



# TQM and School Restructuring: a case study

TERRY QUONG

*Human Resource Development Branch, Northern Territory Department of Education,  
Darwin, 0801 NT, Australia*

ALLAN WALKER

*Department of Educational Administration and Policy, Faculty of Education, Chinese  
University of Hong Kong, Shatin, New Territories, Hong Kong*

**ABSTRACT** *This article aims to describe briefly how the junior section of one school faced major problems through adopting a total quality management (TQM) approach to change and restructuring. We begin by providing a brief description of the school's problems and discuss TQM generally in educational settings, including some definitions of what it is and is not. We then describe the new structure implemented at the school and comment on some emerging positive features of the change.*

## Introduction

This is a description of one way that total quality management (TQM) can be implemented in schools. It is a case study of change driven through a TQM philosophy in one self-managed school as it attempted to respond to fiscal crisis and its community's demand for an organisation that was more caring and responsive to student, parent and teacher needs. The paper suggests that schools with the will to innovate can, through a TQM approach, provide an education that responds to the school's need to cope with the challenge of diversity. We do not suggest that the structure described is suitable in all settings, but it may present some issues for consideration by schools contemplating change.

The paper is divided into a number of sections. First, we describe briefly the methodology employed and recount initial problems prompting the need for change. Following sections discuss TQM in education, including a guiding definition and TQM as a philosophy shift in education. The final section describes the new structure adopted by the school and provides some initial impressions of the influence of the change.

## Method

Both authors were involved in the change process. One as an external consultant or 'critical friend' and one in various stages as a staff developer and consultant. The data reported here were collected through participant observation, reflective inter-

# Research On School Restructuring

**Pam Christie, Bob Lingard**



## **Research On School Restructuring:**

**Research on School Restructuring** Arthur K. Ellis, Jeffrey T. Fouts, 1994 First published in 1995 Routledge is an imprint of Taylor Francis an informa company      **Restructuring Schooling** Joseph Murphy, Philip Hallinger, 1993-03-16 Make good decisions about your own restructuring effort by seeing what has and what hasn't worked in other schools

**Improving Low-performing Schools** Caitlin Scott, Center on Education Policy (Washington, D.C.), 2009      Getting Ready for the Test Todd Sloan Cherner, 2012 As debates about how to reauthorize the Elementary and Secondary Education Act ESEA continue educational stakeholders need to consider the impact that No Child Left Behind's NCLB accountability policies put on teachers working in low performing schools Specifically schools that annually struggle to achieve adequate yearly progress based on student test scores are narrowing the curriculum they offer students down to only teaching testable skills Crocco Darling Hammond 2007 Smith Kovacs 2011 Moreover I identified six different ways my participants were impacted by the school's restructuring and created a term for each The terms I developed include turnaround producing results threats student behavior top down decision making and sustained and unsustained reforms efforts I then closed by discussing each term and how it relates back to my participants experiences      *Restructuring in the Classroom* Richard F. Elmore, Penelope L. Peterson, Sarah J. McCarthey, 1996-03-15 Restructuring in the Classroom goes into the classrooms of three elementary schools to take a detailed look at how teachers responded to changes in structure in their schools The authors interviewed principals teachers parents support staff and district personnel to produce in depth case studies of schools at various stages of restructuring showing what the school had done to change its structure and how those changes had occurred Selecting four teachers in each school for closer observation and discussion the authors reveal how those teachers responded to the changes around them in their day to day practice in the classroom They show for example how teaching practice is or is not affected by changes in the way students are grouped for learning in the way teachers relate to groups of students and to each other and in the way time is allocated to subject matter      School Effectiveness for Whom? Roger Slee, Sally Tomlinson, Gaby Weiner, 2003-05-20 School effectiveness research together with what is now described as the school improvement movement Barber 1996 has captured both the Conservative and New Labour imaginations as a basis for educational planning and policy making in the UK Internationally school effectiveness enjoys and expanding and enthusiastic audience This book provides a critique of this research genre particularly in the light of the recent calls for teaching to go back to the basics The editors argue that this school effectiveness research is simplistic in its analysis of educational problems Far from getting to the bottom of the problem of failing students and schools they argue these movements are merely scratching at the surface of the problems and coming up with notions for superficial improvements

**School Restructuring** Dawn Marie Barnes Hamel, 1998      *Restructuring Intentions* Patrick J. W. McGinty, 2005  
*Race, Class, and Power in School Restructuring* Pauline Lipman, 1998-01-01 Explores the intersection of two central

