

Review article

**THE MANAGEMENT OF THE "EDUCATIONAL GROUP"
(EKPAIDEFTIKÓS OMILOS) AS AN EXAMPLE,
IN THE BEGINNING OF THE LAST CENTURY IN GREECE***

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Abstract. *The present paper refers to the management and administrative autonomy of an educational company of the early 20th in Greece. This is "Ekpaideftikós Omilos" (EO). It's about an Educational Association, founded in 1910 with founders Tsirimokos, Triantaphyllides and Delmouzos with the aim of educating Greek teachers and Greek schools. The work is based on archives of the time and with the interpretive historical method records the way of administration, the role of the Administrative Committee, (AC) the composition of its members, as well as the financial Management & Financing of the EO, in order to raise money in various legitimate ways. It is an example of management in a relatively centralized way and with control of both the ideological issues, which constitute its goal and its financial needs and earnings-activities. The Board of Directors has increased responsibilities for approving new members, decision-making, representation of the Group, convening a regular and extraordinary General Meeting. The subject of the sessions is the discussion on various management issues that concern the Group or on practical issues and various educational issues. There is also a provision for an Executive Committee essentially identical to the Board of Directors.*

Key words: *Management, Ekpaideftikós Omilos (EO), Administrative Committee, Financial Management*

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1. INTRODUCTION

Εκπαιδευτικός Ομίλος (EO) is basically an Athenian union with philological literary deviations and a liberal urban character that is ideologically positioned in the middle of the road (Dimaras, 1985 p. 65) an intellectual avant-garde union (Bella, 2018, p. 22). Its 36 founders include 12 members of the “ephorate” of the Model School and 24 elites from popular literary and non-popular circles. In March 1910, the ephorate of the Model School was convened with the core group consisting of Delmouzos, Demertzis, Diomedis, Dragoumis, Melas, Pappos, Petrokokkinos, Sotiriadis, Topalis, Tsirimokos and Fotiadis with the aim of establishing and operating a Model School in Athens, even before the EO was established (Tsirimokos, 1927, pp. 404-405). The ephorate prepare an official declaration of the establishment of an experimental school, which also includes the decision to create an educational group. The text was signed by the members of the ephorate of the Model primary school (Glinos, 1985 V. B', p. 81).

The notarial deed establishing the EO with no. 42691, takes place on June 8, 1911 and defines the components of its establishment. At the beginning of the contract, the need for a systematic effort to reform our education is recognized through a thorough study of the situation, the enlightenment of teachers and society on matters of educational practice and the preparation of relevant publications-books. The draft formulation of the statute provides for seventeen articles and defines the basic lines of operation and action of the association such as its constitution and purpose, administration, status and role of members, financial management, methods of activity, its headquarters, the role of members, their contribution and other issues related to its continued operation. The EO preaches reform not in matter, but mainly in the hearts and minds of teachers as the main driver of its promotion (DEO, vol. 1, T'. B', 1911, p. 65). The purpose of forming the EO is the “renaissance” of education through the establishment of primary education with the preparation of textbooks, the educational elevation of the teacher and the enlightenment and reformation of society through publications and oral speech (“Educational group”, 1910-1920, Triantafyllidis Archive).

The members of the ephorate do not completely agree on the Language Question, but they agree that the living language of the people, “the demotic”, should be the teaching instrument. The EO is ultimately founded by those who sign the petition and a few other (Tsirimokos, 1927, p. 405).

With the establishment of the EO, the spirit of the EO spread abroad with the intervention of a network of representatives who signed up as members, such as Cavafis in Alexandria of Egypt, Fotiadis in Polis and Glinos in Leipzig (very soon also a pioneer of the EO).

The number of members in the first year reaches about 300 people, although thereafter, the entry of new members steadily decreases. Included are many foreign members (linguists, etc.), recognized Greeks, and of course ordinary members, with the right to participate in the General Meetings, without a conscious presence in the Group's activities, as well as several women with an active presence (in presentations, articles, speeches, participation in the Board). In total, the number of members reaches about a thousand people, according to the Dimara's calculations and with the addition of the members who were deleted after 1923, 1927 and 1928. In general, the social status of the members is medium/high, with many executives being teachers, ministry employees and with secondary or higher education and several women. In the last phase, the largest percentage are students and graduates of schools

from Athens and Thessaloniki (Chantzi, 2020, p. 612). The present research aims to reconstruct a specific area of the past from the perspective of the researcher. In other words, it constitutes a systematic and as far as possible objective attempt to read, select, evaluate, reconstruct the primary and secondary sources related to the action, the management and administrative autonomy of the EO during the period of its existence, 1910-1930. It seeks to utilize a combination of methodological tools of the history of Education.

