La gestión escolar: un espacio para la mejora[1]

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Resumen

La gestión se identifica como la parte del proceso organizativo que materializa las ideas en prácticas institucionales, resultando trascendental para la mejora educativa. Su realización debe buscar una adecuada realización técnica, pertinencia a la realidad social y eficiencia, incorporando procesos participativos, integradores de la realidad personal/institucional, de autoevaluación permanente y de trabajo en red; también, actuaciones fundamentadas, estratégicas y con clara orientación hacia el cambio. Obviar su carácter contextual e instrumental sería el mayor peligro que la 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 transcendental for educational improvement. Its implementation should seek adequate technical execution, relevance to the social reality, and efficiency, incorporating participatory processes, personal/institutional reality integrators, permanent self-evaluation, and networking, as well as informed, systemic, and clearly change-oriented actions. Ignoring its contextual and instrumental character would be the greatest danger affecting it.

Key words: Management. Educational improvement. Organizational efficiency

A modo de introducción

Organizar no entiendo, normalmente, como disponer y relacionar los diferentes elementos de una realidad de acuerdo a una finalidad y para conseguir un mejor funcionamiento. Esta perspectiva dinámica e instrumental del sentido de organizar como actividad, más allá del análisis que se puede hacer como estructura/resultado y como ámbito de reflexión y especialización (Gairín, 1998: 6), incluye la realización de distintas funciones identificadas clásicamente por Fayol como Previsión, Distribución de funciones, Actuación, Coordinación y Control.

La gestión corresponde, por tanto y esencialmente, a la función clave de actuación y de ejecución de tareas. Alude así las acciones realizadas bajo presupuestos marcados previamente y, aunque habitualmente se reduce a lo administrativo o a lo económico, puede referirse a diferentes ámbitos de la organización (recursos humanos, materiales o funcionales), también, puede relacionarse desde una perspectiva práctica y como técnica instrumental con otras funciones como la planificación, la distribución de funciones o a los 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 características a que alude este último término se concretan en definir la misión, gestionar recursos humanos y aplicar técnicas específicas. Como vemos, su sentido instrumental es empleado por tareas de liderazgo y de clarificación organizativa.

Si la función esencial de los directivos es lograr la máxima eficiencia de su organización, su actividad tiene mucho de gestión cuando hablamos de llevar a la práctica determinadas ideas o proyectos. Orientados al cambio de realidades insatisfactorias, ámbito de intervención y por tanto, problemas ideas, recursos y problemáticas. Así, no podemos hablar de buenos directivos al margen de una gestión adecuada, como tampoco podemos hablar de gestión eficiente sin hacer referencia a la manera de actuar de las personas que la consiguen.

A menudo, nos llama la atención y nos absorbe tiempo el debate sobre los valores de la organización, la complejidad de las personas, los principios educativos a considerar o las relaciones a mantener con el entorno, olvidando que tan importante son las ideas como conseguir su realización y que la tarea de los directivos está condenada al fracaso en una implementación adecuada.

Mientras por donde miremos, la relación entre dirección y gestión siempre está presente. Sirva como ejemplo los cuatro ámbitos que el Marco de la Buena Dirección de Chile contempla para el ejercicio de la dirección y en los de ellos se hace mención a la gestión (Gráfica 1).

Gráfica 1: Marco para la Buena Dirección (Fuente: MINE-DUE, 2005)

Provisionales y necesitados de la gestión, pero quizá hemos 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. Consiguiendo en relaciones como mínimo, con tres condiciones fundamentales que planteamos a continuación.
La gestión afecta y la realizan personas con características e intereses muy diversos. La **gestión ha de ser integradora**, teniendo en consideración los objetivos personales/profesionales y los institucionales/sociales (Gráfica 2). Si bien es cierto que todas las organizaciones se pueden considerar sociales, pues su origen y sentido tan sólo lo encuentran en lo social, también lo es que son construcciones de personas que se asocian para satisfacer, a través de ellas, determinadas necesidades. Las personas se desarrollan también a través del trabajo profesional en el marco de una institución y este no tiene sólo una dimensión personal o contabilidad sino también social. Para como ya decíamos:

> "Es cierto que podemos encontrar personas donde la vinculación de los cuatro elementos señalados sea débil o inexistente, pero no es la deseable ni excesivamente la aceptable. Por existir existen personas que sólo buscan sus intereses personales instrumentalizando la profesión o el compromiso institucional. Buenos profesionales incapaces de colaborar con otros o de subordinar sus ideas a intereses colectivos e institucionales que por selectivos se hacen excluyentes e insolidarios. Pero esos son, para nosotros, anomalías, aunque sean frecuentes, ya que plenamente mejorarán como personas y profesionales, como instituciones o como sociedad desde los aportes personales, el aprendizaje institucional y la instrumentalización de la profesional para conseguir fines personales o de clase social" (Gairín, 2013: 66)

La **gestión debe de ser participativa**. Además de integradora, nuestros modelos de gestión deben de promover una participación efectiva en la toma de decisiones de todos los implicados. Las razones son diversas para, entre otras, podemos destacar las que consideran impulsante la participación social en educación (ver Gairín, 2005) y las que relacionan la necesidad de participar en las decisiones con la implicación en la tarea y los altos niveles de satisfacción

[1] Versión y partir de la ponencia marcada en el III Congreso Internacional sobre dirección de centros educativos (Gairín, 2013).

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ISSN 2393-6282 Gestión educativa Nº1 2, 2015

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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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