



OECD Directorate for Education

Education Policy Implementation: Mexico

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**OECD-Harvard Seminar for Leaders in Educational Reform: Teacher Professionalisation in Chile
18-23 January, 2010**

What is the OECD Harvard Seminar?

The first module of the OECD-Harvard Seminar was held in Chile last week. This Seminar, part of the OECD-Mexico Agreement to Improve the Quality of Education in Schools in Mexico, is composed of 3 modules:

- Two of these modules are devoted to analyzing directly education reforms adopted in good practice countries in teacher policy in Chile (18-23 January) and School Leadership and Management in Ontario, Canada (2-8 May, 2010).
- The last module in Mexico (June/July 2010) is mandatory to obtain a participation certificate. This last module will bring together all those having participated in the Chile or Ontario modules, to work with Harvard Graduate School of Education professors to finalise the draft documents prepared during the visits so as to develop capacity in policy implementation in Mexico from a group perspective.

The purpose of the seminar is to provide a forum for Mexican high level policy makers to combine training and team capacity building with country visits through the analysis and team reflection of teacher and school management policy lessons from relevant countries. This is an innovation in the Education Directorate, offering the possibility for Mexican policy makers to explore relevant country practices by meeting key stakeholders and working with them to think through about lessons learned in Chile and Ontario and their implications for Mexico education policy and practice.

A brief account of education policy in Chile

The logic of the Chilean education system lies in a combination of government framework and financing for an education system based on market mechanisms. Public funding follows the student with an average of \$ 120 per student (in 2008), resulting in a mixed provision model: 43% of students are enrolled in municipal education, 48% in private publicly subsidized education and 7% in private education.

Within this framework, the State plays a strategic role by setting guidelines, regulations, supporting reforms and supporting equity. Between 1990 and 2010, educational investment has increased consistently to focus on improving quality and equity in education, with a national consensus to improve access, resources, teaching practices and education outcomes. And there is consensus that Chile has good results on the first two dimensions but insufficient in the last two. The key challenge for Chile to improve its education is the low capacity of its teachers and the social segmentation of its institutions and education results. Among some of the key issues analysed during our seminar were:





- A new law (SEP, Ley de Subvención Preferencial, 2008) that changed the unitary cost for students to provide an additional complement of 40% funding for the most disadvantaged and vulnerable students, and covers almost 40% of the students in Chile in the first 4 years of primary education, with half of them enrolled in municipal education.
- Teacher policy: 176.000 teachers in Chile with university studies ranging from 8 to 10 semesters. There is a trade union (*Colegio de Profesores*) that negotiates directly with the government and one of the first trade unions in Latin America to have accepted an evaluation system that measures performance and has an impact on wage and contracts. There are individual incentives, collective incentives for schools, important wage increases and a system of evaluation accepted by the profession.
- Teacher initial education is provided in Education Faculties of universities but seems to be far from student and schools needs. Public funding and support has therefore targeted universities so as to respond to real needs and improve quality. Additionally, public policy has defined standards for initial teacher training, certification of institutions and exit exams for students.
- Continuing Training for Teachers has combined regular courses by universities and other institutions to other strategies such as professional development among peer or a combination of these two approaches. The CEPEIP is the main public institution providing teacher continuing training.

The OECD Harvard Seminar in Chile: Teacher professionalization

The OECD Education and Training Policy Division initiated and designed with the Harvard Graduate School of Education, the Pontificia Universidad Católica and the Research Centre on Education Policy and Practice (CEPPE) and the SEP in Mexico this seminar.

Two members of the OECD Steering Group on School Management and Teacher Policy in Mexico were drivers of this module of the seminar:

- Ines Aguerrondo (ex-vice minister of Education in Argentina, currently IPE, UNESCO)
- Cristian Cox (Ex viceminister of Education in Chile, now Director of the Research Center for Educational Policy and Practice, Chile).

The one week seminar was structured with initial general presentations by Chile Minister of Education, Profesor Richard Elmore, Chile education policy makers, analysts and academics, followed by team study visits and academic work at the Universidad Católica de Chile to extract the following:

- analyse elements in teacher policy, teacher evaluation, initial and continuing training have been positive for teacher and school improvement in Chile?
- Based on the experiences studied in Chile, define the elements which can be relevant to Mexico's current education policy reforms to improve the quality of education.



