



# School leadership and school management in independent schools

BAPS Bulgarian Association of private Schools  
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# BULGARIA – ANCIENT CIVILIZATION

**Prehistory:** “The earliest evidence of [hominid](#) occupation discovered in what is today **Bulgaria** date from **at least 1.4 million years ago**.<sup>[1]</sup> The earliest human remains found in Bulgaria were excavated in the [Kozarnika](#) cave, with an approximate age of 1,6 million BC. **This cave probably keeps the earliest evidence of human symbolic behaviour ever found.**

Around 5000 BC, a sophisticated civilization already existed which produced some of the first pottery, jewellery and golden artifacts in the world.”



Kozarnika cave



Some of the earliest evidence of [grape](#) cultivation and livestock [domestication](#) is associated with the Bronze Age [Ezero culture](#).<sup>[14]</sup> The [Magura Cave](#) drawings date from the same era.



# BULGARIA – ANCIENT CIVILIZATION

Thracian Odrysian kingdom (c. 480 BC - 30 BC)

Roman period

Migration Period (3rd century - 7th century)

Old Great Bulgaria (Kubrat (reigned c. 605–c. 642)

First Bulgarian Empire (681–1018)

Boris I, Bulgaria became officially Christian, and the Ecumenical Patriarch agreed to allow an autonomous Bulgarian Archbishop at Pliska



[Valchitran Treasure](#), c. 1300 BC



[Thracian Tomb of Kazanlak](#), 4th century BC

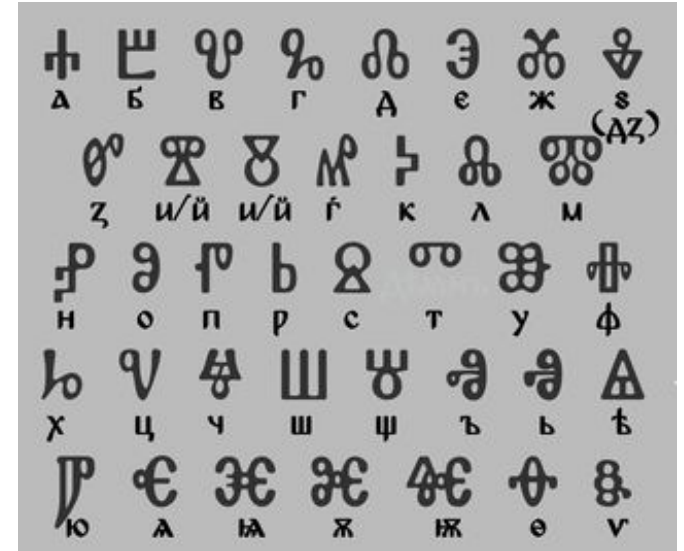


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# BULGARIA – GLAGOLIC AND CYRILIC ALPHABET

In the early 9th century, a new alphabet — [Cyrillic](#) — was developed at the Preslav Literary School, adapted from the [Glagolitic alphabet \(855-862\)](#) invented by the Bulgarian brothers [Saints Cyril and Methodius](#).<sup>[48]</sup>

The Cyrillic alphabet is an alphabet that turns Bulgaria into a pioneer, and the Bulgarian language into the basis of all Slavic languages.



**Bogomilism**

**Bulgaria under Byzantine rule (1018–1185)**

**Second Bulgarian Empire (1185–1396)**

## **Bulgaria under Ottoman rule (1396–1878)**

**Third Bulgarian State (1878–1946)**

**The Balkan Wars**

**World War I**

**Interwar years**

**World War II**



[Boyan Moga](#)



[Ivan Asen II](#)



[Vasil Levski](#), key figure of the revolutionary movement and national hero of Bulgaria



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## Beginning of the 19<sup>th</sup> century

**S**mall communities with strong patriarchate model; the priest, teacher, mayor

**M**onastery cell. Adolescents sit on mats on the ground. **A priest teaches** them the alphabet, then to spell, very rarely - and to count. Everyone studies the church books - Apostle, Psalter and Hours. It is considered a higher science if all three are studied.

