



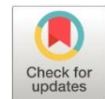


School management in early education centers in Ecuador

La gestión escolar en los centros de educación infantil en Ecuador

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Keywords:

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Abstract

Introduction. Early Education Centers in Ecuador play a crucial role in providing quality education to children from 0 to 5 years of age, offering a range of services, including early childhood care, education, and nutrition, to ensure the comprehensive development of children. Effective school management is crucial to successful operation, involving the coordination and integration of various aspects of the center, including curriculum development, teacher training, assessment, and evaluation. Some challenges include poverty, malnutrition, limited access to resources, and inadequate infrastructure. However, the education provided in Ecuador's Early Education Centers ensures that all children have access to quality education, regardless of their socioeconomic background. **Objective.** Studying the impact of school management in early childhood education centers in Ecuador. **Methodology.** The methodology for conducting literature review research involves analyzing, synthesizing, and critically evaluating the existing literature on school management in schools. Below I provide a basic structure for describing the methodology of a literature review study: a. Define the scope and objectives. b. Selection of databases and sources of information. c. Inclusion and exclusion criteria. d. Search strategy, selection, and extraction of data. e. Analysis and synthesis of data. f. Presentation of results. g. Conclusions and recommendations. h. Bibliography. **Results.** The following results are presented: 1. Leadership and vision in school management. 2. Staffing and professional development. 4. Student assessment and evaluation. 5. Parent and community involvement. 6. Budgeting and resource management. Integration of technology in school management. 7. Legal and ethical aspects of school management. **Conclusion.** Effective school management is crucial to the success of early childhood education centers in Ecuador. The people who lead these institutions must develop an unclouded vision, set goals and objectives, and foster a positive school culture. This requires resources such as curriculum, staffing and professional development, student assessment and evaluation, parent and community involvement, budget and resource management, technology integration, and legal and ethical issues are important aspects of school management that must be addressed. **General area of study:** Education. **Specific Area of Study:** School

Palabras

claves:

Gestión escolar
Centros
educativos
Educación
infantil
Educación
Ecuador

management.

Resumen

Introducción. Los Centros de Educación Inicial en Ecuador juegan un papel crucial en la provisión de educación de calidad a niños de 0 a 5 años, ofreciendo una gama de servicios, incluyendo atención a la primera infancia, educación y nutrición, para asegurar el desarrollo integral de los niños. La gestión eficaz de las escuelas es crucial para el éxito de su funcionamiento, e implica la coordinación e integración de diversos aspectos del centro, como el desarrollo curricular, la formación del profesorado, el asesoramiento y la evaluación. Algunos de los retos son la pobreza, la desnutrición, el acceso limitado a los recursos y las infraestructuras inadecuadas. Sin embargo, la educación impartida en los Centros de Educación Inicial de Ecuador garantiza que todos los niños tengan acceso a una educación de calidad, independientemente de su origen socioeconómico. **Objetivo.** Estudiar el impacto de la gestión escolar en los centros de educación infantil en Ecuador. **Metodología.** La metodología para llevar a cabo una investigación de revisión de la literatura implica analizar, sintetizar y evaluar críticamente la literatura existente sobre la gestión escolar en las escuelas. A continuación, proporciono una estructura básica para describir la metodología de un estudio de revisión bibliográfica: a. Definir el alcance y los objetivos. b. Selección de bases de datos y fuentes de información. c. Criterios de inclusión y exclusión. d. Estrategia de búsqueda, selección y extracción de datos. e. Análisis y síntesis de datos. f. Presentación de resultados. g. Conclusiones y recomendaciones. h. Bibliografía. **Resultados.** Se presentan los siguientes resultados: 1. Liderazgo y visión en la gestión escolar, 2. Desarrollo e implementación curricular. 3. Dotación de personal y desarrollo profesional. 4. Valoración y evaluación del alumnado. 5. Participación de los padres y la comunidad. 6. Presupuestos y gestión de recursos. 6. Integración de la tecnología en la gestión escolar. 7. Aspectos legales y éticos de la gestión escolar. **Conclusión.** La gestión escolar eficaz es crucial para el éxito de los centros de educación infantil en Ecuador. Las personas que dirigen estas instituciones deben desarrollar una visión clara, establecer metas y objetivos y fomentar una cultura escolar positiva. Para lo cual es necesario que existan recursos como el

plan de estudios, la dotación de personal y el desarrollo profesional, la evaluación y valoración de los estudiantes, la participación de los padres y la comunidad, el presupuesto y la gestión de recursos, la integración de la tecnología y las cuestiones legales y éticas son aspectos importantes de la gestión escolar que deben abordarse. **Área de estudio general:** Educación. **Área de estudio específica:** Gestión escolar.

