

# La gestión escolar: un espacio para la mejora<sup>1</sup>

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## Resumen

La gestión se identifica como la parte del proceso organizativo que materializa las ideas en prácticas institucionales, resultando fundamental para la mejora educativa. Su realización debe basarse en una adecuada adaptación del clima, pertenencia a la realidad social y educativa, incorporación procesos participativos, integración de la realidad personal/institucional, de autoevaluación permanente y de trabajo en red, resultados, actuaciones fundamentadas, consenso y con clara conciencia hacia el cambio. Deberá su carácter contextual e instrumental con el mayor juicio que lo afecta.

**Palabras Clave:** Gestión, Mejora educativa, Eficiencia organizativa

## School management: room for improvement

## Abstract

Management is identified as the part of the organizational process that materializes ideas into institutional practices, becoming fundamental for educational improvement. Its implementation should seek adequate cultural extension, relevance to the social reality, and efficiency incorporating participative processes, personal/institutional reality integration, permanent self-evaluation, and networking as well as informed, evidence, and clearly change-oriented actions, ignoring its contextual and instrumental character could be the greatest danger affecting it.

**Key words:** Management, Educational improvement, Organizational efficiency

## A modo de introducción

Organizar es ordenar, normativizar, como disponer o relacionar los diferentes elementos de una realidad de acuerdo a una finalidad y para conseguir un mejor funcionamiento. Esta perspectiva denota e instrumental del sentido de organizar como actividad más allá del análisis

que se puede hacer como estructura/resultado y como objeto de reflexión y especulación (García, 1998: 8), incluye la realización de distintas funciones identificadas clásicamente por Mintzberg como Programación, Distribución de funciones, Asesorar, Coordinación y Control.

La gestión corresponde, por tanto a estructurarlos, a la función clásica de educar y de ejecución de tareas. Afianza así los sistemas institucionales bajo presupuestos marcos de crecimiento y, aunque tradicionalmente se refiere a la administración o a lo económico, puede referirse a diferentes ámbitos de la organización (recursos humanos, materiales o tecnológicos); también, puede relacionarse desde una perspectiva práctica y desde fuentes institucionales con otras funciones como la planificación, la distribución de funciones o a las procesos de coordinación y control. Bajo el sentido amplio que mencionamos, la gestión se podría identificar, asimismo, con "management", término cada vez más introducido en nuestro contexto. Las raíces etimológicas a que alude este último término se centran en definir la misión, gestionar recursos humanos y aplicar técnicas específicas. Como vemos, su sentido instrumental se amplía por temas de liderazgo y de planificación organizativa.

Si la función esencial de los directivos es lograr la máxima eficiencia de un organismo, su actividad tiene mucho de gestión cuando hablamos de llevar a la práctica determinados ideas o proyectos. Organización al cambio de realidades institucionales, ideas de innovación y por tanto, gestiones ideas, recursos y procedimientos. Así, los poderes reales de buenos directivos al margen de una gestión adecuada, como tampoco podemos hablar de gestión eficiente si no se relaciona a la manera de actuar de los personal que lo integran.

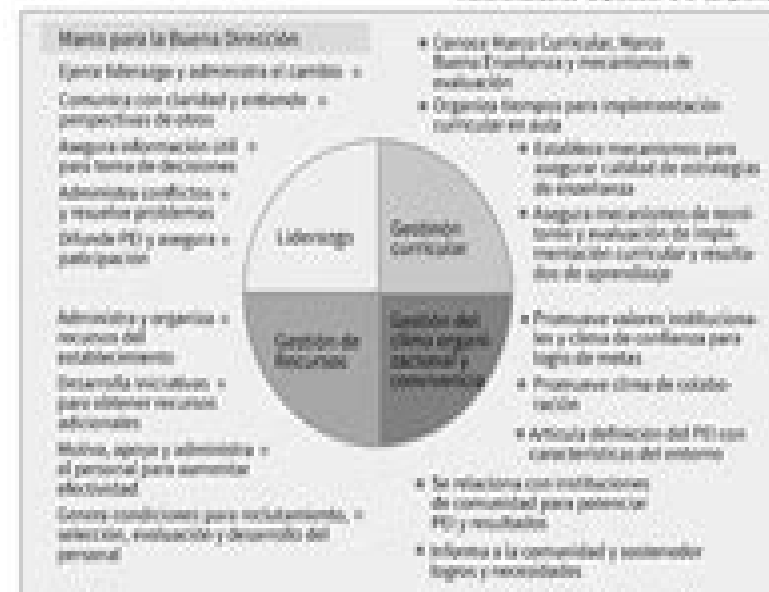
A menudo, nos falta la atención y los directivos llegan al default sobre los valores de la organización, la congruencia de los personal, los principios educativos a considerar o

las relaciones a mantener con el entorno, olvidando que tan importante son las ideas como conseguir su materialización y que la forma de los directivos más adecuada al tiempo es una implementación adecuada.

