Contents

Acknowledgments vii

1 Education Governance in America:
   Who Leads When Everyone Is in Charge? 1
   Patrick McGuinn and Paul Manna

PART I
THE PROBLEM

2 The Failures of U.S. Education Governance Today 21
   Chester E. Finn Jr. and Michael J. Petrilli

3 How Current Education Governance Distorts
   Financial Decisionmaking 36
   Marguerite Roza

4 Governance Challenges to Innovators within
   the System 58
   Michelle R. Davis

5 Governance Challenges to Innovators outside
   the System 78
   Steven F. Wilson

PART II
TRADITIONAL INSTITUTIONS IN FLUX

6 Rethinking District Governance 107
   Frederick M. Hess and Olivia M. Meeks

7 Interstate Governance of Standards and Testing 130
   Kathryn A. McDermott
vi CONTENTS

8 Education Governance in Performance-Based Federalism 156
   Kenneth K. Wong

9 The Rise of Education Executives in the White House, State House, and Mayor’s Office 178
   Jeffrey R. Henig

PART III
LESSONS FROM OTHER NATIONS AND SECTORS

10 English Perspectives on Education Governance and Delivery 209
    Michael Barber

11 Education Governance in Canada and the United States 231
    Sandra Vergari

12 Education Governance in Comparative Perspective 252
    Michael Mintrom and Richard Walley

13 Governance Lessons from the Health Care and Environment Sectors 275
    Barry G. Rabe

PART IV
PATHS FORWARD

14 Toward a Coherent and Fair Funding System 301
    Cynthia G. Brown

15 Picturing a Different Governance Structure for Public Education 329
    Paul T. Hill

16 From Theory to Results in Governance Reform 353
    Kenneth J. Meier

17 The Tall Task of Education Governance Reform 375
    Paul Manna and Patrick McGuinn

About the Authors 393

Index 401