

**SIR MICHAEL BARBER  
CURRICULUM VITAE**

**Personal Details**

Date of Birth: 24th November 1955

Nationality: British

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**Higher Education**

1974-1977 Queen's College, Oxford, BA (Hons) History Class 2:1  
1977-1978 Georg-August Universität, Göttingen, Germany  
1978-1979 Westminster College, Oxford, Post Graduate Certificate of Education  
1988-1990 (part-time) MA (Educational Management and Administration, University of London)

**Professional Career**

1979-1983 Secondary school teacher of History, Watford Grammar School, Hertfordshire  
1983-1985 Secondary school teacher of History and English, Seke No.1 High School, Chitungwiza, Zimbabwe  
1985-1989 Policy Assistant, then Research Officer, National Union of Teachers  
1986-1988 Founding Director, Council on International Educational Exchange, London (part time)

1989-1993

**Head of the Education and Equal Opportunities Department,  
National Union of Teachers**

- Leading the union's response to the education reforms of 1988-93
- Representation of the union in negotiations and discussions with government and other national organisations.

**Main Achievements**

- Shifting the priority within the NUT from salaries and conditions of service to education policy
- Co-ordinating and leading the NUT's and the six teacher unions' contribution to the Dearing Review of the National Curriculum.

1993-1995

**Professor of Education, Keele University**

- Head of Department
- Director of the Centre for Successful Schools
- Research and consultancy on education in urban areas
- Research on pupil attitudes to schools and difference in boys' and girls' achievement
- Post-graduate teaching.

**Main Achievements**

- Successfully coming through an Ofsted inspection
- Through the publication of books, articles and the media, putting school improvement and the need to tackle school failure firmly on the national policy agenda
- Early development of a comprehensive vision of a reformed education service which put pupil performance at its heart.

1995-1997

**Professor of Education and Dean of New Initiatives Institute of Education,  
University of London**

- Direction of consultancy and international relations
- Promotion of innovation
- Oversight of public relations and publications
- Research in policy and school improvement
- Associate Director, International School Effectiveness and

Improvement Centre (ISEIC)

- Contribution to the policies of the then government through Gillian Shephard's Consultative Group on School Standards
- Informal adviser on education policy to Tony Blair as leader of the opposition and to David Blunkett as opposition spokesperson on education.

#### **Main Achievements**

- Publication of *The Learning Game*, which outlined my vision and a set of strategies to create an education service fit for the 21<sup>st</sup> century and which strongly influenced government policy from 1997 to the present
- The closure - and public defence of the closure - of Hackney Downs School
- Advocacy within the education service and beyond of higher standards for all.

1997 – 2001

#### **Head of the Standards and Effectiveness Unit (SEU), Department of Education and Employment (DfEE) and Chief Adviser to the Secretary of State on School Standards (in 2000-1, c.300 people and £1 billion budget)**

- Advice to the Secretary of State on all aspects of schools policy
- Responsibility for ensuring the implementation of the government's ambitious school standards agenda, including successful national strategies for improving literacy and numeracy by age 11; an emerging strategy for Key Stage 3; vigorous policies for dealing with school failure; encouraging collaboration, individualisation, diversity and technological innovation in secondary schools, especially through Excellence in Cities and City Academies; designing and implementing policies to improve and sometimes contract out failing LEAs; implementing a range of means for disseminating and encouraging the adoption of best practice; contributing to the reform of professional development and the modernisation of the teaching profession
- Public promotion of the government's education policies
- Creation of the SEU and leadership of its 300 or so staff, including many appointed from outside
- Significant contribution to the modernisation of the policy process.

#### **Main Achievements**

- Leading role in the preparation of the 1997 White Paper *Excellence in Schools* and the 1998 Green Paper *Teachers: Meeting the Challenge of Change*
- The successful implementation of the National Literacy and Numeracy Strategies from conception to powerful and positive impact on virtually every primary school classroom
- Designing and implementing a successful approach to reducing school failure
- The development and early implementation of policies designed to improve and diversify secondary education
- Holding the vision for overall schools policy and contributing to policy development and implementation across the Schools Directorate
- Preparation of the Green Paper *Schools: Building on Success* (February 2001) and planning its implementation.

June 2001 – July 2005

#### **Head of the Prime Minister's Delivery Unit and Chief Adviser to the Prime Minister on Delivery (in 2004-5 c. 40 people; £4 million operating budget; influence over impact of over £300 billion)**

- Advising the Prime Minister and reporting to him regularly on the implementation of reform and delivery of results across the key public services of Education, Health, Crime, Asylum and Transport
- Ensuring that in each of those key public services, government departments put in place systems which resulted in delivery of significantly improved outcomes
- Monitoring the progress of reform across the key public services and helping to solve problems as they emerge
- Leading and managing the Prime Minister's Delivery Unit which involved an innovative combination of staff from public sector and business backgrounds.

