

Funding of curricular development and innovation in the European Schools

Board of Governors of the European Schools

Meeting on 26 & 27 January, in Brussels

Discussion of this document was postponed at the last meeting of the Board of Governors in October 1999 (former reference: 1999-D-79)

1.0 Issue

At the request of the Board of Inspectors, the Board of Governors in April 1998 set up a working group to explore ways of encouraging curricular development and innovation, if possible within the present budget. Any proposals which needed extra money must be approved by the Governors.

The inspectors wished to realise the ambition that the schools should truly be educational laboratories, which is at best only partly true at the moment. A preliminary enquiry in the schools revealed a wealth of potential initiatives unable to be put into operation for lack of financial support (see Appendix A).

A fund of this nature would allow projects to be piloted, including for example those curricular possibilities considered by the group exploring the Future of the Schools.

2.0 Financial Management

2.1 Present Budget Arrangements

The overall structure of the budget is illustrated in Annex B, and the detailed breakdown of the relevant chapters 2 and 3 in Annex C. Basically the money available to a school is divided by the governors into seven amounts or chapters, earmarked as follows:

- Chapter 1 : Salaries and allowances
- Chapter 2 : Running costs
- Chapter 3 : New equipment
- Chapter 4 : Staff installation and resettlement costs
- Chapter 5 : Costs of new posts
- Chapter 6 : Contribution from Munich
- Chapter 7 : Miscellaneous [SEN pupils, ICT costs,etc...]

Within each chapter there is a further breakdown of the total into sub-totals for various specified purposes. Transfers within chapters or even between chapters are possible, subject to rules enshrined in the Financial Regulation.

Most of the money for teaching materials currently comes from chapter 3, with some possible addition from chapter 2, especially 2.2 and 2.3.

The means of disbursing to subjects or language sections the money available varies from school to school. Some use a purely historic method: a baseline of allocation having been established some time in the past, each year the allocations remain the same or are increased by an inflation factor equally applied to all. Other schools carry out an evaluation exercise annually which enables the school budget committee to take account of particular needs or requests from subject teachers.

2.2 Proposals

- 2.2.1 It is recommended that, all schools should move towards the latter method in 3.1. This does not preclude a historic element-a minimum required to

Suggested Priorities

function -but it introduces the possibility of encouraging innovation and experiment at the level of each school budget committee.

- 2.2.2 A budget should be established for curriculum innovation not easily funded from schools own budgets. The preliminary survey of possible projects (a selection is detailed in Appendix A) indicated that a budget of 50.000 EURO would facilitate support for a worthwhile number of schemes while guaranteeing healthy competition for the limited sums available.

In line with the proposals for ICT development, new budget arrangements should be set up in the new Article 7.2. created in January 1999 for curriculum development.

3.0 Pedagogical Management

3.1 Suggested Priorities

Inspectors need to agree a shortlist of priorities for support. The working group proposes the following list, derived from observation, from reading Inspectors' reports and consideration of provisional proposals from schools:

- 3.1.1 projects designed to improve primary/secondary links;
- 3.1.2 projects to improve teachers' use of ICT as an integral part of teaching- including teacher training projects;
- 3.1.3 development of more varied, perhaps innovative, methods of teaching and learning;
- 3.1.4 fostering pupils' European awareness;
- 3.1.5 syllabus development- to encourage development both of existing syllabuses and new syllabuses, e.g. for complementary studies;
- 3.1.6 other schools generated projects.

3.2 Steering group

A budget for curriculum initiatives needs to be sensitively managed: encouraging schools to be innovative while retaining effective overall control. It is proposed that:

Steering group

- 3.2.1 A central steering group should be established whose mandate should be to manage the process of submissions from schools and recommendations to the CIM. The group might be as follows:
- an inspector primary
 - an inspector secondary
 - a director
 - a teacher
 - ORBG
- The group would have power to co-opt additional experts for advice about particular projects.
- 3.2.2 The steering group would design a standard application form, loosely based on the DG 22 Comenius form but in much shorter and simpler form.
- 3.2.3 Schools, led by Directors would invite submissions from teachers in the light of the priorities in 3.1. above. Schools could select from these submissions in their own ways: teachers, pupils and parents might be involved when appropriate. Each school would draw up a short list for submission to the central steering group.
- 3.2.4 The steering group would propose to CIM the selection, modification or rejection of proposals from schools, on the basis of criteria developed by the steering group. These are likely to include scope -matching to the priorities list, scale-including several classes or sections, cost-representing value for money granted, and so on. Funds would not be used for teachers' timetable reductions, external consultancy or meetings of teachers. The CIM would discuss the proposals, decide an approved list and inform the schools.
- 3.2.5 Inspectors, aided by the schools, would be responsible for establishing means to support and evaluate projects and to disseminate the results. It is suggested that two Inspectors, one primary and one secondary, could be linked to each school to assist continuity of contacts. In the course of evaluation, which should be both summative and formative, teachers, pupils and parents might be consulted.