Participants in the seminar included a group of 25 high level Mexican decision makers, including 3 Director Generals of SEP (Ms. A M Aceves, Evaluation and Planning, Ms. Leticia Gutierrez, Continuing Training and Ms. Marcela Santillan, Tertiary Education), advisor to the Minister of Education, Ms Diana Antillon, the President and Vice-President of the Education Committee of the Senate, members of the Chamber of Deputies, Minister of Education from Morelos, Director Generals of the Federal District, representatives from civil society (SUMA por la Educación, Empresarios por la Educación Básica, among others). **Ms. Ana Maria Aceves, Director General of Evaluation and Planning** was the head of the delegation from Mexico.

During the seminar, the **Minister of Education, Ms. Monica Jimenez**, had an initial welcome and presentation to the seminar participants and also joined the official welcome dinner offered by the Chilean Ministry of Education.

Additionally, **Ambassador of Mexico Mr. Mario Leal Campos**, invited the participants to the OECD-Harvard Seminar to a cocktail in the Mexican Embassy in Chile.

From the **OECD Education Directorate**, the main organizing team was composed by Beatriz Pont, Diana Toledo and Francisco Benavides, from the Education and Training Policy Division. In addition, Deborah Roseveare, head of Division, participated in the formal dinner to thank the Chilean organizers and participants. Barbara Ischinger, Director for Education, provided the formal closing statement to the seminar.

The outputs of the one week seminar are:

- A report, *“Preliminary reflections of the participants of the OECD-Harvard Seminar for Leaders in Educational Reform on Teacher Professionalisation.”* This document, to be finalized next week, presents the key elements which Mexican stakeholders found most valuable to be used as evidence for their current teacher policy reforms.
- Learning of relevant Chilean educational reforms and their implementation challenges and processes. Among the key features highly valued by Mexican participants are:
 - Its Standards for teachers and school leaders (el marco para la buena enseñanza y el marco para la buena dirección);
 - Its model for teacher evaluation and its design and implementation process;
 - The programmes designed to incentivise and provide quality control for initial teacher education faculties (MECESUP, INICIA);
 - The change in focus and decision making from individual teachers to schools. The new law SEP that develops targeted incentives to strengthen capacity and continuing training in disadvantaged school is an excellent example;
 - The continuing training programmes offered to teachers through the CEPEIP;
 - How Chileans reached a consensus to support education as a national priority beyond politics.



- Rich exchange and team work among a set of 25 high level Mexican decision makers, including 3 Director Generals of SEP (Evaluation and Planning, Continuing Training and Tertiary Education), the President and Vice-President of the Education Committee of the Senate, members of the Chamber of Deputies, Minister of Education from Morelos, Director Generals of the Federal District, representatives from civil society (SUMA por la Educación, Empresarios por la Educación Básica, among others). Participants themselves valued the opportunity to meet and discuss among people they do not have the opportunity to outside their regular setting.
- Development of bilateral contacts for future exchange with key institutions and on specific issues such as teacher evaluation and the CEPEIP (Center for Continuing Training for Teachers).
- Input to the OECD Preliminary Recommendations on School Management and Teacher Policy in Mexico.

Results of the survey for participants in the OECD-Harvard Seminar

Survey to participants of the OECD Harvard Seminar for Leaders in Education Policy Reforms, Teacher Policy in Chile

You reached the expectations listed at the beginning:	No or low satisfaction	High satisfaction
	1+2+3	4+5
Broaden our vision	0.0%	100.0%
Share experiences	0.0%	100.0%
Learn about innovations	6.7%	93.3%
Generate specific proposals	6.3%	93.8%
Learn about implementation	6.3%	93.8%
Learn about teacher evaluation	6.3%	93.8%
Other aspects	No or low satisfaction	High satisfaction
	1+2+3	4+5
Academic conferences	0.0%	100.0%
Chilean civil servants	0.0%	100.0%
Interviews during visits	6.3%	93.8%
Team activities	0.0%	100.0%



General organisation of seminar	0.0%	100.0%
The role of OECD	0.0%	100.0%
The social climate of the team	0.0%	100.0%
The tutors provided by the university	0.0%	100.0%



“Seminario OCDE-Harvard para líderes en reformas educativas Módulo de Profesionalización Docente”

Santiago de Chile, del 16 al 24 de enero de 2010.

