The background of the slide features a stylized globe in the upper right quadrant, showing the Americas. The globe is set against a blue background with a pattern of white binary code (0s and 1s). The slide is divided into a grid of colored squares: blue, green, and purple in the top row, and light blue, light green, and light purple in the bottom row.

# The direction and management of state schools in Portugal: policies, perspectives and practices (1998-2012)

Mariana Dias  
School of Education, Lisbon

# Tradition of centralisation

- **Strong Centralisation (until 1974)**

- **Self government (1974-1976)**

Political control

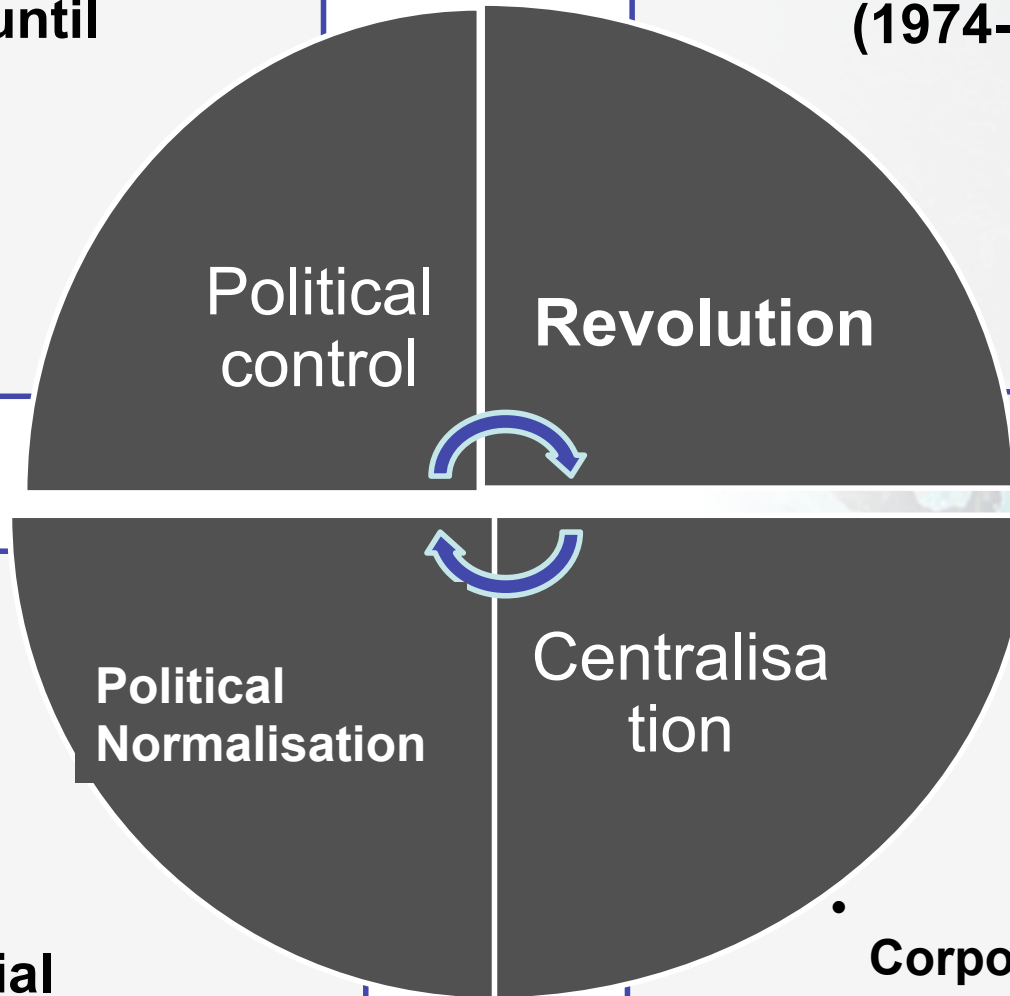
**Revolution**

Political Normalisation

Centralisation

- **Colegial**
- **Democratic management**

- **Corporative management (tendency)**



# Policy Epidemic (Levin , 1998)

(school management and school organisation)

1998

***School  
autonomy***

2008

Strong leadership

2012

Leadership, Contracts  
of autonomy,  
instruments

School restructuring / **school consortiums**

External evaluation of schools

Teacher assesement

National examinations for studentes

# New Power Technologies (Ball, 2008)

## Management

Leadership  
School  
restructuring

## Perform ativity

- School evaluation
- Teacher assesement
- examinations (students )

