

LE@DS

Leading Education and Democratic Schools

4th Seminar: The tools of the New Public Management: information, persuasion and evidence

Organized at the MISHA (Maison Interuniversitaire des Sciences de l'Homme Alsace), University of Strasbourg and research unit SAGE (Societies, Actors and Government in Europe) France

With the sponsorship and partnership of the University of Oslo, University of Manchester, and Ecole Normale Supérieure de Lyon

16th – 18th June 2014

MISHA, Salle de Table-Ronde

Introduction

In November 2011 a new network, [LE@DS](#) or Leading Education and Democratic Schools, was formed to examine issues of policy and governance across Europe. A particular focus of the work of this network has been upon the New Public Management (NPM), an approach to the reform and modernisation of education systems and other forms of public service with far reaching consequences both within and beyond Europe. The first seminar was in Naples, and we discussed issues regarding centralisation and decentralisation in our respective education system. In this second seminar in Manchester we have planned to discuss New Public Management (NPM) with a particular emphasis on the growth in privatisation in the provision of public services. The third seminar in Naples intends to bring one step forward the work of the network Le@ds. Participants discuss their analyses of the New Public Management reforms in the field of education using four analytical maps developed during the works of the 2012 seminar in Manchester. They focus on rationales, purposes and narratives of education reforms; tools, processes, discourses and materials introduced through reforms; actual changes, surprises and paradoxes. A book is on preparation: it will present a critical engagement with NPM as a modernising process, not least through the activities of European and international bodies (e.g. OECD, World Bank) and we will use the literatures and current research in order to examine the ideologies and activities within this framework, and we will show the debates, nuances and variations as it has developed over time and within context.

Presentation of the 4th seminar

The aim of this touring seminar is to confront different perspectives on the implementation of the New Public Management (NPM) in different education systems at European level. It follows a series of previous seminars organized in Naples and Manchester which led to the creation of a European network (LEADS) and to the design of a common analytical framework. The first discussions were focused on tensions between centralization and

decentralization, then on paradoxes and surprises revealed by the implementation of NPM reforms in Europe. Each country faces specific trajectories regarding political technologies held by the NPM (accountability, market, restructuring of professions, performance management).

During the Strasbourg's meeting, discussions will focus on tools (indicators, benchmarks, targets, standards, best practices, testing schemes, evidence-based templates, risk assessment, etc.) circulating through the NPM travelling policies. These tools are used in governance through different operating procedures and delivery mechanisms. They mediate various types of contracts and arrangements, agencies and stakeholders, to hold educators more accountable in the spending of public funds and performance. These tools affect also public attitudes towards the State and public services in developing new modes of consumption and demanding expectations from the educative community.

These tools serve also to standardize practices of teachers and principals. They have cognitive effects when they are used as formats of information to adjust projects and behaviours according to objectives of effectiveness, quality and performance. They serve also to judge different situations and to attribute meaning and directions to the daily work of practitioners. They are normative when they prescribe actions to be led in submitting them to objectivities, comparisons, transparency and accountability. They put pressure, control and surveillance on activities and people linked to local governance and school management. They are objects of communication and marketization reinforcing competition between schools and districts while influencing the attitudes of parents and other stakeholders.

The seminar will address these issues to understand the way these tools configure the NPM policy in each country. From where do they come? How were they designed? By who? According to what purposes? What are the consequences on educators, schools, teaching and learning? Discussions will attempt to explore some shifts towards the Managerial State and to map some continuities, tensions and paradoxes within national contexts.

16th June:

20.00 **Meeting** at the hotel

20.30 **Dinner**

17th June:

8.45 **Welcome** at the MISHA by H  l  ne Michel (Head of the Research Unit SAGE)

9.00 **Introduction** by Helen Gunter (University of Manchester) and Jean-Louis Derouet (ENS Lyon)

9.15 **New Public Management, global influences and policy borrowing**

Chair: Dalila Oliveira (University of Belo Horizonte, Brazil)

Henrich Mintrop (University of Berkeley) *New Public Management Levers: Lessons Learned from High Stakes Accountability in the United States*

Magdalena Hadjiisky (SAGE, University of Strasbourg) *The introduction of the Public Management at the OCDE-PUMA : organisational context and strategic dynamics of a conversion*