## **Main Achievements**

- Bringing a new consistency and clarity to the pursuit of the Prime Minister's key priorities
- Establishing a vision, creating a conceptual framework and designing a process which gave new urgency, focus and ambition to the government's key public service reform priorities
- Building effective relationships with the relevant ministers and senior officials, including a strong partnership with the Treasury, so that the vision of effective delivery became firmly established
- Enabling rapid improvement in the planning, organisation and culture of delivery in four government departments
- Contributing to real progress on delivery across health, education, crime, asylum and transport
- Gaining international recognition for a major innovation in government – "This is the frontier", IMF
- Presenting the case for public service reform and delivery to public servants and periodically to the media.

Sept 2005 – present

## **Expert Partner, McKinsey and Company and Head of McKinsey's Global Education Practice**

- Serving public sector clients including a major US city, two large US states, several UK government departments and agencies and governments of several other countries in Europe and Asia
- Building the knowledge and capability of McKinsey's global public sector practice
- Promoting understanding of the principles of reform of the public sector around the world through publications and presentations
- Offering advice to senior politicians and officials in a number of countries
- Leading the creation of McKinsey's global education practice and serving governments on education reform in four continents (including a strategy for the State of Ohio), new approaches to leadership and development and accountability in the UK, an entire system redesign for a Middle East country and collaboration with the World Bank on Chile's education reform
- Founder of the US Education Delivery Institute, a not-for-profit based in Washington DC with a mission to assist states in delivering successful education reform.

## **Public Responsibilities**

1986 - 1990 Councillor, London Borough of Hackney  
1988 - 1989 Chair of shadow Local Education Authority, Hackney  
1987 Parliamentary Candidate

## **Representation on National Bodies**

1993 - 1994 Member of School Curriculum and Assessment Authority Value Added Working Group  
1995 - 1997 Member of Teacher Training Agency Research Committee  
1995 - 1997 Member of National Consultative Group on School Standards, established by Secretary of State for Education, Gillian Shephard  
1995 - 1997 Member of North East London Education Association, established by Secretary of State for Education, to decide the future of the pupils at Hackney Downs School  
1996 - 1997 Chair of Literacy Task Force, established by Labour in Opposition to design a national strategy to dramatically improve literacy standards  
2000 - 2001 Member, National Crime Reduction Task Force  
2006 - ongoing Trustee, National Endowment for Science Technology and the Arts and Chair of its Innovation Programmes Committee

## **Academic & Other Distinctions**

2001 - present Visiting Professor, Institute of Education, University of London  
2003 Honorary Doctorate, University of Wolverhampton  
2005 Knight Bachelor in the Queen's Birthday Honours  
2008 Honorary Doctorate, Nottingham Trent University  
2009 Honorary Doctorate, Exeter University  
2009 Visiting Professor, Higher School of Economics, Moscow

## **International Responsibilities**

1997 - present	Numerous meetings with ministers, presentations etc offering advice on public policy etc in countries such as New Zealand, Australia, USA, Estonia, Canada, Germany, Sweden and Holland
2000 - 2006	Ongoing advice to the Russian government (with a visit every six months) on education reform
2004 - 2005	Chair, North Caucasus Education Initiative (British Government Fund established post-Beslan) to assist education in the Caucasus
2008 - ongoing	Vice Chair, US Task Force on Strategic Management of Human Capital
2009 - ongoing	Co-chair, UK/Pakistan Task Force on Education Reform

## **Main Publications**

Monthly Columnist, *Times Education Supplement*, 1995-2001

Weekly Columnist, *Education Magazine*, 1993-1996

*Education and the Teacher Unions* (Cassell 1992)

*Partners in Change: Enhancing the Teaching Profession* (with Tim Brighouse) (IPPR 1992)

*Education in the Capital* (editor) (Cassell 1992)

*Sense, Nonsense and the National Curriculum* (editor with Duncan Graham) (Falmer 1993)

*Raising Standards in Deprived Urban Areas* (National Commission on Education 1993)

*The Making of the 1944 Education Act* (Cassell 1994)

*The Dark Side of the Moon: Imagining an End to Failure in Urban Education* (The Greenwich Lecture 1995)

*The National Curriculum: A Study in Policy* (KUP 1996)

*The Curriculum, The Minister, His Boss and Her Hairdresser* (Curriculum Association 1996)

*The Learning Game: Arguments for an Education Revolution* (Indigo 1997)

