

**Quality Management and Greek Schools:
Is this the Future for Sustainable Improvements and Change?**

**A Conference Organized by the Hellenic-American Educational Foundation
At the College Theater, Psychico**

22 and 23 January, 2010

Introduction

Few schools, if any, claim perfection; very few schools, also, admit that they are hopelessly bad. Most schools, it is safe to assume, wish that they were better in some way or the other. For those schools seeking to change themselves, to create a better learning environment, or to improve the students' performance, the major challenge is how best to go about achieving such goals. The sustainability of any improvements and basic changes is crucial as well. Without sustainability "Excellence" in education is ephemeral.

Externally mandated change and top-down dictated change are risky paths towards improvements and change in a school. Ideally, the desire and the will for improvements and changes should come from all sectors of a school, with equal enthusiasm and participation.

One broad approach for sustainable change in an organization is the concept of "Quality Management" or QM. To quote Wikipedia, "Quality can be considered to have three main components: quality control, quality assurance and quality improvement. Quality management is focused not only on the product quality, but also the means to achieve it. Quality management therefore uses quality assurance and control of the processes as well as products to achieve more consistent quality." For schools "product quality" would refer to the level of the education and services provided to the students and their parents. The central processes involved are teaching and learning.

Over the past sixty years there have been many permutations of this concept of doing business well. They included "Total Quality Management" (TQM), the Kaizen approach, the Re-engineering approach, the "Excellence Model" of the European Foundation for Quality Management (EFQM), ISO 9000 Certification, the Plan, Do, Check, Act cycle (PDCA), Six Sigma's Design, Measure, Analyze, Improve, Control method (DMAIC), and the Quality Function Development (QFD). Further, in the United States TQM was adopted and adapted for schools in the form of the Malcolm Baldrige National Quality Award.

Despite the number of efforts in private schools in Greece and some movement in Greek tertiary education the crucial question remains, "Can some form of Quality Management be adopted and adapted to the local realities and cultural biases so that all Greek schools, especially public ones, achieve significant, sustainable improvements in student learning opportunities as well as necessary changes in teaching strategies?"

The intent of the conference is to stimulate wide-ranging thinking and to promote tangible actions that will lead to significant improvements in Greek schools for the benefit of the students, teachers, administrators, parents and Greek society as a whole.

Program

The two day conference will feature speakers from Athens College and Psychico College, Greek universities, Greek private schools and consultants. They will provide the background to the theory and practice of Quality Management, examples and experiences of Quality Management approaches at work in Greek schools and elsewhere and efforts to bring Quality Management to Greek tertiary education. A concluding Round Table Discussion with all of the participants will address the question what could be the future for Quality Management in Greek schools. The papers will be in Greek or English with simultaneous translation.

The conference will provide ample opportunities for practitioners to compare experiences and insights. For those schools contemplating initiating Quality Management the program will illustrate clearly what is involved and what to expect.

Intended Audience

School administrators, teachers, school governing boards, Ministry of Education policy planners and senior administrators, the media and interested parents are the intended audience. It is estimated that 200 individuals will attend.

Conference Schedule

Day 1: 22 January 2010

16:30-17:15 Registration in College Theater

17:15-17:45 Welcoming Remarks

Alexandros C. Samaras, President
Hellenic-American Educational Foundation

Representative of the Ministry of National Education, Lifelong
Learning and Religion

17:45-18:00 Conference Introduction

David W. Rupp, Ph.D., President,
Athens College – Psychico College

18:00-18:30 Session I: Quality Management: Theory and Practice

Chair: Professor Haralampos Tsoutrelis
Department of Engineering
National Technical University of Athens

“Total Quality Management (TQM) and School Self-Assessment”

Professor Emmanuel C. Kondylis
Department of Leadership and Management
University of Piraeus

18:30-19:15 Session II: The Hellenic-American Educational Foundation (HAEF) and the European Foundation for Quality Management (EFQM) “Excellence Model”

Chair: Professor Spyros Amourgis, AIA, President
Hellenic Quality Assurance Agency (HQAA)

18:30-18:50 “Assessment and Excellence at HAEF and the Role of EFQM’s ‘Excellence Model’ for Further Improvements”

Polyanthe Tsigou, M.A., Co-Director,
Athens College

18:50-19:10 “EFQM’s “Committed to Excellence” Validation of HAEF”

Nicolas Mantarakis, Ph.D., Coordinator,
Psychico College

19:15-20:30 Reception in the Lobby of the College Theater

Day 2: 23 January, 2010

09:00-09:45 Registration in College Theater

09:45-10:00 Opening Remarks

David W. Rupp, Ph.D., President
Athens College – Psychico College

10:00-11:30 Session III: The Work of the EFQM Quality Circles at HAEF

Chair: David W. Rupp, Ph.D., President
Athens College – Psychico College

10:00-10:20 “Academic Program: Exit Skills”

Olga Avgoustatou, M.A. and Nikolas Lappas, Ph.D.
Athens College

10:20-10:40 “Extra-Curricular Activities: Environmental Programs”

Pavlos Koutsoliakos, M.A. and Sophia Arditoglou, Ph.D.
Psychico College

10:40-11:00 Policy and Strategy: Communication

Dimitris Koutsodontis, M.Sc. and Dimitris Trigros
Athens College and Psychico College

11:00-11:30 Question Period

11:30-12:00 Coffee break

12:00-13:30 Session IV: Quality Management Experiences in Greek Schools

Chair: Professor Gregoris P. Prastakos, Rector
Athens University of Economics and Business

12:00-12:30 “Quality in the School of the Future”

Thomas Angelopoulos, Director
Quality Management Department
Vassilios Economou, Manager
IT Department
Doukas School

12:30-13:00 “The Zirides Journey to Quality”

Dimitris Zannos,
Finance & Administration Deputy Director
Quality & Environment Assurance Manager
Nea Genia Zirides School

13:00-13:30 “An Integrated Model of Education Quality Management (PQM) for German Schools Abroad: An Example of its Application at the German School of Athens”

Vassilios Toliass, Principal,
Lykeion, Deutsche Schule Athen
Hiltrud Koch, Teaching Consultant
Education Quality Management

13:30-14:30 Light lunch in College Theater Lobby

14:30-16:00 Session V: Other Perspectives on Quality Management in Education

Chair: Alexis Phylactopoulos, President
College Year in Athens
International Center for Hellenic and
Mediterranean Studies (DIKEMES)

- 14:30-15:00 “European Educational Institutions’ Experiences with the EFQM ‘Excellence Model’”
Karsten Jensen
Premium Consultant for EFQM
- 15:00-15:30 “Quality Assurance Processes in Education: Challenges and Opportunities”
Professor Spyros Amourgis, AIA, President
Hellenic Quality Assurance Agency (HQAA)
- 15:30-16:00 “Sustainable Excellence and Education: How to Make it Happen”
Nikos Avlonas, Executive Director
Centre for Sustainability and Excellence (CSA)
- 16:00-17:00 Round Table Discussion by all of the Speakers: Is There a Sustainable Future for Quality Management in Greek Schools?**
Chair: Professor Emmanuel C. Kondylis
Department of Leadership and Management
University of Piraeus
- 17:00-17:15 Concluding Remarks**
David W. Rupp, Ph.D. President,
Athens College – Psychico College

20 January 2010