Debemos por tanto revisar, la relación entre directivos y gestión siempre está presente. Sería como pensar los cuatro ámbitos que el Marco de la Buena Dirección de Celo lo contempla para el ejercicio de la dirección y en los de ellos se hace referencia a la gestión (Gráfico 1).

personas que se desean para colaborar a través de otros, determinados conocimientos. Las personas se desarrollan también a través del trabajo profesional en el marco de una institución y este se tiene con una dimensión personal e institucional más amplia social. Pero como ya decíamos:

"Es claro que podemos encontrar personas desde la virtualidad de los cuatro ámbitos referidos que está o involucra, pero no es lo deseado ni realmente lo aceptado. Por tanto, existen personas que aún buscan sus intereses personales institucionalmente lo prohibido o el compromiso



**Gráfico 1:** Marco para la Buena Dirección (Fuente: MHE, 2011: 200)

Problemas y resistencias de la gestión, pero qué se debe de clarificar el modelo de gestión que nos parece más apropiado a la realidad actual de los centros educativos.

## Gestionar adecuadamente

Una gestión adecuada es aquella que permite conseguir los propósitos marcados en modo y tiempo apropiados. Conseguir se relaciona, como vemos, con los cuatro ámbitos fundamentales que planteamos a continuación.

La gestión escolar y la realizan personas con características e intereses muy diversos. La **gestión escolar es participativa**, tratando de conseguir los objetivos personal/profesionales y las institucional/institucionales (Gráfico 2). Si bien es cierto que todos las organizaciones se pueden considerar escuelas, pero no todas y gestión las sólo lo encontramos en la escuela, también lo es que son constitucionales de

institucional, buenas profesionales capaces de colaborar con otros o de substituir sus ideas a otros como coproductores e instituciones que por sí mismas se hacen instituciones e instituciones. Pero eso es, para nosotros, asumirlo, aunque sean frecuentes, ya que altamente importante como personas y profesionales, como instituciones o como sociedad desde los aspectos personales, el altamente institucional o la institucionalización de la profesional para evaluación free personal o de clase social" (García, 2012: 88)

La **gestión debe de ser participativa**. Además de integrar, también resulta de gestión deben de promover una participación efectiva en la toma de decisiones de todos los implicados. Los intereses son diversos pero, entre otros, podemos destacar los que consideramos importante la participación social en educación (van Driel, 2008) y los que relaciona la necesidad de participar en las decisiones con la implicación en la tarea y los otros niveles de satisfacción.

<sup>1</sup> Título a partir de la declaración realizada en el VI Congreso Internacional sobre procesos de cambio educativo (García, 2012: 7).

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# The Practice Of The La Sallan Values A Crobsectional Study

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## **Table of Contents The Practice Of The La Sallan Values A Crobsectional Study**

1. Understanding the eBook The Practice Of The La Sallan Values A Crobsectional Study
  - The Rise of Digital Reading The Practice Of The La Sallan Values A Crobsectional Study
  - Advantages of eBooks Over Traditional Books
2. Identifying The Practice Of The La Sallan Values A Crobsectional Study
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an The Practice Of The La Sallan Values A Crobsectional Study
  - User-Friendly Interface
4. Exploring eBook Recommendations from The Practice Of The La Sallan Values A Crobsectional Study
  - Personalized Recommendations
  - The Practice Of The La Sallan Values A Crobsectional Study User Reviews and Ratings
  - The Practice Of The La Sallan Values A Crobsectional Study and Bestseller Lists
5. Accessing The Practice Of The La Sallan Values A Crobsectional Study Free and Paid eBooks
  - The Practice Of The La Sallan Values A Crobsectional Study Public Domain eBooks
  - The Practice Of The La Sallan Values A Crobsectional Study eBook Subscription Services
  - The Practice Of The La Sallan Values A Crobsectional Study Budget-Friendly Options
6. Navigating The Practice Of The La Sallan Values A Crobsectional Study eBook Formats
  - ePub, PDF, MOBI, and More
  - The Practice Of The La Sallan Values A Crobsectional Study Compatibility with Devices
  - The Practice Of The La Sallan Values A Crobsectional Study Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of The Practice Of The La Sallan Values A Crobsectional Study
  - Highlighting and Note-Taking The Practice Of The La Sallan Values A Crobsectional Study
  - Interactive Elements The Practice Of The La Sallan Values A Crobsectional Study
8. Staying Engaged with The Practice Of The La Sallan Values A Crobsectional Study

- Joining Online Reading Communities
- Participating in Virtual Book Clubs
- Following Authors and Publishers The Practice Of The La Sallan Values A Crobsectional Study
- 9. Balancing eBooks and Physical Books The Practice Of The La Sallan Values A Crobsectional Study
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection The Practice Of The La Sallan Values A Crobsectional Study
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine The Practice Of The La Sallan Values A Crobsectional Study
  - Setting Reading Goals The Practice Of The La Sallan Values A Crobsectional Study
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of The Practice Of The La Sallan Values A Crobsectional Study
  - Fact-Checking eBook Content of The Practice Of The La Sallan Values A Crobsectional Study
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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