Summary

Introduction:

The interest in the educational profession is one of the most important steps of general reform in all fields for any country. The importance of this program is due to the impact that it has on the individuals' behaviors, morals and minds in the societies of these countries. There are also pursuing informational, technological, economic, social, cultural and political changes that make the developed countries and the developing ones to strive to modernize their administrative concepts and visions to be suitable to the current challenges. These challenges are imposed by the contemporary reality with its different complexities. In addition, it is necessary for the prevailing educational systems to witness a profound transformation regarding their modern age's requirements. These systems also provide more competency and effectiveness for the educational institutions to guarantee their services' quality.

The school's director is the one who practices the administration profession and applies its elements inside his school and these elements include: decision-making, planning, organizing, directing, supervising and evaluating. He is also the first reference in the school and he is the responsible person in front of the educational administration to provide the school's vision and leadership to guarantee its existence and continuity.
The education organizations have been required to follow an administrative philosophies and new modern visions that ensure the existence, development and continuity of these organizations in light of the current environment, the great competitive conflict and the problems of existence, development and continuity. This is related to the organizations' ability of "Excellence".

The secondary education suffers from many problems and obstacles because of its importance as a pre-university education stage. The secondary school administration has been required not only by the school affairs' administration but also by more than that. Moreover, both the administration and its director are required to deal with the internal environment. This internal environment includes directing and developing its processes, improving curricula, managing its human and financial resources, determining its strategic plans, its policies and its aims. Also, it is required to deal with the external environment through adapting to the surrounding society, participating in it, developing it and trying to solve its problems to meet the society's aspirations and ambitions.

Based on what is previously mentioned, the world developed countries sought, after applying the comprehensive quality principles and its great success, finding out a new administrative thinking of its institutions and thus to achieve
a comprehensive administration. In addition, they prepare "Excellence Models" through which they can improve and develop these institutions' performance and they can carry out their strategic plans and their aims. They can also guarantee their distinguished existence and continuity.

It has become a necessity to develop the "Excellence" administration of the secondary schools' directors. This is related to improve and develop the performance, to achieve the secondary school's aims and to guarantee its existence and continuity.

The Problem of the Study:

The study problem can be stated in the following main question:

"How can the excellence administration of Fayoum secondary schools directors be developed?"

The main question can be divided into the following sub-questions:

1- What are the theoretical and the intellectual basics of the excellence administration?

2- What are the experiences of some foreign countries in the field of developing the excellence administration in the educational institutions?
3- What is the reality of Fayoum secondary schools directors academic performance in light of the excellence administration approach?

4- What is the proposal of the suggested strategy for developing the excellence administration for the secondary schools directors in Fayoum governorate?

**The Study Recommendations:**

After suggesting a proposal for the suggested strategy for developing the excellence administration for secondary schools directors, the study reached several recommendations, including the following:

**First, in the field of leadership:**

1) The need to modify the selection of secondary schools directors according to special criteria before the appointment, the most important ones:
   - Having a post-graduate certificate after finishing the university education in the field of administration (Post-graduate Diploma, Master, Doctorate), and giving up the adoption of the traditional standards that are based on the appointment seniority.
   - Having minimum knowledge of dealing with the computer.
   - Spending a period of at least two years for the director who is expected to be appointed as a deputy
or an assistant director at a secondary school in order to acquire the practical experiences necessary for the processes management.

- Having distinguished personal and professional leadership qualities before the appointment. This can be confirmed through personal interviews with him/her, and through the recorded reports in his/her personal occupational profile in his/her educational administration.

2) Focusing on the training of the appointed school director according to the previously mentioned criteria on the modern administration techniques and how to acquire knowledge and keep up with the new technological information for at least a month in a year.

3) Sending distinguished secondary schools directors to training courses at the expense of the Ministry of Education after being selected by their educational administrations, to the countries with experience in applying excellence administration models in the educational institutions in order to identify all that is new in this field and let them acquire experiences that can be applied in their schools.
Second, in the field of human resources:

1- Having an authorized certificate for a training course from one of the human resources development centres recognized by the Ministry of Education at the expense of the ministry, before a secondary school director appointed as a director. It is a necessity to have distinguished university professors in this field as supervisors of this centre.
2- Focusing on the secondary schools directors' commitment to reward the hard-working and distinguished workers, appreciate their distinctive efforts, develop the creativity and the innovation spirit of those workers.
3- Offering effective communicative ways inside the school administration.

Third, in the field of the administrative processes:

1- Training the secondary school director before the appointment on how to design and manage the administrative processes in a distinguished way to keep up with the application of the excellence administration criteria in the school.
2- Emphasizing the commitment of the school director and the staff to implement the procedures and the policies of the administrative processes inside and outside the
school according to the agreed regulations to reach the excellence degree in the processes management.

3- The necessity of investing the financial and the non-financial resources in a distinctive way by the school director. That is to serve, develop and improve the educational process's outputs.

Fourth, in the field of the community service:

1- Offering sufficient data and information to the school director about the community surrounding the school in order to be able to interact well and establish good relations with this community. This is done in coordination between the Ministry of Education and the local administrations, and preparing brochures and booklets, organizing, offering and delivering seminars, meetings and other means to the school administrations.

2- Encouraging the communication of the secondary school director with the community surrounding his/her school, and facilitating the obstacles of this communication to identify the community problems and contribute effectively to solve them to meet these communities' aspirations.

3- Emphasizing the participation of the local communities surrounding the school in the performance development
and the improvement of the school outputs and reaching a distinct level.

**Fifth, in the field of policies and strategies:**

1- The importance of having a clear strategic school plan with specific goals.

2- The importance of the participation of the school administration staff in preparing the school strategic plans and developing the policies and the organizational procedures necessary for implementing this plan and achieving its goals.

3- The development of the school director abilities to monitor and analyze the problems and the obstacles that may prevent the achievement of his/her school vision.