



Figure 1.1 – The accountability-responsibility relationship between governance and management. Note that the Head is part of the Management Team, and in charge of it, and thus has direct accountabilities/responsibilities to the board that can by-pass the board committees.

School Culture, and the question ‘Is a School a Business?’

To the frustration of many trustees, schools usually operate within a cultural framework that is quite different to most other enterprises. This is why the types of thinking that may seem self-evident and which work well for a board in the corporate sector may cause spectacular resentment and resistance in a school, often to the consternation of well-meaning trustees.

One of the ways in which the distinctive culture of schools can be understood is by examining the factors that motivate teachers. Research among over 70,000 teachers showed that the things teachers value, in declining order of importance, are:

1. Their colleagues
2. Their students
3. Curriculum
4. Opportunities for growth and promotion