Steering group

4.0 Advice of Preparatory Committees

The Teaching Committee on 11th March welcomed this proposal, while hoping that the administration could be kept simple.

The Administrative and Financial Committee on 17 and 18 June supported the first proposal (2.2.1), that schools should move away from a historical allocation of money. A periodic evaluation of needs within each school would present opportunity to encourage innovation within the school's budget.

The Committee was not convinced by the proposal (2.2.2.) to set up a new fund separately administered by a steering group. The Committee believed that a more accountable procedure would be for schools to include innovative projects in their normal budget submissions. In this way the Committee could properly exercise its function of scrutinizing the budget.

APPENDIX A

Examples of projects submitted by schools

1) BERGEN

Intersection collaboration on comparative literary themes: study of literary movements and genres across several countries, strongly supported by French Inspector

Need: sets of texts

Costs: +/- 1.500 EURO

Science fairs in primary and secondary cycles, to encourage more experimental science at all levels

Need: laboratory equipment, display materials

Costs: +/- 2.500 EURO

Development of a Euroastronomy course for S4 + S5

-Draft material already produced and the course already piloted

Need: inhouse printing costs, simple equipment

Costs: +/- 2.000 EURO

2) BRUSSELS II

Using literature to broaden teaching of L2 in the primary school

Need : texts, meeting costs in pilot stage

Costs: +/- 1.000 EURO

Primary/secondary transition: collecting and collating examples of good practice and disseminating to schools

Need : dissemination costs

Costs: +/- 1.000 EURO

3) KARLSRUHE

Self-access language centre to enable pupils to develop language capabilities outside normal lessons (the English centre provided an exemplary pilot)

Need: texts, index, audio + visual equipment, p.c.

Costs: +/- 5.000 EURO

Environmental education across the curriculum. The extra curriculum part of this project has already saved money at Karlsruhe (see Management Inspection Report)

Need: teaching material, measuring equipment etc

Cost: +/- 2.000 EURO

Steering group

4) LUXEMBOURG

Environmental study centre for the primary cycle year P1-5

Need: environmental studies material for all year groups

Costs: +/- 7.000EURO

Information skills for secondary cycle, supported by school library committee, school management, parents association and the librarians

Need: teaching material, books, posters, av materials, cd roms, etc

Cost: +/- 3.000 EURO

5) MOL

Development of playground for learning

Need: equipment, paint etc

Cost: +/- 1.000 EURO

Practical science laboratories for S 5,6 & 7

Needs: equipment

Cost:: +/- 8.000 EURO

Local resources handbook for teachers

Need: production cost

Cost: +/- 2.000EURO



ANNEXE A - ETAT GÉNÉRAL DES DEPENSES PAR CHAPITRE - Budget 1999

Site Classe Chapitre Article			1999			1998			1997		
			Crédits	Variation 1999 - 1998 en %		Crédits Initiaux	Crédits Supp./Rect.	Crédits Totaux	Crédits Init.+Sup./Rec.	Crédits Finaux	Dépenses Engagées
Chapter 1											
60 1	Traitements et Indemnités		136.739.409	948.925	0,70%	134.702.503	1.087.981	135.790.484	134.764.559	132.702.892	124.620.572
Chapter 2											
60 2	Dépenses de fonctionnement		13.726.716	744.229	5,73%	12.982.487	--	12.982.487	12.487.744	12.980.972	12.750.000
Chapter 3											
60 3	Dépenses d'équip./d'install.		2.331.938	1.411.827	153,44%	920.111	--	920.111	990.504	1.027.874	1.022.601
Chapter 4											
60 4	Dépenses exceptionnelles		8.264.893	1.205.130	17,07%	6.984.749	75.014	7.059.763	6.905.908	8.488.808	7.947.676
Chapter 5											
60 5	Adpt.Rém. et Créat.Postes/II.		277.618	71.961	34,99%	205.657	--	205.657	364.063	256.534	--
Chapter 6											
60 6	Quote-part sect.bud. du BRC'S		476.399	64.611	15,69%	415.759	-3.971	411.788	428.498	428.498	428.498
Chapter 7											
60 7	Crédits Opérationnels		1.658.903	283.365	20,60%	1.375.538	--	1.375.538	1.353.552	1.409.252	1.374.144
60 8	Dépenses Négatives		--	--	%	--	--	--	--	--	--
60	DEPENSES		163.475.876	4.730.048	2,98%	157.586.804	1.159.024	158.745.828	157.294.830	157.294.830	148.143.499