At the same time, some European universities are already at the enviable age of 500-600 years.



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## 19<sup>th</sup> century

The school was an unattractive place for literacy. There were no trained teachers, often random people became such.

The teacher taught his students only what he himself had learned with great difficulty.

- Lack in pedagogical skills
- lack of scientific matter

*“The belief that the rod is a tree of paradise, it fixes everyone and everything, parents and teachers said.”*



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## First Bulgarian School in Varna: 1861

Initiated and financed by a prominent public figure and merchant.

**The first teacher - Sava Dobroplodni - a famous poet, public figure, playwright and educator.**

The Bulgarian [National Revival](#) (18<sup>th</sup> century – 1878)



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20<sup>th</sup> century

The **People's Republic of Bulgaria** - Socialist  
republic

- a socialist republic from 1946 to 1990, ruled by the Bulgarian  
Communist Party



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# After 1989 21 century

**B**irth of private education

**E**ducational system changes

**L**eaders/Principles and Teacher's development and  
role

01, January 2007 – Bulgaria in EU



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# Classroom change in less than 20 years

Before

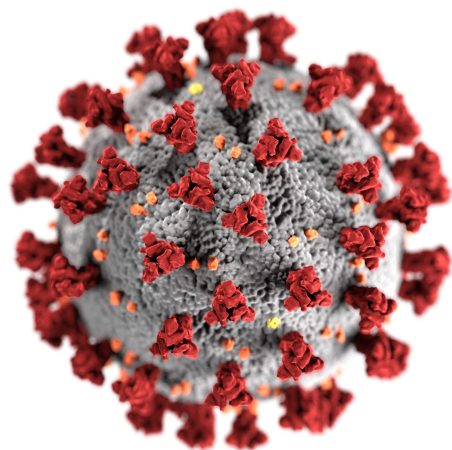


After



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# 2020



*Pictures source: Internet*



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## After 2020

- **n**ew digital skills in **hectic environment**
  - **n**ew **s**kills in communication, organization, values rethinking, mental health focus, community approaches, parent's "pampering"
- **n**avigation and communication, **n**ew **"human" strategies**.
  - **l**eadership and internal policies re-thinking;
- **w**ellbeing and **s**uccess **r**e-definition



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2023



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# Survival mode or an opportunity to develop?

## Re-assessment of everything

### what is

**M**ission, vision, identity;

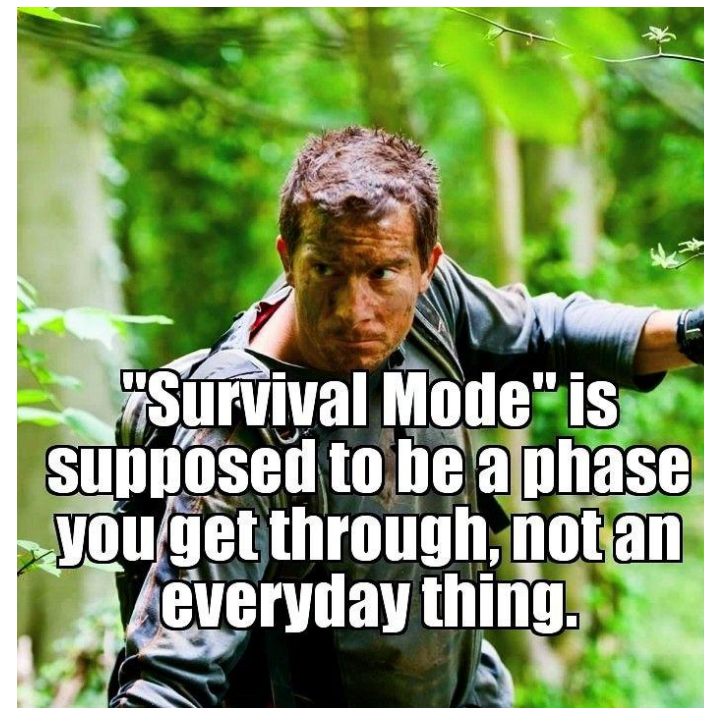
**E**ducational leaders work, profile and skills

**L**earning and (people) development models

360 strategies

**L**eadership styles and standards

**T**ransformational /or/ instructional leadership, or combination of methods



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- **n**ew roles,
- **n**ew reality, new needs, new questions
- **p**ermanent changes in society, political and economical environment
- **r**ole and needs of students, parents, communities, business

Need to change instantly.  
like never before.



