franchising body is the local education authority. . . . Each governing body is then given a funded franchise to "market its school to the consumer community"." This idea of franchise is perhaps more of a metaphorical construct than a legal reality, but it is thought-provoking nonetheless. Similarly, Chris Braund's chapter on income-generation raises quite fundamental questions about the kind of business schools should be in through its underlying assumption that virtually anything that can be marketed should be. This raises the question of how far schools (in Peters and Waterman's terms) should 'stick to the knitting', but beyond this it raises fundamental questions about how far it is desirable to translate increasing numbers of non-pecuniary relationships, among professionals and between school and community, into essentially pecuniary ones.

A second major issue raised by the book concerns managerial roles and relationships in the new LMS world. Brian Fidler's brief introduction to the section on personnel management points out that personnel managers act as go-betweens, mediating between managers and employees. He then argues that school managers will need to acquire additional skills of personnel management and to refine their staff management skills to encompass a greater degree of manpower (personpower) planning Yes indeed; but who are the employers, the managers and employees under LMS? The implication is clearly that senior staff of schools are the managers, and presumably the governors are the employers. Clayton points out, however, that the LMS part of the 1988 Act 'is a statutory enabling provision of extraordinary scope and a confusion of legal powers and duties', and goes on to suggest that headteachers should 'find common identity with their staffs and not distance themselves into a management role remote from their colleagues in schools'. The potential tension between hierarchical and collegial approaches to management which this may imply is addressed at only a superficial level in

The key general issue here is, of course, one of values and purposes and the central role of management in expressing these and generating commitment to them. The LMS dimension of this is illustrated in a number of interesting ways in the book. For example, Patricia Leighton draws attention to the

importance of tendering processes which ensure that successful tenders are compatible with the culture of the school, George Thomas emphasises the critical point that budgets must be curriculum-driven, and Chris Gittins says 'we have found that the appointment of a bursar and the designation of an assistant has . . . actually freed leadership time for senior staff, something we never identified as a prime target for ERA'. Points such as these draw the reader beyond the functional focus which the book's structure encourages into a deeper and more value-centred view of what LMS is all about. The book is a valuable one. Much of it informed me, some of it stimulated me to reflection, and a few parts infuriated me. Its variety is, on balance, a strength rather than a weakness and it will be a valuable addition to the school manager's bookshelf.

> Tim Simkins Lecturer Sheffield City Polytechnic

Directors of Education — facing reform

Tony Bush, Maurice Kogan and Tony Lenney (Jessica Kingsley, 1989), £9.95 paper, ISBN 1853023062

There's something irresistible about a book which describes an activity which has taken over one's every waking (and sometimes sleeping) moment for the best years of your life. So this was a pleasure to read; indeed it says it hopes to be of value to practitioners of the activity it describes. That it certainly is and more besides for although theoreticians will find no extensive thesis here on which to chop logic, they will find a thoroughly compiled treasury of evidence not merely of what directors of education thought they experienced in the 1980s but also what they imagine the future might hold. In that respect the book is ahead of its time. That's delphic, for what I want to imply is that it would have been fascinating if it had been brought out a year or two later. After all the Bill was not yet an Act when people responded to the questionnaire, when the detailed implications of Local Management of Schools, for example, disturbed the sleep of only a few of us. That however is to cavil and will perhaps provoke Maurice Kogan

Directors Of Education Facing Reform

Maurice Kogan

Directors Of Education Facing Reform:

Directors of Education Tony Bush, Maurice Kogan, Tony Lenney, 1989 **Governing Knowledge** Maurice Kogan, 2005-04-25 Draws on social theory and comparative empirical research to analyse developments and their implications This work contains contributions that focus on different levels of higher education the system the institution and the academic practitioner in different national and international contexts **Researching The Powerful In Education** Geoffrey Walford, 2013-11-05 Educationalists offer an overview of methods for researching those in positions of power They focus on key issues with broad relevance to social scientists such as access interviewing data restrictions ethical dilemmas and the role of theory This book is intended for academic and postgraduate researchers within education sociology social policy and politics as well as advanced undergraduates involved with research dissertations. The book international appeal is enhanced by the contributions of US and UK authors Advancing Education William Walker, Meredydd Hughes, Robin Farguhar, 2018-05-11 Originally published in 1991 Compiled by prominent figures in the educational administration field across the Commonwealth for the twentieth anniversary of the foundation of the Commonwealth Council for Educational Administration CCEA this imaginative and forward looking book is for practitioners and academics world wide The book illuminates significant issues in educational administration sensitizes readers to the rapidity and inevitability of change in the field guides well informed administrative action provides a comprehensive overview of emergent developments in the study and practice of educational administration and demonstrates the leadership of the CCEA as a professional association Having regard to differences of national context universal issues of policy and practice are explored and two key leadership roles are described and analysed namely that of school principal head teacher and that of school superintendent education officer