Programa

Sábado 16

- 23.55 Llegada a Aeropuerto de Santiago. Vuelo AM 010.
24.30 Bus desde Aeropuerto a Hotel Intercontinental (Frente a la Portada de Vitacura).

Domingo 17

Mañana y Almuerzo Libre

- 17.00 – 20.00 Reunión preparatoria: Bienvenida, Presentaciones, Marco, Harvard, Revisión recomendaciones, Repaso programa semana y organización.
Inés Aguerrondo, Unesco; **Beatriz Pont y Francisco Benavides**, OECD;
Dr. Richard Elmore, Universidad de Harvard.
Salón Antartica Hotel Intercontinental

Cena Libre.

Lunes 18

- 08.30 Bus de Hotel a Campus San Joaquín de la Universidad Católica.
- 09.30 – 10.00 **Apertura:** Definición Grupal de Expectativas y Objetivos para la Semana.
Inés Aguerrondo, Unesco.
Sala Quinto Campus, Edificio de Desarrollo Docente.
- 10.00 – 10.30 **Mónica Jiménez**, Ministra de Educación.
Sala Quinto Campus, Edificio de Desarrollo Docente.
- 10.30 – 11.00 Café
- 11.00 – 13.00 Presentación: **Large-Scale Improvements in Teaching and Learning: Some Lessons from Policy and Practice.**
Dr. Richard Elmore, Universidad de Harvard.
Sala Quinto Campus, Edificio de Desarrollo Docente.



13.00 – 15.00 Almuerzo

15.00 – 16.15 Presentación: **Sistema educativo chileno: Instituciones, Actores y Políticas.**

C. Cox, Universidad Católica.

Sala Quinto Campus, Edificio de Desarrollo Docente.

16.15 – 16.45 Café

16.45 – 18.00 Presentación: **Políticas Docentes en la reforma educacional chilena (1990-2009).**

J. Weinstein, Fundación Chile.

18.00 Bus de Campus San Joaquín a Hotel.

20.00 Bus de Hotel a Restaurante.

20.30 – 23.00 Cena en Restaurante Hotel Plaza San Francisco, ubicado en Alameda 816.

23.00 Bus de Restaurante a Hotel.

Martes 19

08.30 Bus de Hotel a Campus San Joaquín de la Universidad Católica.

Tres grupos en sesiones temáticas paralelas sobre políticas específicas:

Grupo Temático Marco y regulaciones institucionales

09.30 – 11.00 **Estatuto y Carrera Docente**

R. Bonifáz, Ministerio de Educación

Sala 102, Edificio Economía.

11.00 – 11.30 Café

11.30 – 13.00 **Mercado Laboral y Docentes**

A. Mizala, Universidad de Chile.

Sala 102, Edificio Economía.

Grupo Temático Evaluación de Docentes

09.30 – 11.00 **Construcción Técnica de la Evaluación Docente**

Y. Sun, Universidad Católica,

Sala 112, Edificio Economía.

11.00 – 11.30 Café

11.30 – 13.00 **Construcción Política de la Evaluación Docente**

G. Scherping, Colegio de Profesores; **J. Veas**, Ministerio de Educación

Sala 112, Edificio Economía



Grupo Temático Formación Docente

09.30 – 11.00 **Políticas de Desarrollo Profesional Docente**

C.E. Beca, Ministerio de Educación; **C. Sotomayor**, Universidad de Chile.

Sala 113, Edificio Economía.

11.00 – 11.30 Café

11.30 – 13.00 **Políticas de Formación Inicial Docente (FID, Mecesup e Inicia)**

B. Avalos, Ministerio de Educación y Universidad de Chile.

C. Cox, Universidad Católica.

Sala 113, Edificio Economía

13.00 – 15.00 Almuerzo

Trabajo en grupo temáticos en sesiones paralelas para definición de focos y preguntas para diálogo con actores del sistema.

Grupo Temático Marco y regulaciones institucionales

15.00 – 17.00 Definición de Foco y Preguntas. Sala 102, Edificio Economía.

Grupo Temático Evaluación de Docentes

15.00 – 17.00 Definición de Foco y Preguntas. Sala 112, Edificio Economía.

Grupo Temático Formación Docente

15.00 – 17.00 Definición de Foco y Preguntas. Sala 113, Edificio Economía.

17.00 – 17.30 Café

Plenario para compartir de trabajo de grupos temáticos.