2. RESEARCH METHOD

In the research the interpretative method has been used, also known as traditional historical, with purpose the interpretation and citation of historical sources in historical studies as it is a method of understanding, with the aim of their fullest and deepest understanding possible. It subjects the historical texts and their creator to an internal examination through their historicity. It is an important form of research to explain the emergence and evolution of phenomena in a specific historical context and uses either the periodization of evidence, or their classification, or their comparison. According to Noutsos, the historical method is identified with the citation of abstract technical recipes and patterns of thought (Cohen & Manion, 2000).

The archival research includes anecdotal and non-anecdotal material, a set of evidence from the anecdotal archive of Delmouzos, the digitized archive of Glinos and Triantafyllides entirely digitized by the Institute of Modern Greek Studies of the Aristotle University of Thessaloniki, the archives of Dragoumis, Petrokkokinos, Sotiriou and Someritis as well as books, articles, studies, magazines and newspapers related to the main protagonists of the EO and other important persons or events of the Group's activity (Chantzi, 2020).

3. FOUNDINGS

3.1. Administration of the EO

The administrative work is carried out by the Administrative Committee of the members (AC) which is elected based on the relevant article of the statute with a relative majority by the General Assembly (GA) and exercises the following responsibilities: approval of new members, convening of the General Assembly, discussion of issues, criticism, etc. Initially the General Assembly is more centralized for reasons of protection of its purposes and has as members people with glamor and prestige in the Group, after 1916 it abandons the aristocratic framework of operation. There is also a provision for an Executive Committee (EC) which is essentially identical to the DE and a division of tasks and sectors among its elite members/founders.

The AC is the official body, from the statute, for processing operational issues and delimiting the union's actions. The meetings of the Board of Directors, according to the original statute, are held at the invitation of the president, if at least three of its members are present and the decisions are taken by a relative majority. The management committee (AC) elected based on the relevant article of the statute consists of: P. Apostolidis, Gavrielidis, N. Kazantzakis, G. Sotiriadis, D. Petrokkokinos, K. Topalis and M. Tsimokos (Glinos, 1983, vol. A', pp. 81-83).

The Executive committee of the EO in its session on November 1, 1916 decides to enter into a special contract between the EO pioneers Glinos, Delmouzos and Triantafyllidis and the Executive committee. The three of them are designated as managers for the implementation of the plan, the implementation of the required works, the selection of partners and are required to be accountable to the Group's Board of Directors every year and to request the approval of the Board of Directors for the next year's program. Issues relating to the question of their regular remuneration are also determined. Also, they are committed to moving within the limits of the "Program" of the EO.

The Agreement as a normative text, gives absolute control over the movements, decisions and choices of the three workers who have the absolute responsibility of the overall project and the right to the exclusive judgment of any of their partners. They are formalized as managers of the EO project and established as leading figures of the EO (Manuscript-copy of the contract of the Educational Group, Triantafyllidis Archive).

If one considers that the establishment of the AC usually includes close collaborators of the three pioneers of the EO such as Petrokokkinos, Dragoumis, Theodoridis, Sotiriadis, Tsirimokos, one can guess that essentially the AC is easily identified with the work and choices of the three pioneers and there is no substantial control. In addition, after 1916 with the discretionary removal of the founder Tsirimokos from the Group, the freedom of action of the pioneers is strengthened. The three of them dictate the way and methodology of action to a great extent. So, the text of the contract performs a double function: on the one hand, it sets clear limits of action and remuneration, and on the other hand, it gives absolute legitimacy to their actions, ensuring their maximum freedom of movement and jurisdiction.

Of course, after the split of EO in 1927 during the assembly of March 24, Glinos remains the undisputed ruler in the Group. He defines the ideology in the Group, he is the president of the DE, although it is a fragile rule (Chantzi, 2020) until its final dissolution in 1930.