## Market

- School contract
- Parent choice

# Legislation (2008, 2012)

## Political Discourse

-Community participation

-Need for **strong and individual leadership**

## Management Structures

- **School Council**  
(**strategic decision- making, evaluation , selection of head )**
- **School consortium**
  - **Head teacher Role**  
(**end of elections , individual responsibility , plan of action , concentration of administrative and pedagogic power, new fields of action**)



# Managerial Instruments

- **Management**

- Reorganization of schools**

- (larger school consortium ; efficacy in the use of material and human resources; hierarchy of positions)

- **Consolidation of an evaluation culture**

- Performativity**

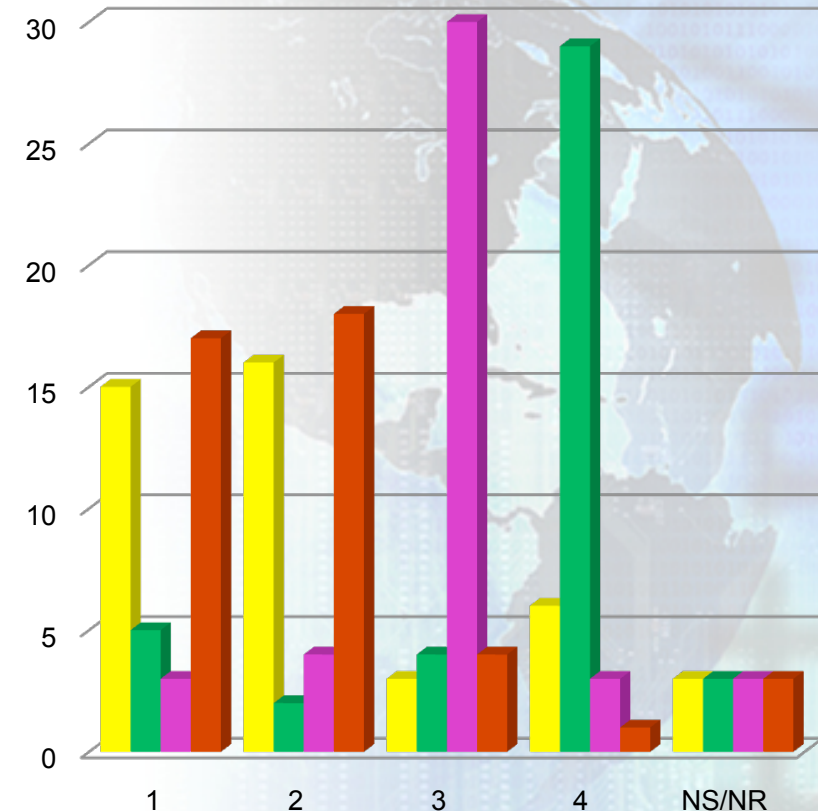
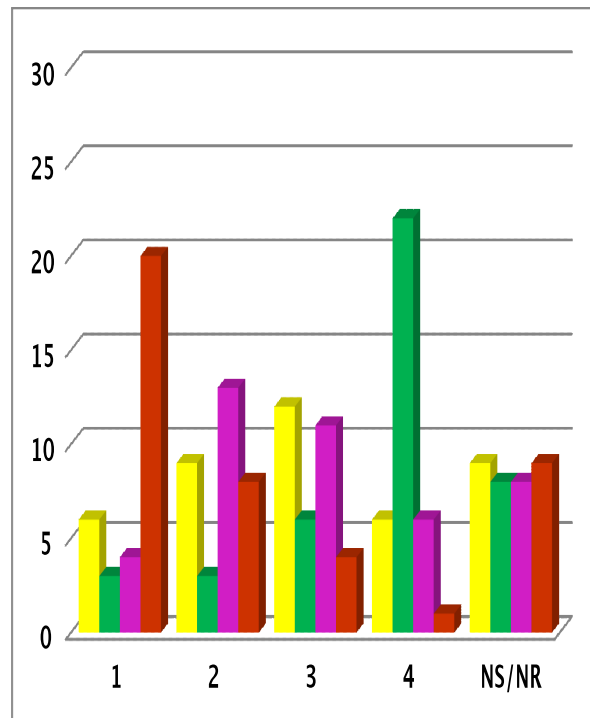
- **Autonomy contracts**

