

Leadership preparation and *development* Denmark

Two systems

- The *Folkeskole*
 - Education is compulsory, not schooling
 - The compulsory education in the public *folkeskole* starts in the year they turn six years old.
 - The *folkeskole* schools are governed and financed by the municipalities.
 - Private and free schools
 - Tendency to bigger schools
 - Teachers and leaders are educated on university colleges
- Upper secondary school
 - Academic education and vocational schools – 90% of a year
 - Self-governed institutions with direct links to the Ministry
 - Teachers and leaders are educated on universities
 - Tendency to mergers between different educations (new layers of leaders)

Governing structures

- The *Folkeskole*
 - Close related to municipalities
 - Board
 - Leaders are hired by the municipalities
 - Potential inspections
- Upper secondary school
 - Self-governed institutions with direct links to the Ministry
 - Board
 - Leaders are hired by the board
 - Potential inspections

Educational structures

- The *Folkeskole*
 - Diploma
 - University college
 - Ministry determine
 - 60 ECTS
 - Reforms
- Upper secondary school
 - Master (optional)
 - Universities (e.g. SDU, CBS)
 - 60 ECTC
 - Providers determine, but require acquisition

Preschool and basic school leader education

	Denmark	Sweden	Norway
Educational programme	DOL + DIL + DIS Public Leadership (DOL) Diploma in Leadership (DIL) Diploma in school Leadership (DIS)	Rektorsprogrammet	Rektorutdanningen (RU), e.g. Utdanningsledelse (BI)
Duration	60 ECTS, 1 year full-time or 2 years part-time	30 ECTS, 3 years	30 (RU), 75-100 (master)
Level	Diploma – between bachelor and master	Diploma (Befattningsutbildning)	Master's
Provider	Municipalities (DOL) or University Colleges (DIL+DIS)	Universities + colleges	Universities + colleges
Admission	Non-obligatory, but expected Bachelor + 2 years experience Leader development (non-preparatory)	Obligatory Leader development	Non-obligatory Leader development
Students	Preschool and school teachers Experienced Mostly women – especially for preschool teachers		
Content	Personal leadership Leadership of professionals Organisation and strategic leadership Optional modules		
Internship	-	-	-

Principles for education

- Tensions well-known international
- Education as ‘closing’ or ‘opening’
- Solutions or questions
- Standards or variations
- Education may be troublesome – including leadership education

Stronger emphasis on ‘practice’

The committee has formulated a series of recommendations and proposals regarding the future competence needs and education of school leaders. The committee emphasizes the need for a shift in focus and a new and different practice-oriented education for school leaders (KL et al., 2017).

But the programme was already highly practice-oriented

- Further/adult education of experienced teachers
- Providers close to practice
- No need of internship