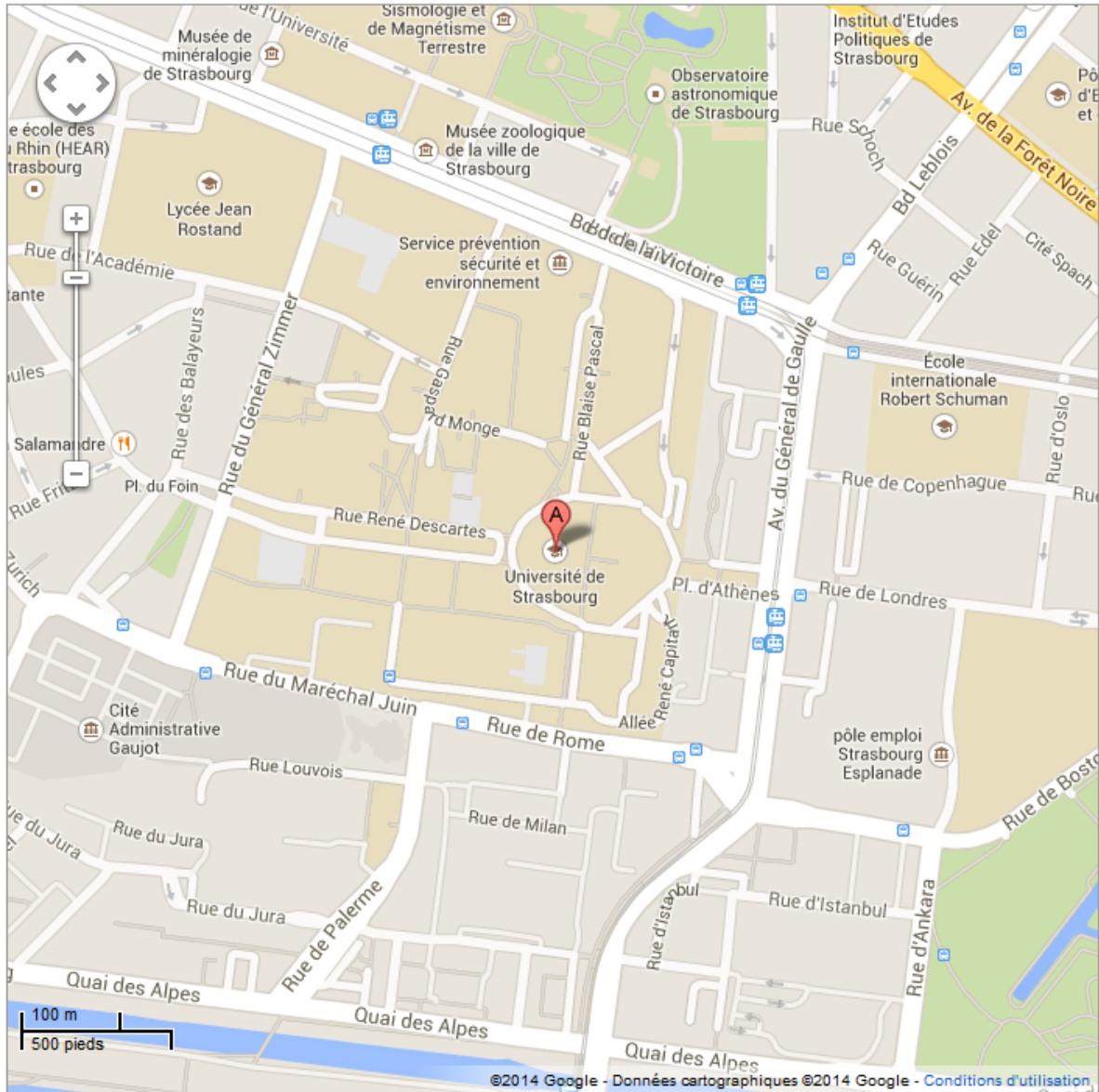
10.15 **Break**

- 10.30 **The New Public Management between market and surveillance**
Chair: Valérie Lozac'h (SAGE, University of Strasbourg)
Helen Gunter and David Hall (Manchester Institute of Education, University of Manchester) *Governing Privatisation in England*
Gaëtan Cliquennois (SAGE-CNRS, University of Strasbourg) *NPM as politics of control and surveillance in Europe: the case of prisons*
- 11.30 **Reflections and discussion** from the area of Health: Nicolas Belorgey (SAGE-CNRS, University of Strasbourg)
- 12.00 Lunch
- 14.00 **New Public Management, governance and standardization**
Chair: Toni Verger (Autonomous University of Barcelona)
Jorunn Moller and Guri Skedsmo (University of Oslo) *Governing by new expectations in Norwegian schools"*
Roberto Serpieri and Emiliano Grimaldi (University of Naples) *NPM and the paradoxical face of standards in education. Tales from Italy*
- 15.30 **Break**
- 15.45 **Implementations, contextualization and paradoxes**
Chair: Guri Skedsmo (University of Oslo)
Toni Verger and Marta Curran Fabregas (Autonomous University of Barcelona) *The adoption, re-contextualization and uneven implementation of New Public Management in Catalonia*
Anna Imre, *Tools of New Public Management – the Hungarian Case*
- 17.15 **Reflections and Discussion** from the area of political science: Dorota Dakowksa (SAGE, University of Strasbourg)
- 18.00 **Conclusion:** Jorunn Moller (University of Oslo), Roberto Serpieri (University of Naples)
- 19.30 **Walk and visit** of the city
- 20.30 **Dinner**
- 18th June:**
- 9.30 **Meeting** at the MISHA
- 10.00 **Discussion** about the European call and project
(Chair Helen Gunter, University of Manchester)
- 12.00 **Close** and lunch