*How to do the Impossible: A Guide for Politicians with a Passion for Education* (Institute of Education 1997)

*Creating a World Class Education Service* (IARTV, Melbourne, 1998)

*Fusion: How to Unleash Irreversible Change* (with Vicki Phillips) (IARTV, Melbourne and Chinese University, Hong Kong, 2000)

*The Very Big Picture* (School Effectiveness and School Improvement 2001, Vol 12, No. 2)

*From Good to Great: Large-Scale Reform in England* (Institute of Public Administration, Australia, Melbourne 2002)

*The Virtue of Accountability* (Boston University, Boston, Ma. 2005)

*How the World's Best Performing School Systems Come Out On Top* (with Mona Mourshed) (McKinsey 2007)

*Instruction to Deliver: Fighting to Transform Britain's Public Services* (Methuen 2008)

*Reforming the American School System: The International Encyclopedia of Education*, edited by Barry McGaw, Penelope Peterson and Eva Baker, 3<sup>rd</sup> Edition, (Elsevier 2009).

*Impossible & Necessary: Are You Ready for This?* Nesta (June 2009)

## **Major Keynote Speeches**

*The Ethics of Education Reform*, (Secondary Heads Association Conference, Birmingham, March 1998)

*Creating a World Class Education Service: The Blair Government's Approach*, (Presentation to the Conference of Education Ministers, Prague, June 1998)

*Taking the Tide at the Flood: Transforming Education in the Middle Years*, (The Middle Years of Schooling Conference, Melbourne, Australia, March 1999)

*The Very Big Picture: the Prospects for Global Education Reform*, (International Congress on School Effectiveness and Improvement, Hong Kong, January 2000)

*High Standards and Achievement for All, No Matter What*, (Smith Richardson Foundation, Washington DC, May 2000)

*The Evidence of Things Not Seen: Reconceptualising Public Education*, (OECD, Schooling for Tomorrow Conference, November 2000)

*Building on Success: A Vision for the Next Phase of Reform*, (Department of Education, Russian Federation, Moscow, March 2001)

*Large Scale Education Reform in England: A Work in Progress*, (Tartu University, Estonia, October 2001)

*The Challenge of Transformation: What's Worked; What Hasn't; What's Next*, (Federal Reserve Bank of Boston, Cape Cod, Massachusetts, June 2002)

*Delivering on the Promise: The Blair Government's Approach to Public Service Reform*, (Institute of Public Administration, Melbourne, August 2002)

*The Public Services, Delivery and the Enabling State*, (Presentation to the Cabinet and Permanent Secretaries, London, November 2002 and to International Congress for School Effectiveness and Improvement, Sydney January 2003)

*The Transformation of Secondary Education*, (Integration for Impact Conference, St. Petersburg, October 2003)

*Reforming Public Services: Lessons from the Blair Government*, (Presentation to the Ontario Cabinet Retreat, Toronto, January 2004)

*Courage and the Lost Art of Bicycle Maintenance*, (Speech to the Primary Consultant Leaders' Conference, Birmingham, February 2004)

*Delivering Results: The British Government's Approach*, (Speech to the World Bank, Moscow, September 2004; repeated OECD Paris, October, 2004)

*Journeys of Discovery: The Search for Success by Design* (Keynote speech, National Center on Education and the Economy Annual Conference, Florida, February 2005)

*The Drive for World Class Standards: The Power of Fusion* (Speech to Australia New Zealand School of Government, Sydney, September 2005)

*One Mission, Three Metaphors and a Cathedral: The Challenge of Universal Literacy* (Speech to a National Education Conference, Toronto, Canada, November 2005)

*Delivering Results: The Theory and Practice of Whole System Reform* (Speech to Los Angeles Business/Charitable Community, Wells Fargo Bank, Los Angeles 2006)

*Three Paradigms of Public Service Reform* (Speech to UK government conference on the public services, June 2006)

*The Theory and Practice of Delivering Results* (Speech to Khazanah Conference, Kuala Lumpur, October 2007)

*How the World's Best Performing School Systems Come Out On Top* (Speech to Conference for G8 Education Ministers with Ministers from the Middle East and North Africa, Bonn, November 2007)

*Neither Rest Nor Tranquillity: Education And The American Dream In The 21<sup>st</sup> Century* (Speech for the Aspen Institute's National Education Summit, Washington D.C., Sept 2008)

*Impossible and Necessary* (Speech to the ASCL Annual Conference, March 2009)

*Teachers for Tomorrow: An Enduring Mission and Evolving Role*, Singapore Teachers Mass Lecture, (August 2009)

*School Leadership and Whole System Reform*, EU Informal Meeting of Education Ministers, Gothenburg, (Sweden, Sept 2009)