17.30 – 18.30 Compartir definiciones de foco y preguntas. Sala 112, Edificio Economía

18.30 Bus de Campus San Joaquín a Hotel.
Cena libre.

Miércoles 20

08.30 Tres buses de Hotel a reuniones con actores. Grupos Combinados.

Grupo Combinado 1:

Reunión con Directores y Profesores.

Lugar: CPEIP Camino Nido de Águila 14557, Lo Barnechea (Sala por confirmar)



Anfitrión: C.E. Beca y R. Bonifaz (Ministerio de Educación).

Coordinación: Flor Rojas Daniela Doren

Participantes: **Marcia Castillo López** (1er. Ciclo Básico Red de Maestros de Maestros Viluco, Chile), **Paola Rebolledo González** (1er. Ciclo Básico Chilla, Chile Red de Maestros de Maestros), **Martina Ramos Morales** (Profesor Guía Matemática Pudahuel, Chile), **María Ángela Toledo León** (Jefe U.T.P. Talleres Comunes Calera de Tango, Chile), **Carlos Menéndez Moraga** (Jefe U.T.P. Talleres Comunes San José de Maipo, Chile), **Adelaida Salinas Matta** (Jefe U.T.P. Talleres Comunes Paine, Chile), **Erna Bravo Villar** (Directora Liderazgo Educativo Linares, Chile), **Sebastián Vega Figueroa** (Director Liderazgo Educativo Calera de Tango, Chile), **Rafael León Ramírez** (Profesor Becas Chile y Postítulo USACH Santiago de Chile).

Grupo Combinado 2:

Reunión con Sostenedores Públicos.

Lugar: Sala de reuniones del Consejo Municipal de Maipú. Alberto Llona 1899

Anfitrión: J. Weinstein (Fundación Chile)

Coordinación: Carlos Henríquez

Participantes: **José Weinstein** (Gerente de área de educación Fundación Chile), **Alberto Undurraga** (Ingeniero Comercial, Alcalde de Maipú), **Carlos Henrique Calderón** (Ingeniero Comercial, Gerente general de la Corporación de Educación de Maipú), **Verusca Álvarez** (Jefe técnico de los colegios de la corporación de educación en Maipú), **Claudio Achever** (Representante alcaldía y corporación de educación en la comuna de Quinta Normal.), **Persia Ilaja** (Directora corporación de educación en la comuna Pozo, región de Tarapacá Chile).

Grupo Combinado 3:

Reunión con Dirigentes de base colegio de profesores.

Lugar: Centro Educacional Matías Cousiño. Municipalidad de El Bosque. Luis Barros Borgoño 263, Paradero 30 de Gran Avenida

Anfitrión: G.Sherping (Colegio Profesores)

Coordinación: Luis Hernández Dirigente Nacional del Colegio.

12.00 Buses de regreso a Campus San Joaquín Universidad Católica.

13.00 – 15.00 Almuerzo

15.00 Tres buses de Campus San Joaquín a reuniones con actores. Grupos Temáticos.

Grupo Temático Marco y regulaciones institucionales

Reunión con Sostenedores Privados.

Lugar: Colegio Santiago de la Florida. José Miguel Carrera N° 820, La Florida.

Coordinación: R.Bosch, Presidente nacional de Conacep (Colegios Particulares de Chile).



Participantes: **Rodrigo Bosh** (Presidente CONACEP), **Alexis Camhì** (Gerente Educa UC), **María de los Ángeles Santander** (Asesora externa de CONACEP), **Luis Argote** (Director del Colegio), **Alejandro Hasbun** (Vicepresidente CONACEP), **Antonia Bustamante** (Inspector Docente), Viviana Zamorano (Coordinadora Académica), **Cristián Ahumada** (Coordinador Académico), **Rodrigo Ketterer** (Sostenedor), **Josefina Rossetti** (Socióloga Gerente de Calidad), **Daniel Villarroel** (Presidente CONACEP, Región del Bio Bio).

Grupo Temático Evaluación de Docentes

Reunión con Evaluadores de Portafolios.

Lugar: Edificio Mide UC . Campus San Joaquin

Anfitrión: Jorge Manzi

Coordinación: Yulan Sun

Participantes: **Jorge Manzi** (Director Académico de Mide UC y del Proyecto Docente más), **Yulan Sun** (Gerente del Proyecto DocenteMás), **Mónica Correa** (Coordinadora del Área Instrumentos de evaluación del Proyecto DocenteMás), **Sergio Martinic** (Académico de la Facultad de Educación).