3.2. The operating framework and role of the AC & the composition of her members

The Board of Directors has increased responsibilities for approving new members, making decisions, representing the Group, convening regular and extraordinary General Meetings. The purpose of the sessions is to discuss various management issues that concern the Group or practical issues and various educational issues. During the first three years, the union is governed in an absolute manner and controlled by the regents and the founders. The centralized mode of administration is not unrelated to the fear of pointless discussions and the avoidance of doubts along the way (Tsirimokos, 1927, p. 406) and to the fear of fragmentation and alienation, from the original staff goal of establishing the EO. The next AC up to 1916 are made up of members of the founders and pioneers of EO, after 1916 the founders leave the AC.

The founders and members of the "ephorate" form an aristocratic operating framework, with which they aim to safeguard their objective, that is, the diffusion of the innovation of educational urbanism to the rest of society and primarily to teachers. The members of the Board essentially decide who can become members, have the right to reject the membership application, discuss the defined issues, make and implement the decisions. The president is the legal representative of the Group in its actions and presence in society. For the resignation of a member, in case of behavior incompatible with the purpose of the Group, a General Assembly (GA), is required. Based on the existing

minutes, the meetings of the members of the AC have at least seven members, later fifteen and after the split again seven members.

After the split of the EO in 1927 and the departure of Delmouzos, for the registration it is necessary to fill in a relevant declaration and then the deletion due to non-payment of debts and the possibility of re-registration is set. After its establishment, the Central Administrative Committee (CAC) is responsible for approving the registration of a member, while for his resignation a convocation of the central conference is required.

For the first years of operation, the subsequent AC resulting from the verdict of the AC, include as members at least one of the EO trinity, Delmouzos together with Triantafyllidis, only Triantafyllidis and later Glinos. The three pioneers of the Group co-existed together as members of the Executive Committee in 1921. Although until 1915 the members of the Executive Committee, apart from Delmouzos and Triantafyllidis, included Tsirimokos, after 1921 (the latter) withdrew. The AC's function as a step of legitimacy and allow the simplest members to participate in the election procedures for the election of the Board, for the realization of the annual accountability audits, based on the statute, the discussion of financial issues (Chantzi, 2020, pp. 614-615). Therefore, already after the approval of the statutes by the first General Meeting, the founders begin to lose the exclusive responsibility of the management, such as Tsirimokos and Dragoumis, and the newcomers with studies in Germany, Delmouzos and Triantafyllidis take over the leadership. Their role is downgraded as the election of the Board of Directors is formally undertaken by the General Assembly, but essentially the reins of the Group are in the new blood of its workers who in 1912 enter and dominate the composition of the Board of Directors, although Delmouzos is the only one who is written into the Group from the beginning, as a founder and then belongs to AC. In retrospect, Tsirimokos considers this amendment to be a natural necessity, as half of the founding members of the EO have either retired or died (Tsirimokos, 1927, p. 401).

As can be seen in the table below, during the first decade, members from the main founding group, such as Tsirimokos, Dragoumis, Petrokokkinos, participate in the board, while after the second decade, it is mainly taken over by its three pioneers. In the position of presidents, Triantafyllidis was elected twice and Glinos from 1927 continuously until the suspension of his operation in 1930.

In the EO's programming text (Minutes of the Education Committee, Triantafyllidis Archive) the participation of twenty people in the AC is foreseen, and reference is made to the formation of an executive committee, where Triantafyllidis, Glinos and Kyriazis participate. Management according to the needs, under the direct supervision of the executive board, is carried out by Petrokokkinos, Filis, Dragoumis and Leandros Palamas, Papanastasiou, Skouriotis. A position of clerk, accountant and processor, collector, a servant position is foreseen. The duties of general secretary and treasurer are performed by members of the executive after consultation among themselves. The executive has the general responsibility for all the departments operating in the Group and generally determines their work. The various departments discuss and decide on their individual tasks. The management board implements the decisions of the executive and the various departments. A special committee is appointed for corrections of the articles, by misses Mouratoglou and Z. Mela.

