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Decentralization As A way For School Decision- Making Quality Effectiveness in Egypt

A Thesis
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Introduction

The success of any educational institution depends upon the ability of its leadership to make effective decisions, that is because the decision making process is related significantly and directly to the other administrative processes like planning, designing, coordination and communication, and so it is considered the beginning of all activities and behaviors that take place into the educational institutions.

The contemporary economic directions seek to support the democratic climate which aims at encouraging the community partnership in the different fields of community, the most important of which is learning. Participation in education means the participation of individuals and authorities in funding, decision making, and the participation in identifying the objectives and improving the educational performance. This makes the administration of the educational institutions obliged to use the administrative techniques of decentralization in schools.

The decentralization system depends, in its origin, on the participation of those concerned in education in the decision making processes, on the exams systems which rely on measuring performance instead of measuring the processes of memorization and remembering , and on using acceptance systems that are concerned in performance through new placement tests and not using the previous tests for the students.

The decentralization increases the efficiency of teachers regarding the competition in the labor market, because it provides the suitable techniques and atmospheres for the school in order establish and define the best competitive techniques and the best methods for performing work and follow-up at school. Where school-based management- as a form of decentralization in learning- is considered a tool by which the decision makers can apply a set of school reforms which guarantee the development of school performance and improve the quality through the participation of those concerned in the school decision making processes, since they are more able to identify the school conditions and its needs, so the current research seeks to study the school-based management.

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Research problem

Currently, Egypt is going forward towards developing education and Improving its outputs and the administrative systems in its schools and school districts through Delegation of authority, partnership, distributing the responsibility, accountability, achieving decentralization, the school-based management, extending the base of participation, and democracy.

Given what has been mentioned, the problem of the research can be defined in the following main question:

How to activate the quality of making the school decision through achieving decentralization in education?

From this question comes a number of sub questions:

- What are the steps and techniques of the decision making process in schools?
- What are the factors affecting the decision making process in schools?
- What are the basic elements of the decentralization approach in the educational administration, and what are the procedures of its application?
- What is the international expertise regarding the implementation of decentralization in education?
- What is the depicted conceptualization for activating the quality of decision making process in schools?

Research objectives:

The current research seeks to achieve the following objectives:

- Identifying the steps and techniques of the decision making process in schools.
- Defining the factors affecting the decision making process in schools.
- Clarifying the basic elements of the decentralization approach in the educational administration, and what are the procedures of its application.
- Mentioning the international expertise regarding the implementation of decentralization in education.
- providing a depicted conceptualization for activating the quality of decision making process in schools.

Research importance

The importance of the research lies in dealing with one of the most important and vital issues of interest to all those concerned in the educational administration - the academics and professionals- i.e. decentralization in the educational administration and its role in improving the quality of the decision making process, which, in turn, will increase the quality of the graduates leading to the elevation of the labor market , the development of society, and the progress of the nation.

The research limits

The research is confined to the following limits:

- **The objective limit:** confined to the study of decentralization of education as an approach to achieving the efficiency of the decision making process in schools.
- **The geographic limit:** the current research is limited to some secondary school teachers in Al-Qualiobeia governorate.
- **The human limit:** the research is confined to a sample of school administrators(directors, headmasters and deputies), and teachers(teachers and senior teachers) in the public secondary schools.
- **The time limit:** the time of conducting the study (2006-2007).

Instruments:

The researcher makes use of some tools like:

- interviews
- questionnaires

Research methodology and procedures:

The current research depends upon matching between the descriptive approach and systematic analysis approach.

In accordance with the used approach and its assistant tools, the procedures came as follows:

- A theoretical framework characterized in the nature of the decision making process in schools and its characteristics and techniques, the factors affecting it , the basic constituents of its quality, the nature of decentralization, its modes and justifications, besides its obstacles, requirements and its effect upon the effectiveness of making decision.

Research terms:

The present research centers around the following terms:

- Decentralization
- Decision making

Results and recommendations:

With its theoretical framework and field study, the research found some results concerning the decision making process and the decentralization of education in Egypt. These results are as follows:

1- The Results and recommendations of decision making process

- * There is a limited participation from the parents and teachers in the board of parents trustees and teachers, but this participation doesn't touch the essence of the educational process or the decision making process concerning the technical and administrative aspects.
- * The weakness of the material and moral support by the community surrounding the educational administration makes the decision maker hesitant in making his decision.
- * The educational product and its quality is related to the decision making process in schools and its validation regarding time and place and the possibility of achieving the educational objective within the available resources.

2- The Results and recommendations of the decentralization in learning and its role in activating the quality of the decision making process:

- * The leadership and teachers need training in order to be able to perform the new roles and responsibilities imposed by the decentralization.
- * The current organizational structure of the Egyptian schools is not consistent with the requirements of decentralization, so it needs some amendments on both the constitutional and organizational levels.
- * The right of the school to identify the criteria of accepting students is considered of the conditions of accountability.

Given the aforementioned results and through the theoretical framework and the field study, the researcher suggests some recommendations as follows:

- * the necessity of extending decentralization and community partnership through:
 - Delegating power to more efficient persons or at least to those who are equally efficient.
 - Considering the degree of the development of the local community on the political, economic, social and cultural levels.
 - Achieving the effective partnership between schools and communities in order to improve the educational outputs.
- * Giving parents the right to choose the schools of their children.
- * Forming a system for educational accountability to help in evaluating the school performance.
- * Restructuring the education act in order to improve the aims and objectives of the educational stages according to the new philosophies , besides identifying and distributing the responsibilities and roles according to a community view that is consistent with the change in the role of the state and the roles of the sectors that are the basic of the educational system.
- * Accrediting transparency as a principle and basis for information either on the individual levels or on any organizational levels to provide accurate information that allow the effective participation in making decision on all levels.