Introduction

Early Education Centers in Ecuador play a crucial role in providing quality education to children aged 0-5 years. These centers are established by the Ministry of Education and are responsible for implementing public policies at the early childhood level. As of 2022, there are over 10,000 Early Education Centers in Ecuador, catering to the educational needs of approximately 600,000 children. These centers offer a range of services, including early childhood care, education, and nutrition, to ensure the holistic development of children (Tahmassebi & Najmi, 2023).

Effective school management is crucial for the success of Early Education Centers in Ecuador. It involves the coordination and integration of various aspects of the center, including curriculum development, teacher training, assessment, and evaluation. Good school management can lead to improved learning outcomes for children, increased parent involvement, and better utilization of resources. However, managing early education centers in Ecuador can be challenging, with issues such as inadequate funding, limited resources, and a shortage of trained personnel. These challenges can hinder the effective management of the centers and negatively impact the quality of education provided (Azmat et al., 2023).

Early Education Centers in Ecuador face numerous challenges in providing quality education to children. These challenges include poverty, malnutrition, limited access to resources, and inadequate infrastructure. Additionally, the COVID-19 pandemic has further exacerbated these challenges, with many centers struggling to provide remote learning opportunities for children. To address these challenges, the government of Ecuador has implemented various policies and programs, such as the Good Living Children's Centers (CIBV) and Child Development Centers (CDI). These programs aim to improve the quality of education provided in Early Education Centers and ensure that all children have access to quality education, regardless of their socio-economic background (Reficco et al., 2023).

Methodology

The methodology for conducting literature review research involves analyzing, synthesizing, and critically evaluating the existing literature on school management in schools. Here I provide a basic structure for describing the methodology of a literature review study (Velastegui et al., 2023):

1. Defining the Scope and Objectives. To clearly explain the scope of the literature review, i.e., the specific topics or research questions to be addressed. Define the objectives and goals of the review to guide the process.
2. Selection of Databases and Sources of Information. Why describes the databases, scientific journals, books, websites, or other sources of information that will be used to search for relevant literature. Explain why these sources are appropriate for the topic of study.
3. Inclusion and Exclusion Criteria. To establish the criteria that will be used to include or exclude studies and papers. This may include type of publication, year of publication, language, specific methodologies, among others.
4. Search Strategy, Selection and Data Extraction. To detail the search strategy that will be used to find the relevant literature. This may include key terms, Boolean operators, combination of terms, and search restrictions. And write how the selection of articles and extraction of relevant data will be conducted. You can explain the peer review process and how discrepancies in selection and extraction will be resolved.
5. Data Analysis and Synthesis. Present how the data extracted from the selected articles will be analyzed and synthesized. This may include the thematic organization of the literature, identification of patterns and trends, and comparison of results.
6. Presentation of Results. Explain how the results of the review will be presented, whether in the form of narrative synthesis, tables, graphs, or other visual methods. Be sure to organize the results in a logical and coherent manner.
7. Conclusions and Recommendations. Summarize the key conclusions of the review, noting trends, relevant findings, and contributions to the field. You may also offer recommendations for future research.
8. Bibliography. If you have relied on specific methodological approaches to conduct the review, cite relevant sources, and explain how you have applied them.

Results

Once the literature review process has been conducted, the following results are presented:

Leadership and Vision in School Management

Developing an unclouded vision for the early education center is crucial for effective school management. A well-defined vision statement can provide direction and purpose for the school community, guiding decision-making and ensuring that all stakeholders are working towards a common goal. The vision should be developed collaboratively with all members of the school community, including teachers, parents, and administrators. It should reflect the values and goals of the community, as well as the broader educational context and societal needs. By establishing a shared vision, the

school can create a sense of unity and purpose, which is essential for effective school management (Olanya et al., 2023).