On April 28, 1913, the General Assembly of the EO takes place, where the election of a new committee by its founders takes place, in accordance with article 6 of the statute. Due to the loss of three founders, Loukas Delmouzos, Christos Ragos and L. Mavilis, and the departure of Alexandris (Glinos, 1985, V. B', p. 529) from the group of founders, according to article 13 of the statutes they are replaced by M. Triantafyllidis, K. Zavitsanos, K. Sotiriou and

D. Chondros. The new Board of Directors is finally elected unanimously by 14 founders who are present at the General Meeting and consists of Delmouzos, I. Dragoumis, I. Theodoridis, D. P. Petrokokkinos, G. Sotiriadis, M. Triantafyllidis and M. Tsirimokos (Various, DEO, vol. 4, 1914. p. 334). 5 alternate members are also elected: Triantafyllopoulos, Koroni, N. Kazantzakis, Fokas and D. Chondros. In its first session, the Board appoints Mr. I. Theodoridis as its president, K. Triantafyllopoulos as deputy, Triantafyllidis as treasurer and M. Tsirimokos as general secretary (The new statute, DEO, vol. 4, 1914, p. 338).

The three partners Glinos, Delmouzos and Triantafyllidis participate in the AC of February 5, 1921. Glinos participates in the following DEs, along with old and several new members, such as Sotiriou, Lachanas, Theodoropoulou, Doumas, etc. On March 24, 1927, the composition of the AC council was renewed, consisting of 15 regular members and 5 substitutes from the Glinos faction. Glinos the president, Sotiriou the Secretary General, Theodoropoulou the vice-president, Lachanas the treasurer, Doumas the special secretary, Bertos the Councilor are in charge. The remaining members are Angelopoulos, Alivizatos, Oikonomou, Papaspyridis, Karouzos, Komiotis, Negreponi, Ir. Kountouri. Alternate members include: Varnalis, G. Kazantzakis, G. Papadopoulos, G. Anagnostaras, Georgakopoulos, S. Tegopoulos, V. Papageorgiou and Svolos (Nominal list of elected members of the Board of Directors according to the General Meeting of March 24, 1927, Archive Str. Someritis, ASKI, Glinos, 1927).

Towards the end of 1923, Roza Imbrioti, later an active member of the Group, was elected a member of the Board of Directors (Noutsos, 2011, p. 63). In 1927, after the conclusion of the assembly of March 24, 1927, the division of the Group takes place and a resignation form is circulated, where those who side with Delmouzos sign (Letter, March 30, 1927, Athens to Manolis Triantafyllidis, p. 352, Correspondence: 1895-1959).

After the split, the offices of the new EO are moved to the Apostolopoulos gallery (Euripidis 6). From April 1927, the composition of the AC council was renewed, consisting of 15 regular members and 5 substitutes. On June 28, 1927, the meeting of the members of the AC takes place, the first after the split in March. Regular members are elected: Glinos, Sotiriou, Theodoropoulou, Lachanas, Doumas, Bertos, Angelopoulos, Alivizatos, Economou, Papaspyridis, Karouzos, Komiotis, Kazantzakis, Papadopoulos. The alternate members among the five include Varnalis, Anagnostaras, Apostolatos, Georgopoulos and Tegopoulos (Document K/174-a: Regular and alternate members of the EO administration, April 1927, Glinos Archive). In 1929 the new institutional body of the EO is created, the Central AC (CAC) which has the overall responsibility for all the individual DEs of the local departments. From April 1929, Someritis, Homenidis of the socialist group left the CAC of Athens and representatives of the communist group were elected as members of the CAC. However, Someritis, Chomenidis attend the meetings of the Board of Directors, as members of the “Nea Zoi” cooperative¹, until the end of June 1929.

3.3. Financial Management & Financing of the EO

The EO, from the beginning of its operation, seeks to draw up economic policy, with the aim of raising money in various legitimate ways. From the sending of the first letters to prospective members and the call for material and moral support, and after the establishment of its constitution, the Group collects a significant amount of donations

¹ After the break-up of EO, Delmouzos leaves and the cooperative “Nea Zoi” or “New Life” is formed, on the initiative of Glinos, while the defenders of the communist ideology prevail in the Group (Author’s note).

from the first members and deposits it in the bank (Preliminary work of the group, DEO, vol.1, vol. A', 1911, p. 7, document OST 466002, To the members of the educational group, Glinos Archive).

Donations of photos, images, for the decoration of the Club building are announced quite early. Dragoumis has donated the amount of 3000 drs to the school of Delmouzos (Triantafyllidis, 2001, pp. 200-205).

