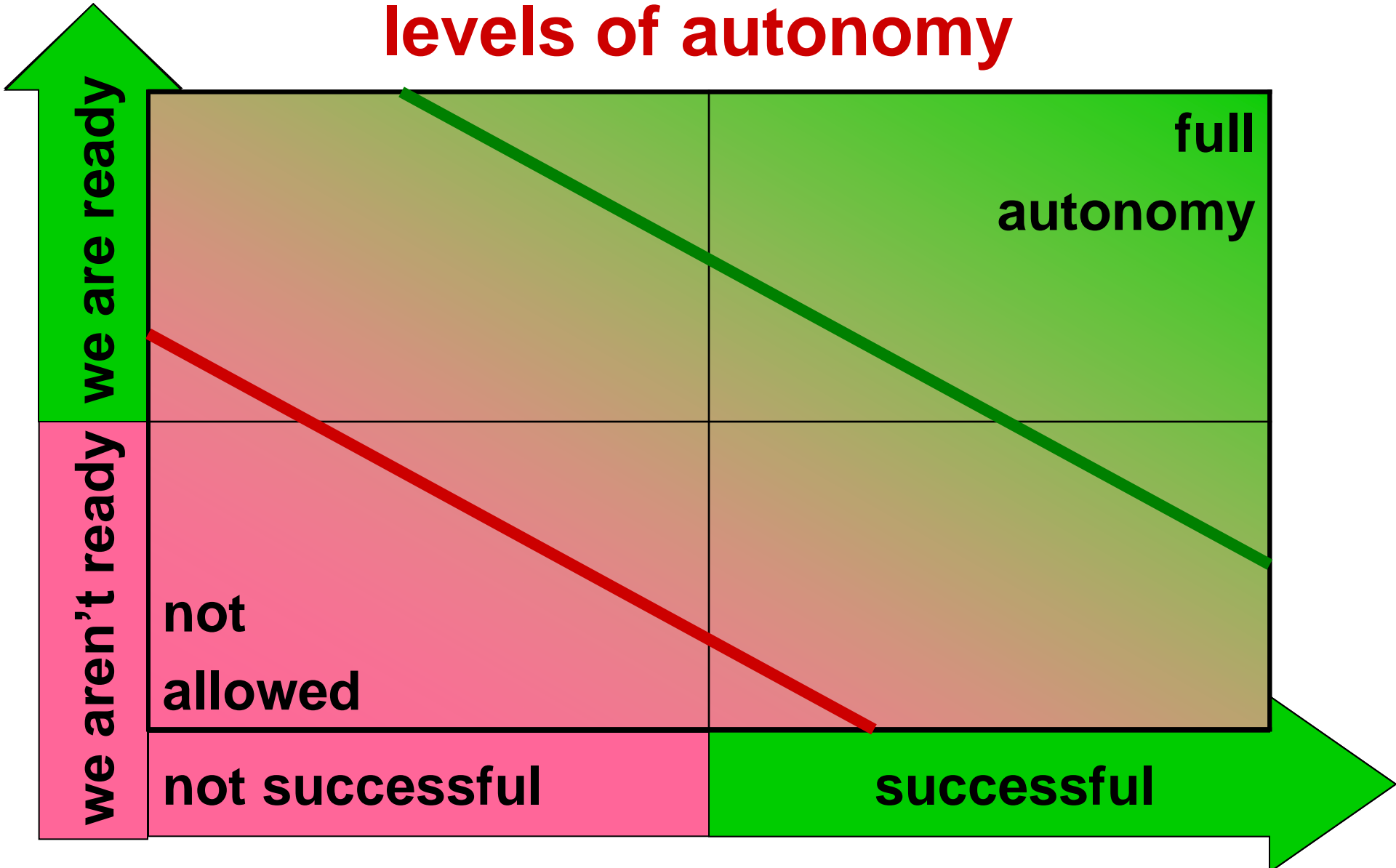
- by quality

not successful

successful



Modeling Inspection in a time of Diversity: **levels of autonomy**



education

training

universities

science

technologies



MINISTRY OF
EDUCATION
AND SCIENCE

2030
LIETUVA

Leadership

Citizenship

Creativity

Pro-activity

Learning

Solidarity

Empathy

Commitment

Partnership

Teachers personality

Institutional quality culture

Co-operation of subsystems for inclusion

LLL and empowering for labour, civic, cultural life

National Education Strategy 2013-2022



“Rethinking Education”

(p. 2: “In this communication, emphasis is being placed on

delivering the right skills for employment, increasing the efficiency and inclusiveness of our education and training institutions and on working collaboratively with all relevant stakeholders”)

Working collaboratively

Increasing the efficiency

Increasing the inclusiveness

Delivering the right skills for employability



Institutional quality culture

- I. Strengthening autonomy and accountability of schools
 1. Incentives for leadership
 2. Financial support for (municipality's) schools improvement projects
 3. Progress reports of schools and municipalities
- II. Further development of instruments for monitoring and evaluation of students' achievements, schools and system



*Trust people,
improve processes*