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## Challenges

- increased work for the school leaders,
  - higher complexity and bigger pressure
    - new skills required **vs** no time and uncertainty
    - **mental health, well-being**
    - Complexity
  - three dimensions: technical, professional and personal
- 
- lack of people, lack of prepared people

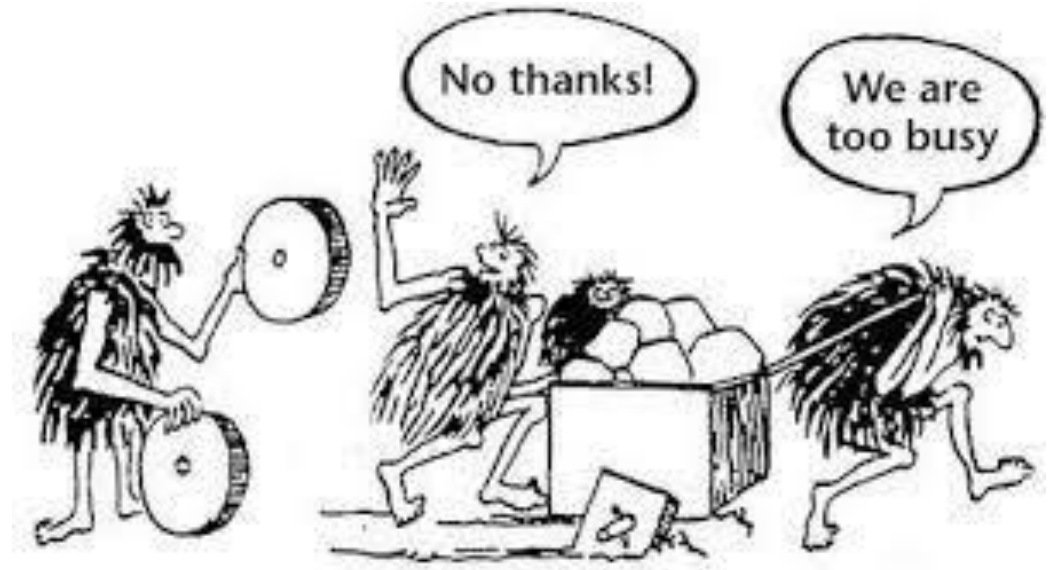
GOOD LUCK  
FINDING  
BETTER  
COLLEAGUES  
THAN US!  
☺



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## Challenges

- **g**overnmental push and lack of **p**rivate education support
  - **t**ime
- engaging the families and communities
  - **f**inancial resources and technological infrastructure
  - **m**ultitasking
- **s**low pace in governmental transformation
  - **u**nstable political situation
  - **r**ecession ?



## STUDENTS

- **w**hat they need and dream about
- **w**hat motivates them
- **h**ow they consider their own future



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# A LEADER AND A TEAM



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STAY  
CONSCIOUS



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The minute that you're not learning I believe you're dead.

Jack Nicholson

**THANK YOU**

Informational sources, incl. quotes, pics and inspiration:

- 1/ ED/GEMR/MRT/2023/T1/2  
Background paper prepared for  
the 2024/5 Global Education Monitoring Report  
Leadership and education
- 2/ COUNCIL OF THE EUROPEAN UNION  
Council conclusions on effective leadership in education  
EDUCATIO, YOUTH, CULTURE and SPORT Council meeting  
Brussels, 25 - 26 November 2013
- 3/ Internet
- 4/ BAPS, personal archive, incl. Sunny Angel Montessori  
Sofia, Bulgaria



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