Once the vision has been established, it is important to set clear goals and objectives that are aligned with the vision. These goals should be specific, measurable, attainable, relevant, and time-bound (SMART), providing a clear roadmap for achieving the vision. Goals should be developed collaboratively and should reflect the needs and priorities of the school community. By setting clear goals and objectives, the school can ensure that everyone is working towards the same end, providing a sense of direction and purpose. Regular monitoring and evaluation of the progress towards these goals can help to identify areas for improvement and ensure that the school is on track to achieve its vision (López-Alcarria et al., 2017).

Fostering a positive school culture is another critical aspect of effective school management. A positive school culture is one in which all members of the school community feel valued, respected, and supported. This can be achieved through a variety of strategies, including: - Encouraging open communication and collaboration - Recognizing and celebrating achievements and successes - Providing opportunities for professional development and growth - Creating a safe and inclusive environment for all students and staff - Encouraging and facilitating parent and community involvement. By fostering a positive school culture, the school can create a sense of belonging and community, which can lead to increased engagement, motivation, and overall well-being among students and staff (Ryan et al., 2022).

Curriculum Development and Implementation

Creating a developmentally appropriate curriculum is a crucial aspect of effective school management in early education centers in Ecuador. A developmentally appropriate curriculum considers the unique needs and abilities of young learners, providing them with opportunities to gain experience and grow at their own pace. Such a curriculum should be designed to foster the development of cognitive, social, emotional, and physical skills, as well as creativity and curiosity. By prioritizing the needs of young learners, a developmentally appropriate curriculum can help to ensure that students are engaged, motivated, and successful in their learning.

Ensuring curriculum alignment with national standards is another key element of effective school management. National standards provide a framework for curriculum development, outlining the knowledge, skills, and competencies that students should acquire at each grade level. In Ecuador, public policies promote relevant actions at all levels of education, especially in early childhood education, which promotes the comprehensive development of children. By aligning the school's curriculum with

national standards, educators can help to ensure that students are receiving a high-quality education that prepares them for future academic success (Houdek, 2023).

Implementing effective teaching strategies is also critical to successful school management in early education centers. Teachers should be trained to use a variety of teaching strategies that are appropriate for young learners, such as play-based learning, hands-on activities, and group work. These strategies can help to engage students and promote active learning, which has been shown to be more effective than passive learning approaches. Additionally, teachers should be trained to differentiate instruction to meet the diverse needs of their students, providing additional support or challenges as needed. By implementing effective teaching strategies, educators can help to create a positive and supportive learning environment that fosters student growth and success (Leviton et al., 2023).

Staffing and Professional Development

Recruiting and retaining qualified teachers and staff is crucial to the success of early education centers in Ecuador. The quality of education provided to young children depends on the expertise and dedication of the staff members. Therefore, it is essential to have a rigorous recruitment process that ensures that only the most qualified candidates are selected. This process can include a thorough review of resumes, interviews, and background checks. Additionally, offering competitive salaries and benefits packages can help attract and retain top talent, ensuring that the center is staffed with skilled and committed professionals. By investing in the recruitment and retention of qualified staff, early education centers can provide high-quality education to young children in Ecuador (Seifried et al., 2021).

Providing professional development opportunities is another critical aspect of effective school management in early education centers. Professional development can include training sessions, workshops, and conferences that help staff members enhance their skills and knowledge in the field of early childhood education. By investing in professional development, staff members can stay up to date on the latest research and best practices, ensuring that they are providing the highest quality education to young children. Additionally, professional development can help staff members advance their careers, leading to increased job satisfaction and retention. By creating a culture of continuous learning, early education centers can foster a supportive and dynamic work environment that benefits both staff members and young children (Gülsün et al., 2023).

Creating a positive work environment is essential to the success of early education centers in Ecuador. A positive work environment can include a range of factors, such as a supportive and collaborative team culture, clear communication channels, and opportunities for feedback and recognition. By prioritizing the well-being and job

satisfaction of staff members, early education centers can create a culture of excellence that benefits young children and their families. Additionally, a positive work environment can help reduce staff turnover and increase retention, ensuring that the center is staffed with experienced and dedicated professionals. By investing in the well-being of staff members, early education centers can create a sustainable and successful model of school management in Ecuador (Ibidunni et al., 2023).

Student Assessment and Evaluation

Effective assessment methods are crucial for student evaluation in early education centers in Ecuador. The assessment process includes 19 knowledge areas, covering subjects across the three main educational cycles, including early education (pre-K). To ensure that assessments are effective, educators must use a variety of methods that align with the learning objectives and are appropriate for the age group. These methods may include observation, portfolios, and performance-based assessments. By implementing effective assessment methods, educators can gather accurate information about student progress and make informed instructional decisions (Massey et al., 2023).