- **Parent choice**

**Markets**

# Importance of management structures

school A (middle class)      School B (Priority area)



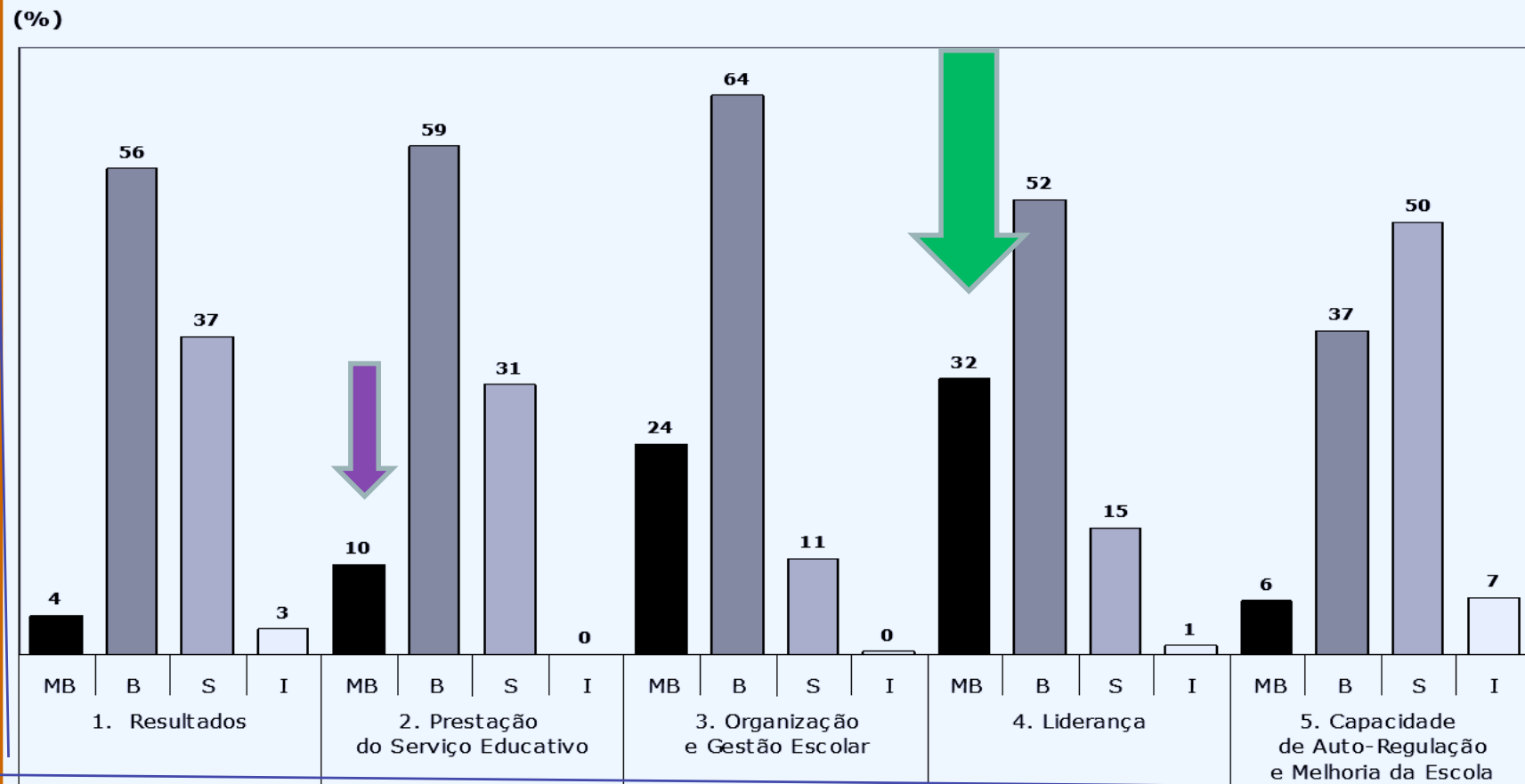
Director/head

Administrative board

School Council

Pedagogic Board

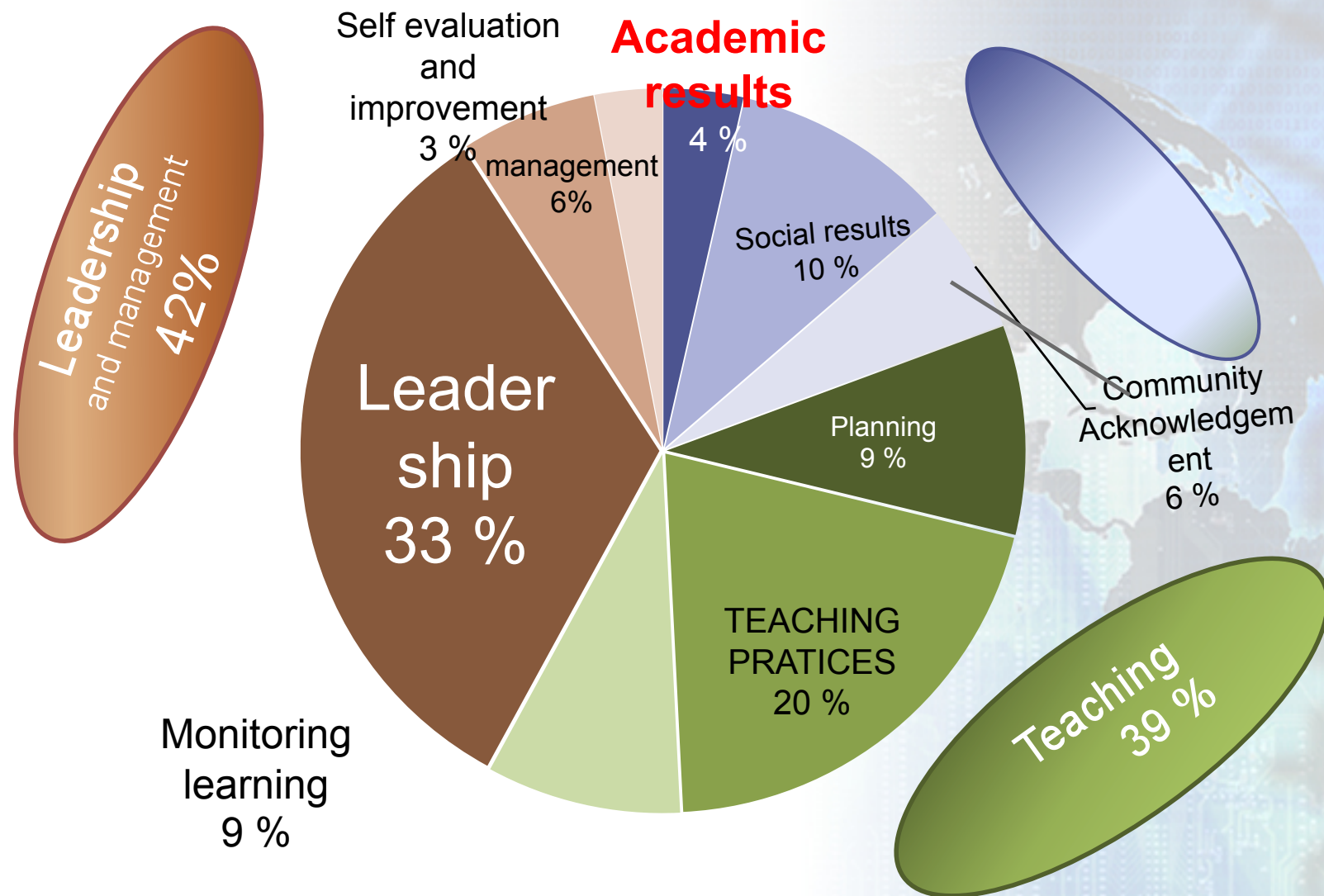
# External evaluation of schools (2008)



Results evaluation   Teaching   Organisation   **leadership**   Self



# Strong points 2012-2013



# Conclusions

- Development of new power technologies
- Management – **driven force of change**
- school } power relations
- consortium } teachers professional cultures

But

- Contractual / Evaluative State seems still  
largely rhetoric

# Conclusions

- **New forms of bureaucratic control are in development** (electronic monitoring, instrumental rationality)
- **Old forms of bureaucratic control are still quite powerful**



**neo bureaucratic regime**  
**and (we can not exclude the idea that )**

- **Strong neo-liberal ideology /financial problems lead to different modes of regulation ( growing differentiation among schools state and private)**