ANNEXE B - BUDGET -Crédits exercice 1999- DEPENSES

Site Classe Chapitre Article Poste		1999	1998			1997		
		Crédits	Crédits Initiaux	Crédits Supp./Rect.	Crédits Totaux	Crédits Init.+Sup./Rec.	Crédits Finaux	Dépenses Engagées
60 2 0 01	Dépenses relatives aux Immeubles	465.701	448.458	1.246	449.704	398.180	436.180	426.187
60 2 0 21	Contr. de Nettoyage par entreprise	3.975.194	3.948.964	6.840	3.955.804	3.925.733	3.828.983	3.755.146
60 2 0 22	Contr. pour l'entretien des bat./install	749.056	730.385	8.012	738.397	747.312	787.916	767.891
60 2 0 23	Produits d'entretien et fourniture	598.034	530.279	1.264	531.543	675.883	672.311	671.977
60 2 0 30	Chauffage, l'éclairage, l'eau	1.798.725	1.765.745	..	1.765.745	1.736.622	1.758.472	1.723.459
60 2 0 40	Aménagement/Install. des locaux	486.591	366.734	..	366.734	340.259	479.276	477.665
60 2 0	Dép. Fonctionnement - Immeubles -	8.073.301	7.790.565	17.362	7.807.927	7.823.989	7.963.138	7.821.525
60 2 1 01	Frais d'Ordinateur en régie	116.710	113.778	..	113.778	113.311	108.960	106.190
60 2 1 02	Mat. bureau, fourn. div., impr., etc...	218.936	207.440	2.024	209.464	190.736	214.571	213.272
60 2 1 03	Tél., Fax, frais Poste/livraison, etc...	464.243	410.808	..	410.808	372.639	447.825	443.161
60 2 1 04	Diff. de Change, frais Bancaires	58.700	56.830	..	56.830	50.880	56.930	55.330
60 2 1 05	Frais de l'induction	350.000	350.000	..	350.000	270.000	277.000	276.999

ANNEXE I BUDGET -Crédits exercice 1999- DEPEA ES

Site Classe Chapitre Article Poste		1999	1998			1997		
		Crédits	Crédits Initiaux	Crédits Supp./Rec.	Crédits Totaux	Crédits Init.+Sup./Rec.	Crédits Finaux	Dépenses Engagées
60 2 1 06	Frais d'Interpretation	275.000	250.000	--	250.000	240.000	234.000	233.574
60 2 1 07	Bulletin Pédagogique	20.000	18.000	--	18.000	22.000	17.000	16.604
60 2 1	Dép. Fonctionnement - Administr.	<u>1.503.589</u>	<u>1.406.856</u>	<u>2.024</u>	<u>1.408.880</u>	<u>1.259.566</u>	<u>1.356.286</u>	<u>1.345.130</u>
60 2 2 01	Acquis./Renouv. Produits pour Classes	336.055	317.845	--	317.845	306.298	308.898	308.294
60 2 2 02	Frais: Photo., Impr., Publ. pour Classes	341.650	334.938	1.992	336.930	328.794	329.724	323.879
60 2 2 03	Frais Funct. Bibliothèque prof./élèves	28.375	22.628	--	22.628	21.545	22.495	21.764
60 2 2 04	Assurance Scolaire	11.037	11.581	--	11.581	10.669	10.769	10.224
60 2 2 05	Transport Interne	51.707	49.004	--	49.004	61.714	54.654	49.704
60 2 2 06	Contrôle Médical et Assistance	215.192	205.191	2.600	207.791	205.187	207.187	202.720
60 2 2 07	Echanges d'élèves	12.068	11.266	--	11.266	10.264	10.264	7.663
60 2 2 08	Centre de Cardance	56.919	46.863	--	46.863	46.221	46.521	46.257
60 2 2	Dép. pour Elèves/marché Classes	<u>1.053.003</u>	<u>999.316</u>	<u>4.592</u>	<u>1.003.908</u>	<u>990.692</u>	<u>990.512</u>	<u>970.505</u>

ANNEXE B - BUDGET -Crédits exercice 1999- DEPENSES

Site Classe Chapitre Article Poste	1999	1998			1997		
	Crédits	Crédits Initiaux	Crédits Supp./Rec.	Crédits Totaux	Crédits Init.+Sup./Rec.	Crédits Finaux	Dépenses Engagées
60 2 3 01 Répar./Entretien mat., mat.did., etc...	136.982	105.976	495	106.471	99.683	132.056	124.910
60 2 3 02 Frais pour Voiture de service	10.722	10.285	..	10.285	8.140	8.140	7.113
60 2 3 Autres Dép. de fonctionnement	147.704	116.261	495	116.756	107.823	140.196	132.023
60 2 4 01 Contrib. act.périscolaires Ass.Parents	169.197	160.241	..	160.241	158.131	64.380	63.746
60 2 4 02 Indemn.fins.chargés de l'org.act.périscol.	93.751	93.369
60 2 4 Contrib. act.périscolaires Ass.Pac.	169.197	160.241	..	160.241	158.131	158.131	157.115
60 2 5 01 Frais de Réception/Représentation	22.568	18.546	..	18.546	17.950	17.950	17.677
60 2 5 02 Frais de Réunions internes	1.200	1.750	..	1.750	1.600	920	600
60 2 5 Frais de Récept./Représ./Réunions	23.768	20.296	..	20.296	19.550	18.870	18.277