The prospect of continuing the Group's operation requires saving resources. As the payment of dues by the members is problematic and incomplete, the financing of the union is a major issue. Dragoumis, a politician and diplomat, communicates with important people of the time with the aim, among other things, of his financial support. This method does not work as expected and Delmouzo's proposal for financial compensation of the collaborators for writing articles for the DEO, the EO's magazine, is suspended for 1911 (13th letter from Dragoumis to Delmouzos on May 19, 1911, F. 9, Delmouzos Archive).

In April 1912, a special letter to subscriber insert, is printed by the AC, reminding subscribers to pay their membership fee and subscription to the magazine. Similar forms are circulated in December 1913, 1917, and 1920 (Letter, April 1912, to subscriber. Typewritten letter regarding the issuance of the Educational Club bulletin. Triantafyllidis Archive). Planning to operate the Model School is soon suspended, from wealthy people who promised to give money, so the benefits never materialize.

Petrokokkinos, as treasurer, tries to find ways to reduce the operating costs of the Group, since he finds that the choice of the members is not what was expected (Income-expenditure statement EO 1914. F. 24, Min. 2, Archive I. Dragoumis, Gennadios Library, ASKSA).

In the report of the fourth year, Petrokokkinos points out the increasingly dire financial position of the Group and the need for strict economy, in order to avoid its closure, perhaps with bankruptcy. There is a reluctance to pay, the possibility of an optional additional subscription being accepted by less than half of the subscribers, while the members of the province seem to want to pay only the Bulletin subscription (Various, DEO, vol. 4, 1914, p. 333) and nothing to the Club. Delta offers its annual donation of 1000 drs in advance for the following year (1914). Triantafyllidis and Vlastos also deposit their donation in advance of 500 drahms (d) each, the Benaki brothers 200 d. and several others 200 d. Delta leaves the profits from the second printing of her book "For the Homeland" on behalf of EO, but its sponsorship, the financial situation remains very difficult. The issue of financial constraints is raised in almost every General Assembly of the EO and in several meetings of the Executive Committee. In several letters of Triantafyllidis and other collaborators, reference is made to the need for careful and prudent use of his income. Triantafyllidis often undertakes the printing himself of some articles and pamphlets which he thinks should be disseminated to the society, or suggests the printing of copies and books of his own and others relating to publications of the EO library on cheaper paper, in order to reduce the cost (Triantafyllidis, 2001, pp. 200-205).

The financial problem of the EO becomes more acute over time due to the accumulation of previous debts, the decrease in the number of new members and the inconsistency of old members in their obligations. From 1920 onwards, it was decided to rent part of the EO space to another company in order to save money.

At the end of 1921, a special information form of the EO is printed where the expenses incurred by the Group for the publication of the books are disclosed and their

extraordinary subscription is requested and the registration of at least one friend as a member by sending his subscription (Document OST 466, Various publications of the Group, Glinos Archive). In 1921, there is a deficit of 4 576 d. out of a total revenue of 12 400 d. (Rogari, 2010, p. 325). Glinos is forced to sell to Eleftheroudakis the edition of Ewald's fairy tales instead of 500 d. (17th Letter of Glinos to Delmouzos on November 5/18, 1921, F. 14, Delmouzos Archive). From 1922 onwards, as Triantafyllidis and Delmouzos were absent abroad, Glinos was faced with the financial problems of EO and its debts, which constitute an open financial wound. The financial situation of the EO is difficult, the debt reaches 12 000 d. to the printer, while the fund has 25 000 d. He even writes that the EO is finally surviving, as he performs the duties of secretary and treasurer, while Delta supports him with a donation of 6 000 d. (Gatos, 2003, p. 132, 14th, 19th, 24th letter).

The account of income and expenses for the year 1926 is marginally sustainable with a final amount of income/expenditures of 28299,15 d. In the next year's budget a deficit of 27662 is foreseen while the final amount of income/expenditures as a cash flow is foreseen to be launched at 76 755 thousand d. (Dagkas & Kamaroudis, pp. 204, 205, 206).

In the last years of its operation the situation is even more gloomy. The financial hardship is a topic of discussion at many meetings of the EC who decide to send letters to members to ask for the repayment of old subscriptions that are unpaid and the payment of an extraordinary sum of those they want, and an increase in annual subscriptions (Document PB11-1, Glinos Archive).