Using data to inform instructional decisions is a critical aspect of student evaluation in early education centers. Educators should regularly analyze assessment data to identify areas where students may be struggling and adjust instruction accordingly. This process can involve creating individualized learning plans for students who need additional support, providing targeted interventions, and modifying instructional strategies to better meet the needs of all students. By using data to inform instructional decisions, educators can ensure that all students are making progress and receiving the support they need to succeed (Peschl et al., 2023).

Ensuring fair and accurate evaluation of student progress is essential in early education centers. Educators must use a variety of assessment methods to gather a comprehensive understanding of each student's strengths and areas for improvement. Additionally, they should ensure that assessments are culturally responsive and unbiased, considering the diverse backgrounds and experiences of their students. By providing fair and accurate evaluations, educators can build trust with families and create a positive learning environment for all students. To achieve this, early education centers in Ecuador may consider providing training to school administrators as pedagogic assessors on the assessment team (Wen et al., 2023).

Parent and Community Engagement

Building positive relationships with families and the community is a crucial aspect of effective school management in early education centers. Establishing trust and open lines of communication can help to create a supportive and collaborative environment

where children can thrive. School leaders can facilitate this process by hosting regular events and activities that encourage families to get involved in the school community. For example, parent-teacher conferences, family fun nights, and volunteer opportunities can all help to build connections and foster a sense of belonging. By prioritizing relationship-building with families and the community, school leaders can create a more inclusive and supportive environment for all stakeholders (Wandelt et al., 2023).

Encouraging family involvement in the school is another key component of effective school management in early education centers. When families are actively engaged in their children's education, children tend to perform better academically and have higher levels of social-emotional development. School leaders can encourage family involvement by providing resources and support for families, such as workshops on early childhood development or opportunities for parents to observe their child's classroom activities. By creating a welcoming and inclusive environment that values family involvement, school leaders can help to foster an intense sense of community and support for all children and families (Mousa et al., 2020).

Communicating effectively with parents and the community is essential for successful school management in early education centers. School leaders should strive to communicate regularly and transparently with families, providing updates on their child's progress, upcoming events, and any changes to school policies or procedures. Effective communication can also involve seeking feedback from families and the community, such as through surveys or focus groups, to better understand their needs and perspectives. By prioritizing effective communication, school leaders can build trust and foster a collaborative relationship with families and the community, leading to better outcomes for all children (Rey-Guerra et al., 2022).

Budgeting and Resource Management

Developing and managing a school budget is a critical aspect of effective school management in early education centers in Ecuador. A well-planned budget can help schools allocate resources effectively, ensure financial transparency and accountability, and provide a clear roadmap for achieving educational goals. Developing a school budget involves analyzing the school's financial needs, identifying available resources, and prioritizing expenditures. School administrators must consider factors such as staffing, facilities maintenance, supplies, and instructional materials when developing a budget. Effective budget management requires ongoing monitoring and evaluation to ensure that the school's financial resources are being utilized efficiently (Calma et al., 2022).

Allocating resources effectively is another essential component of school management in early education centers. Schools must ensure that resources are distributed equitably

and in a manner that supports the school's educational goals. This involves identifying the most critical areas of need and prioritizing resources accordingly. Effective resource allocation can help schools provide high-quality education to all students, regardless of their background or socioeconomic status. School administrators must also consider the long-term sustainability of resource allocation decisions, ensuring that resources are used effectively and efficiently over time (Liu et al., 2023).

Ensuring financial transparency and accountability is critical for maintaining public trust in early education centers in Ecuador. School administrators must be transparent about the school's financial practices, making financial information readily available to the public. This includes providing regular financial reports, disclosing potential conflicts of interest, and ensuring that all financial transactions are conducted in an ethical and responsible manner. By promoting financial transparency and accountability, schools can build trust with stakeholders, including parents, students, and the wider community. Additionally, schools can use financial transparency and accountability as a tool for continuous improvement, identifying areas for improvement and implementing changes to enhance the school's financial practices (Asgård, 2022).

