

Science of Educational Administration and Finance (Yr. 2005)

Dec. 6, 2005

Administration and Management of School:
Reform and Theory (2)

Masa-aki Katsuno

Context of Lecture



- 3. School as Organization
 - 3–1. Characteristics of School Organization
 - 3–2. Agile School Operation
 - 3–3. Way of Looking at Organization
 - 3–4. Collegiality Model
 - 3–5. Structure and Culture of School Organization
- 4. Open School
 - 4–1. Various Aspects of Open School
 - 4–2. Governance Model of School
 - 4–3. Regional Management School (Community School)
 - 4–4. Problems for “Open School”

3—1. Characteristics of School Organization

School organization is said to be a “lid-on-a-pot” structure where all members expect a principal and an assistant principal are horizontally positioned. While this may fulfill a certain level of role in terms of attending each one’s duties with responsibility, it is likely to carry another aspect that makes a systematic school governance difficult. Such organization ---raises some concerns that constituents thereof might be preoccupied with stopgap measures, and that locus of responsibility becomes ambiguous.

Discussion: Why is school in a “lid-on-a-pot” structure?

3—2. Agile School Operation

- To position staff meeting as a subsidiary organ
- Planning coordination meeting
- To allocate plural assistant principals
- Vice-principal
- To utilize foreperson system
- Principal bronchus

3—3. Way of Looking at Organization

Objectivism—organization as reality

Functionalism (rationalism)---objective, integration,
consensus

Bureaucracy model---chain of command, division
of labor, rule

Loose Coupling Model (K. Weick)---system,
subsystem

Conflict theory---interest, power, conflict

Subjectivism—organization as individual's perception

3—4. Collegiality Model



- Shared value system (organization composed of specialists)
- Democratic representation
- Decision by consensus

Cf. Professional bureaucracy (H. Mintzberg)

Demerits: time required to reach decision-making,
conflicts with outer demands for efficiency,
conservative inclination

3—5. Structure and Culture of School Organization

- Structure

- responsibility and authority, chain of command, duty position/official labels/office regulation
 - vertical structure — horizontal structure

- Culture

- conviction, norm, value
 - explicit culture — implicit culture
 - holistic culture — subculture

Discussion: How are structure and culture of school organization mutually related?

4—1. Various Aspects of Open School

- To open up school facilities/utilities to residents
- To open up knowledge and skills possessed by faculty members in ways such as an extension lecture to residents
- Guardians/residents to be appointed to school education activities by a job-placement agency, etc.
- To expose school information (security of right to know)
- To disclose an individual's education information to oneself (security of right to privacy)

4—1. Various Aspects of Open School

(continued)

- To realize accountability for schools/teachers
- School Councilor System (participation in school operations by residents who are recommended by the principal)
- To realize school participations by children, guardians and residents

(from Urano, Toyokazu, *Making an Open School*, Dojidaisha, 2003)

Discussion: Why open schools are called for?

4—2. Governance Model of School

Governance: How to coordinate relationship among a school, other schools and stakeholders

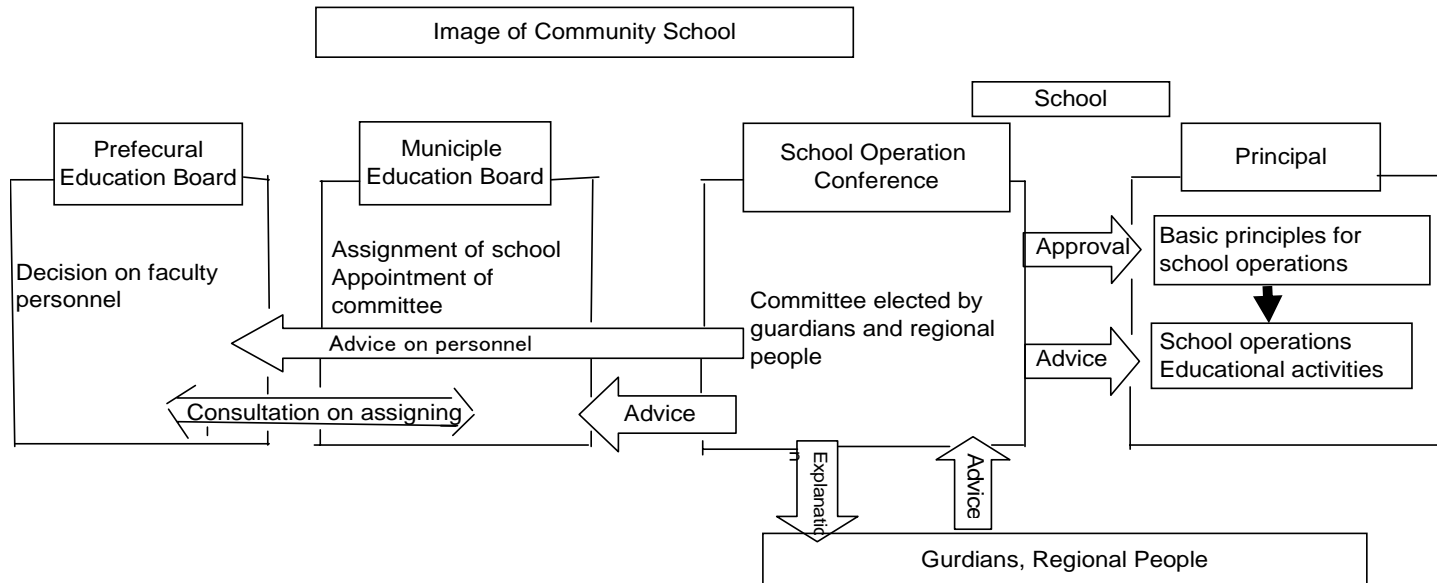
- Competitive market model
- Agency empowerment model
- Regional empowerment model
- Quality control model

4 – 3. Regionally-Operated School (Community School)

School Operation Conference will fulfill these roles !

School Operation Conference will mainly assume the following:

- Approve basic principles for operations of school prepared by the principal
- Give advice to the education board regarding the job appointment of faculty members
(With due respect to the advice, the education board is to assume job appointments)



- This institution aims to bring forward the making of a school which is open to the region and trustworthy through School Operation Council, in which guardians and regional people come together and share responsibility with the principal and faculty members.
- By way of promoting the making of a unique school with the best use of the regional originality and ingenuity, the region as a whole will come to revitalize.

4—4. Problems for “Open School”

- Securement of representativeness
- Inequality of power
- Tyranny by the strong/majority
- “Unwise decision”
- Participation cost