ANNEXE - BUDGET - Crédits exercice 1999- DEPENSES

Site Classe Chapitre Article Poste	1999	1998			1997		
	Crédits	Crédits Initiaux	Crédits Supp./Rec.	Crédits Totaux	Crédits Init. + Supp./Rec.	Crédits Finaux	Dépenses Engagées
60 2 6 01 Frais de Mission du personnel	374.503	355.656	--	355.656	360.069	319.439	298.231
60 2 6 02 Frais de formation continuée	183.200	183.600	--	183.600	160.195	192.707	191.986
60 2 6 03 Frais d'experts et de conférenciers	34.203	32.748	--	32.748	29.156	31.969	30.549
60 2 6 04 Formation des "Remedial Teachers"	31.624	30.152	--	30.152	34.487	13.318	8.264
60 2 6 05 Frais de réunion - C.S. -	170.000	150.000	--	150.000	135.000	148.000	138.737
60 2 6 06 Frais réunion - C.A.E. -	70.000	70.000	--	70.000	70.000	54.000	53.788
60 2 6 07 Frais de réunion - Cons.d'Insp. -	415.000	375.000	--	375.000	290.000	345.000	344.986
60 2 6 08 Frais visite membres C. Inspect.	180.000	180.000	--	180.000	170.000	140.000	139.950
60 2 6 09 Frais de jurys d'examens (HAC)	510.000	490.000	--	490.000	420.000	420.000	419.933
60 2 6 10 Frais de voyage Interparents	30.000	36.000	--	36.000	--	22.500	19.226
60 2 6 Frais de Mission/Experts/Formation	1.998.530	1.903.156	--	1.903.156	1.668.907	1.686.933	1.645.650

Site	Classe	Chapitre	Article	Poste
1	2	3	4	5

ANNEXE BUDGET -Crédits exercice 1999- DEPE/ ES

Site Classe Chapitre Article Poste	1999	1998			1997		
	Crédits	Crédits Initiaux	Crédits Supp./Rec.	Crédits Totaux	Crédits Init.+Sup./Rec.	Crédits Finaux	Dépenses Engagées
60 2 9 01 Application de la T.V.A.	35.689	33.122	..	33.122	34.462	33.762	31.085
60 2 9 Impôts	35.689	33.122	..	33.122	34.462	33.762	31.085
60 2 Dépenses de fonctionnement	13.726.716	12.982.487	75.173	13.057.660	12.487.744	12.980.972	12.750.006

ANNEXE B - BUDGET -Crédits exercice 1999- DEPENSES

Site Classe Chapitre Article Poste		1999	1998			1997		
		Crédits	Crédits Initiaux	Crédits Supp./Rec.	Crédits Totaux	Crédits Init.+Sup./Rec.	Crédits Finaux	Dépenses Engagées
60 3 0 01	Mobilier et Machines de Bureau	85.430	46.980	1.700	48.680	64.425	77.650	77.190
60 3 0 02	Mobilier de Classe	477.246	98.904	..	98.904	117.068	108.643	107.713
60 3 0 03	Matériel Didactique/d'Expérimentation	273.956	231.105	..	231.105	216.408	213.233	212.315
60 3 0 04	Matériel "Remedial Teaching"	23.421	25.117	..	25.117	25.140	23.015	22.933
60 3 0 05	Matériel Enseignement/Informatique	200.638	124.742	..	124.742	129.569	130.869	130.406
60 3 0 06	Livres et Documents de Bibliothèque	150.163	142.932	..	142.932	145.560	145.060	143.738
60 3 0 07	Autres objets d'Equipement	345.389	78.500	..	78.500	85.695	118.765	118.136
60 3 0 08	Aménag./Complément inst./bat./abords	775.695	171.831	219.500	391.331	206.639	210.639	210.172
60 3 0	Dép. d'Equipement/d'Installation	2.331.938	920.111	221.200	1.141.311	990.504	1.027.874	1.022.603
60 3	Dépenses d'Equip./d'Install.	2.331.938	920.111	221.200	1.141.311	990.504	1.027.874	1.022.603