Grupo Temático Formación Docente

Reunión con Decanos y Académicos de Facultades de Educación.

Lugar: Salón Solemne Rectoría. Las Sophoras 179. Entrada por Calle Ecuador

Anfitrión: A. Castro (Universidad Concepción).

Coordinación: Lucía Guerra

Participantes: **Patricio Donoso**(Decano Facultad educación Arte y Cultura Universidad Academia de Humanismo Cristiano.), **Pierina Zonocco** (Jefe departamento didáctica Facultad de Educación Pontificia Universidad Católica de Chile.), **Abelardo Castro** (Decano Facultad de Educación Universidad de Concepción), **Cecilia Maldonado** (Docente de Educación Básica Universidad de Concepción), **Alfonso Padilla** (Académico Facultad de Educación Pontificia Universidad Católica de Chile.), **Francisco Claro** (Decano de la Facultad de Educación Pontificia Universidad Católica de Chile.), **Lucía Guerra** (Directora de Humanidades Facultad de Educación Universidad Santiago de Chile).

18.00 Buses desde lugares de entrevistas a Colegio de Profesores para reunión con dirigentes nacionales.

18.30 Entrevistas con dirigentes nacionales del Colegio de Profesores.

Participantes: **Juan Soto Soto** (Pro Secretario Nacional Colegio de Profesores), **Carlos Bastías Pérez** (Director Nacional encargado del departamento Cultural Colegio de Profesores), **Jaime Gajardo Orellana** (Presidente Nacional Colegio de Profesores), **Verónica Monsalve Anabalón** (Primera Vicepresidente), **Olimpia Riberos** (Segunda Vicepresidente), **Luis Hernández Morales** (Director Nacional encargado comunicaciones).

20.00 Buses desde Colegio de Profesores para Hotel.



Jueves 21

08.30 Bus de Hotel a Campus San Joaquín

Trabajo en grupo temáticos en sesiones paralelas para preparar el informe de cada grupo relacionado con los temas acordados.

Grupo Temático Marco y regulaciones institucionales

09.30 – 11.00 Primera Parte. Sala 102, Edificio Economía.

11.00 – 11.30 Café

11.30 – 13.00 Segunda Parte. Sala 102, Edificio Economía

Grupo Temático Evaluación de Docentes

09.30 – 11.00 Primera Parte. Sala 112, Edificio Economía.

11.00 – 11.30 Café

11.30 – 13.00 Segunda Parte. Sala 112, Edificio Economía

Grupo Temático Formación Docente

09.30 – 11.00 Primera Parte. Sala 113, Edificio Economía.

11.00 – 11.30 Café

11.30 – 13.00 Segunda Parte. Sala 113, Edificio Economía

13.00 – 15.00 Almuerzo

Plenario para compartir lo recogido por cada grupo temático y diseñar propuesta mexicana.

15.00 – 16.15 Primera Parte. Sala 112, Edificio Economía.

16.15 – 16.45 Café

16.45 – 18.00 Segunda Parte. Sala 112, Edificio Economía

18.00 Bus de Campus San Joaquín a Hotel.

20.00 Bus de Hotel a Restaurante Enoteca, Cerro San Cristobal.

20.30 – 23.00 Recepción OECD.

23.00 Bus de Restaurante a Hotel.



Viernes 22

08.30 Bus de Hotel a Campus San Joaquín

Plenario para Reunión con expertos chilenos (Cox, Weinstein, Manzi, Beca, Castro) para discutir ventajas y desventajas de propuestas mexicanas.

09.30 – 11.00 Primera Parte. Sala 112, Edificio Economía.

11.00 – 11.30 Café

11.30 – 13.00 Segunda Parte. Sala 112, Edificio Economía

13.00 – 15.00 Almuerzo

Plenario para decidir y tomar acuerdos respecto a una agenda de trabajo en México.

15.00 – 17.00 Acuerdos Agenda Trabajo. Sala 112, Edificio Economía.

Traslado a Sala Quinto Campus.

17.00 – 17.30 Café

17.30 – 18.30 Conclusiones. Sala Quinto Campus, Edificio Desarrollo Docente
Equipo OECD.

Cierre. Bárbara Ischinger, Directora de Educación, OECD.

18.30 Bus de Campus San Joaquín a Hotel.

Cena libre.