Routledge Library Editions: Education Management Various, 2021-07-29 Reissuing works originally published between 1975 and 1997 this collection includes books covering all aspect of managing schools from primary to further education With an international selection of authors some volumes present case studies while others address wider areas of concern in the management of educational institutions Individual volumes concern special schools and specific types such as the grant maintained system in the UK Topics cross over from finance to staff development to politics and governance to innovation This is an excellent varied set for any education management bookshelf The Community College Reform Movement Milton E. Clarke, 2025-03-04 This book critically examines the rise of the higher education reform movement often referred to as the completion agenda which since the early 2000s has sought to restructure core aspects of the community college experience Using community colleges from across nine U S states as practical examples it explores the major higher education reforms including dual enrollment the demise of developmental education corequisites and performance based funding Against the popular view that support for such policies is tied to neoliberalism it argues for a more nuanced understanding of the complicated and often indistinct ideological foundation of the reform movement demonstrating that

supporters and detractors alike draw on similar concepts such as equity student success and affordability This complication is further clarified through an account of the history processes functions and institutions that paved the way for the advent of the higher education reform movement This book is vital reading for anyone interested in the future of community colleges and higher education More generally this book will particularly appeal to scholars researchers and educators working in higher education educational reform and educational policy The State of U.S. Education Robert Emmet Long, 1991 A collection of articles on the state of education in the United States and suggestions for possible reform and greater experimentation leading to a higher standard of performance by students **Theories of Educational Management Tony** Bush, 1995-03-30 This book provides some conceptual frameworks to guide the practice of educational managers There has been extensive research linking theory to practice in schools and colleges and these studies are reflected in this book The author presents a complex body of theory in clear straightforward terms and illustrates the models with examples of management in educational institutions In making the relevant theory more accessible to practitioners the author's intention is to promote greater understanding of the concepts underlying effective management practice and to develop the capability of senior and middle managers in schools and colleges Leadership of Schools Angela Thody, 1997 Based upon an observer s view of the daily activities of senior leaders in education this volume is an account of strategic management in action highlighting issues of leadership which are common to all sectors of management It uses statistical analysis and real life narrative to research this area of education management Evaluation as Policymaking Marit Granheim, Maurice Kogan, Ulf P. Lundgren, 1990 After examining evaluation within the governments of Norway USA and Sweden the book focuses on the technical issues surrounding the use of evaluation as an instrument for the improvement of policy and practice It suggests evaluation should be context specific rather than an abstraction **Educational Reforms in India for the 21st** Century J. C. Aggarwal, 2000 Education Is Fundamental To Our All Round Development Material And Spiritual There Are Moments In History When A New Direction Has To Be Given To It That Moment Is Today Accordingly The Book Provides An Analytical View Of The Efforts Made In Indi Education Today ,1997 Teacher Appraisal Alan Evans, John Tomlinson, 1989 The Future Role and Structure of Local Government Guy Hollis, Gail Ham, Mark Ambler, 1992 Based on a series of research projects undertaken by Coopers Lybrand Deloitte this book reviews the current role functions and structure of local government in the light of changing community needs and the prospect of reorganization Topics include Europe parish councils housing IT and more All Change? Margaret Kinnell Evans, 1991 *In Support of Education* Philippa Cordingley, Maurice Kogan, 1993 Provides an analysis of governing patterns in education resulting from the 1988 Education Reform Act and 1992 White Paper and identifies alternatives It offers a range of models based on examination of values needs functions and structures The Changing Face of Professional Education Australian Association for Research in Education. Conference, 1991 Government, Evaluation and Change Mary Henkel, 1991 An exploration of

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