Technology Integration in School Management

Technology integration has the potential to significantly enhance school management in early education centers in Ecuador. By utilizing technology, schools can streamline administrative tasks, such as record-keeping and communication with parents and staff, allowing educators to focus more on teaching and student engagement. Technology can also help schools collect and analyze data to inform decision-making and identify areas for improvement. Using technology, school management can become more efficient, effective, and responsive to the needs of students, parents, and staff (Azmat et al., 2023).

To fully realize the benefits of technology integration in school management, it is essential to ensure equitable access to technology. This includes not only access to devices and software but also access to high-speed internet and digital literacy training. Without equitable access, some students and schools may be left behind, perpetuating existing inequalities and hindering progress towards educational equity. Schools and policymakers must work together to ensure that all students and educators have the necessary tools and resources to fully participate in the digital age (Tahmassebi & Najmi, 2023).

As with any modern technology, there are concerns about digital equity and privacy. It is essential to address these concerns to ensure that technology integration in school management is done in a responsible and ethical manner. This includes developing policies and procedures to protect student data and privacy, providing training to

educators on digital citizenship and online safety, and working to bridge the digital divide between schools and communities. By addressing these concerns head-on, schools can ensure that technology integration in school management is done in a way that benefits all students and promotes educational equity and excellence (López-Alcarria et al., 2017).

Legal and Ethical Issues in School Management

School management in early education centers in Ecuador must prioritize understanding and complying with local and national laws and regulations. It is essential to ensure that the center is licensed and meets all the requirements set forth by the government. Failure to comply with these regulations can lead to legal consequences, including fines or revocation of the center's license. Therefore, it is crucial to stay up to date with any changes in the laws and regulations related to early education centers (Reficco et al., 2023).

Maintaining ethical and professional standards is another critical aspect of school management in early education centers. Staff members must adhere to ethical principles and professional standards that promote the well-being of children. It is essential to create a safe and nurturing environment that fosters learning and development while respecting the dignity and rights of all individuals. Additionally, the center's management must ensure that staff members receive ongoing training and support to maintain high ethical and professional standards (Planas & Alfonso, 2023).

Addressing issues of equity and social justice is also a crucial aspect of school management in early education centers. Early childhood education centers must strive to provide equal opportunities for all children, regardless of their background or circumstances. This requires a commitment to promoting diversity, inclusion, and social justice in all aspects of the center's operations. Additionally, the center's management must ensure that all children have access to high-quality education and resources that support their development. By prioritizing equity and social justice, early education centers can help create a more just and equitable society (Gandía & Montagud, 2011).

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Conclusions

- Effective school management is crucial for the success of early education centers in Ecuador. Leaders in these centers must develop an unclouded vision, establish goals and objectives, and foster a positive school culture. Curriculum development and implementation, staffing and professional development, student assessment and evaluation, parent and community engagement, budgeting and resource management, technology integration, and legal and ethical issues are all important aspects of school management that must be addressed. By prioritizing these areas, early education centers in Ecuador can provide high-quality education to young children and set them up for success in the future. It is important for stakeholders to recognize the importance of effective school management and take action to improve practices in this field. With continued efforts and improvements, early education centers in Ecuador can provide a solid foundation for the next generation.
- Effective school management is crucial for the success of early education centers in Ecuador. Early childhood care and education programs aim to promote the holistic development of children, including their social, emotional, and cognitive growth. High-quality early childhood programs have been shown to foster the mental and physical development of young children. However, achieving these goals requires effective school management practices that support the needs of both children and educators. In this article, we have explored the importance of effective school management in early education centers in Ecuador.
- Moving forward, there is a need for continued research and development of effective management practices for early education centers in Ecuador. This includes exploring different approaches to leadership and decision-making in ECEC centers across diverse settings and contexts. Research has shown that informal preschools in Ecuador may have negative impacts on both mothers and children, highlighting the need for further investigation and improvement in this area. Additionally, there is a need to address the use of technology in early education and provide ongoing support for early educators.
- To improve school management practices in early education centers in Ecuador, there is a need for a call to action. This includes advocating for policies and funding that support high-quality early childhood programs. It also involves promoting the development of culturally responsive early learning standards. By maximizing cultural capacity and advancing standards-based improvements in early childhood education, we can ensure that all children in Ecuador have

access to high-quality early education programs that promote their holistic development and prepare them for entry into primary education. Education is fundamental to development and growth, and it is essential that we prioritize effective school management practices to support the success of early education centers in Ecuador and beyond.

Conflict of interest

The authors declare that there is no conflict of interest in relation to the submitted article.

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