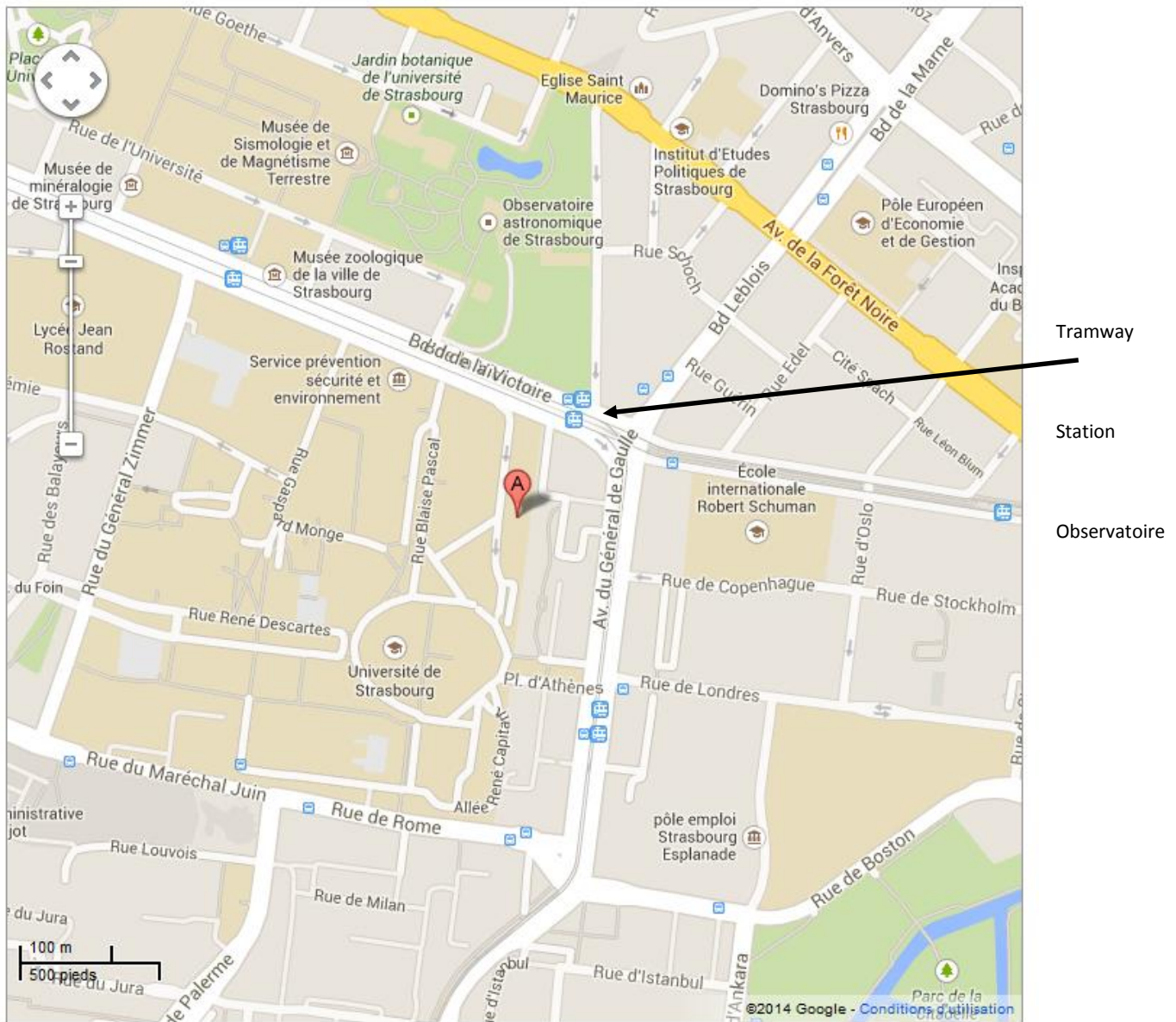
1/ From the Airport to the Strasbourg Railways Station:

<http://www.strasbourg.aeroport.fr/airport-information/access-to-the-airport/shuttle-train>

The University is at 15 minutes from the City Centre by walk.



2/ The MISHA (Maison Interuniversitaire des Sciences de l'Homme Alsace) is on the Campus and you can access to it easily when you get out from the Tramway at the Station "Observatoire" (you have just to cross the road)



3/ To reach the Tramway Station "Observatoire" you can take the tramway at:

- Strasbourg Railways Station (Gare Centrale) : then take the Tramway C
- Tramway Station "Homme de Fer" (City Centre) : then take the Tramway C or F

More details on the attached Map and website: <http://www.cts-strasbourg.eu/en/>

If you are lost: Romuald's phone number: 00 33 6 82 60 90 56