issues in American education today school reform through restructuring and alienation from school of many children of color  
A tough look at the impact of teachers and administrators beliefs and practices      *Staff Collaboration in the School*  
*Restructuring Process* Elsa Vecino Suarez,1997      *Perceptions of Teachers in Their First Year of School Restructuring*  
Sharon Moser,2010 ABSTRACT The 2007 2008 school year marked the first year Florida s Title I schools that did not made  
Adequate Yearly Progress AYP for five consecutive years entered into restructuring as mandated by the No Child Left Behind  
Act of 2001 My study examines the perceptions of teachers entering into their first year of school restructuring due to failure  
to achieve AYP Four research questions guided my inquiry What are the perceptions of teachers regarding their school s  
failure to make Adequate Yearly Progress What are the understandings of teachers regarding the restructuring process What  
are the perceptions of teachers regarding the restructuring process In what ways have their perceptions of the restructuring  
process changed their reading instruction The purpose of this study is to gain insight into teachers perceptions of AYP and its  
restructuring consequences I applied grounded theory ethnography as a research tool and critical discourse analysis as a  
research tool to this organizational case study Twelve teachers from Star Elementary School a rural Title I elementary school  
served as participants I collected data using field notes semi structured interviews and surveys I collected data for a total of  
148 25 hours over a period of 31 days at Star Elementary School My analysis of the data revealed while teachers placed  
blame on students parents and policy makers they also looked inwardly to their own shortfalls and contributions to AYP  
failure Teachers understood the specific consequences related to AYP failure and demonstrated an understanding of data  
analysis of their student state test scores Teachers did not demonstrate an understanding that NCLB 2001 allows for  
teachers to be part of the decision making process regarding curriculum and instruction at their school Teachers also  
reported decreased authority and autonomy due to Star s failure to make AYP My research supports the Restructuring  
Inverse Impact Theory consequences of NCLB s 2001 reform mandates intended to enhance student achievement may  
negatively impact that achievement due to the undermining of teacher efficacy      *The Practice and Theory of School*  
*Improvement* David Hopkins,2005-10 ANDY HARGREAVES Department of Teacher Education Curriculum and Instruction  
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Teaching Stanford CA U S A MICHAEL FULLAN Ontario Institute for Studies in Education University of Toronto Canada  
DAVID HOPKINS Department for Education and Skills London U K This set of four volumes on Educational Change brings  
together evidence and insights on educational change issues from leading writers and researchers in the field from across  
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of theory and practice in educational change taking the field in new or even more challenging directions And some are more  
skeptical about the literature of educational change and the assumptions on which it rests They help us to approach projects

of understanding or initiating educational change more deeply reflectively and realistically Educational change and reform have rarely had so much prominence within public policy in so many different places Educational change is ubiquitous It figures large in Presidential and Prime Ministerial speeches It is at or near the top of many National policy agendas Everywhere educational change is not only a policy priority but also major public news Yet action to bring about educational change usually exceeds people's understanding of how to do so effectively

*Research of School Restructuring in Rural South Carolina Districts* Dennis Nielsen, 1996

**The Unfinished Journey** Laurie Olsen, 1994 Restructuring public education is central to the task of creating a healthy just society For the past 2 years California Tomorrow's Education for a Diverse Society School Restructuring Project has visited 32 randomly selected schools throughout California and talked with 1 000 teachers students parents administrators and advocates involved in the restructuring movement The research was shaped by three concerns 1 changing demographics require changes in schools 2 research has documented inequalities rooted in institutional structures and 3 new challenges require new thinking about schools and support for educators engaged in the change process The first section of this report New Compacts discusses the new roles and relationships being forged among teachers administrators public agency personnel parents and community child advocates Section 2 Curriculum and Pedagogy examines schools instructional reforms focusing on student grouping multicultural curriculum technology and language minority teaching issues Section 3 The Policy and Challenge of System wide Change highlights the crucial role of technical assistance infrastructure and professional development support funding considerations and accountability concerns Section 4 contains appendices on research methodology demographic information a case study field guide phone sample interview questions restructuring resources a glossary and a case study school contact list Contains 150 references MLH

**Resources in Education**, 2001-10

Restructuring the Research, Evaluation, and Analysis Functions of the Chicago Public Schools National Advisory Panel on Restructuring the Research, Evaluation, and Analysis Functions of the Chicago Public Schools, Consortium on Chicago School Research, 1995

*International Handbook of School Effectiveness and Improvement* Tony Townsend, 2007-08-01 This book reviews of the development implementation and practice of the disciplines of school effectiveness and school improvement Seven main topics are addressed History of the school effectiveness movement over the last 25 years Changes in accountability and standards Leadership in school effectiveness Changes in teacher education Impact of Diverse Populations Education Funding and its Impact and Best Practice Case Studies The contributors are active in school effectiveness research worldwide

**Schools Making a Difference** Martin Thrupp, 1999-05-16 Does an effective school really come about through the actions of teachers and school leaders or does it also require an advantaged student intake This question reflects a longstanding research debate about whether or not the social class mix of a school's student intake has much effect on individual achievement Schools Making a Difference Let's Be Realistic presents new evidence which suggests that school mix is likely to be important because of the way many school

processes are deeply influenced by student intake characteristics Low socioeconomic schools face numerous intake related constraints which make them highly resistant to improvement efforts By suggesting that failing schools are often overwhelmed rather than ineffective this book provides a sympathetic reappraisal of the performance of teachers and school leaders in such schools It also offers a critical response to the often unrealistic claims of the school effectiveness and school improvement movement and a fresh critique of market reforms in education      *Teachers and Schooling Making A Difference*

Pam Christie,Bob Lingard,2020-08-04 Teachers Schooling Making a Difference takes seriously the question that teachers ask What do I do on Monday and does provide answers From the foreword by Professor Michael Apple University of Wisconsin Education debates are currently dominated by free market ideologists who push privatisation and competition as the answer to every problem regardless of damage to schools and pupils Teachers Schooling Making a Difference shows that we can think about education in a far more productive way Professor R W Connell University of Sydney This book is a lesson in making hope practical It makes a compelling argument for recognising supporting and enabling teachers as central to progressive school reform Professor Jenny Ozga University of Edinburgh What teachers do in the classroom really matters even though schools cannot compensate fully for difficulties children may face at home and in society Good teachers and good schools have been making a difference in children s lives for generations but what exactly is it that works Based on extensive research in 1000 primary and secondary classrooms this book examines the tough questions about teaching methods curriculum assessment and teachers professionalism The authors isolate the key elements that make the difference in the classroom and offer teachers practical approaches to working with all their students Teachers and Schools Making a Difference is essential reading for teachers and school administrators who want to improve their professional skills and offer a genuinely democratic education      *School Restructuring and Student Achievement in Washington State* ,1999

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