

Stakeholders' expectations towards ECEC institutions as learning arenas - directors attempts to influence stakeholders

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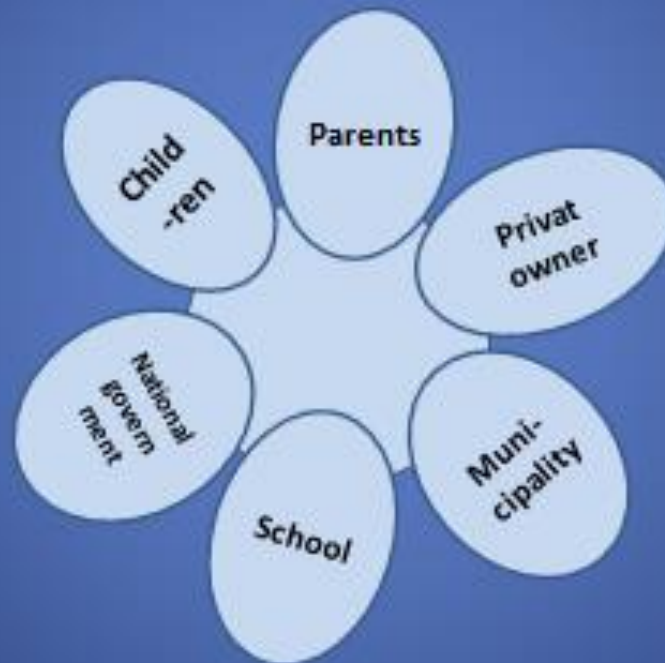


Background

- * ECEC was added to the Ministry of Education in 2005
- * White Papers from the National Government: Emphasize to develop the ECEC institutions as a learning arenas for children.
- * Qualitative studies: Parents, private owners and the municipalities are the most significant stakeholders to claim learning in Early Childhood Centers according to the directors (cf. Flormælen, 2013.)The contents of the expectations are not quite clear (Moen & Granrusten, in press).

Political perspective on leadership and organizations (Bolman and Deal, 2013)

MODEL WITH SOME OF THE STAKEHOLDERS



The Research questions

- * Which stakeholders do directors of ECECs perceive as the most significant, when it comes to expectations to the centers as learning arenas for children?
- * To what extent do stakeholders have different views (conflicts) according to the directors?
- * To what extent do the directors try to influence stakeholders' view on learning?

Methodology

- * Quantitative design with a survey questionnaire (late 2013).
- * 1310 directors of ECECs in Norway responded.
- * The data was analyzed by the statistical package SPSS.
- * Univariate frequency analysis, some bivariate frequencies (ownership as the independent variable)

Results I

In what degree do the directors perceive that the following stakeholders have expectations to the centers claiming that they should emphasize children's learning? Answers in percentages. N=1043-1301.

Actors	1 Very small extent	2	3	4	5	6 Very large extent	Do not know	Tot.
The municipal administr.	1	3	10	22	37	25	3	101
Media	1	4	9	19	30	26	10	99
The Ministry of Education	1	1	4	13	41	37	5	102
The staff in the center	1	0	6	27	44	23	0	101

Stakeholders with the highest degree of expectations.

Results II

How often the directors experience disagreement among some stakeholders claiming that the centers should emphasize children's learning? Answers in percentages. N=1303-1288.

Disagreement among actors	1 Very rare	2	3	4	5	6 Very often	Do not know	Total
Staff and parents	47	30	12	8	3	1	-	101
Among the staff	36	36	17	8	3	-	-	100
Center and school	35	28	17	10	5	2	4	101
Center and owner	52	28	10	6	2	1	2	101
Among the parents	37	28	16	9	3	1	6	99

Results III

In what degree have the directors tried to influence external stakeholders in relation to their perspective on children's learning? N= 1303-1097

	1	2	3	4	5	6	Vet ikke	Sum
Parents	4	6	13	32	32	13	0	100
Politicians in the municipality	27	20	19	17	13	4	1	101
The municipal administration	19	14	17	20	20	9	1	100
Private owner	20	8	10	12	11	10	29	100
The school	21	17	19	23	12	5	3	100

Discussion/conclusions

- * **1) The Ministry of Education has the strongest expectations** (The most distant/abstract stakeholder)
- * **2) The directors do not report a high degree of conflict among stakeholders** (Harmonic?) (More high among directors of municipal than of private centers. Directors of municipal centers are closer to the local political system).
- * **3) The directors act in some degree as political actors trying to influence different stakeholders**
- * Mostly the closest external stakeholder – the parents. (Differences between municipal and private centers. Directors of municipal centers are in general more active)