As the problem of financial viability of the EO continues, it is often expressed through the magazine, the request to the members to pay their obligations and subscriptions, and to seek other subscribers from their friendly environment to strengthen the union, which at the beginning of March of 1929 has over three hundred members (The life and activity of the educational group, Neos Dromos, f 9, March 1, 1929, p. 12).

The extreme financial narrowness and the inconsistency of the members of the EO, which in April 1929 seem to reach around 350 members, leads the DE to decide to write and send another circular letter to the members of the Group with an enlightening and mainly pleading character. The letter is dated April 29, 1929, written by Glinos and signed in addition to him by four other members of the AC and on its first page is written the address of the EO with the phrase to print four hundred copies. It consists of four pages where the bad financial situation of the union is analyzed very thoroughly and realistically in order to raise awareness among the members so that they can repay their debts (Document NH/363-4(1)). Circular letter of the EO to the members, Glinos Archive). It is a cry for salvation from Glinos for the uncertain future of EO.

It is immediately decided to publish the new magazine every month instead of 15 days and then to dissolve the Group's offices, and then to suspend publication of the magazine for another six months (Minutes of DE meetings for 1929, Sotiriou Archive).

Lachanas, the last treasurer of the EO, refers to the financial impasse of the Group and comments on the ignorance of the situation by its members. According to Lachanas, EO avoids eviction and confiscation of his property thanks to his excessive efforts, which is a relief to Glinos, as such humiliation is avoided (Lachanas, V. Unknown facts about the EO and leading figures of the time, Nea Estia, vol.1334, pp. 176-177).

Based on the tables of income and expenses published in the issues of the DEO, the amounts of the income statement are formed as follows²:

² For the elements of the Table and the decisions-acts of the General Meetings, see DEO, v.1-11.

Table 3 Account of income and expenses of the EO

Year	Income/expense accounting	Remainders	Income/expense budget	Home Control Period
2°	14 296.91	7 267.00		1-5-1911 to 30-4-1912
3°	10 552.25			1-5-1912 to 30-4-1913
4°	15 376.49			1-5-1913 to 31-10-1914
5°	11 462.79		9 637.00	1-11-1914 to 31-12-1915
6°	9 530.84			1-1-1916 to 31-12-1916
7°	7 063.79		6 854.54	1-1-1917 to 31-12-1917
8°	9 397.26/5 650.32	3 746.94	7 457.41	1-1-1918 to 31-12-1918
9°	11 403.45		9 996.94	1-1-1919 to 31-12-1919
10°	14 293.72		8 905.30	1-1-1920 to 31-12-20
11°			12 400.00	1-1-1921 to 31-12-1921

The accounts of the years 1918 and 1921 onwards do not exist in the (Deltio Ekpeydeytikou Omilou) DEO, which is circulated for the last time in 1924. In 1921, economic activity seems quite limited. The relevant financial transactions concern donations, subscriptions, sale of books in the income column, and the rent, the secretary's salary, expenses for the publication of books 7000 drachma and 500 drachma and extraordinary expenses in the column of expenses. The Group's basic expenses concern the maintenance costs of its offices (rent, electricity, staff salaries, stationery, furniture, lighting, postal and heating, telegraphs, publication of the DEO, books, purchase of books, and any extraordinary expenses (Statement of income and expenses until 1917, DEO, vol.7, 1917, 246-247).

3.3.1. Donations

A significant part of the EO's money comes from donations from individuals to it. The announcements of the accounts of each year in the EO inform us about the donations of the donors to the Group from 1912 to 1921. For the donations of the remaining years up to 1929 in the records of the members of the EO of the Glinos foundation, the amounts are written of donations per year.

The 1922 Bulletin lists the amounts of donations deposited in the Club's offices for 1921 (DEO 5th to 11th). In 1922, Delta becomes a sponsor of the Glinos's article "Women's Humanism", which is printed in 5000 copies (19th Letter of Glinos to Delmouzos on January 15, 1922, F.14, Delmouzos Archive).

In the Bulletin of 1923 (circulated in 1925, with a delay) reference is made to the donors of the Group for the years 1922, 1923, 1924. From the data of the DEO and the income and expenditure forms of the Dragoumis Archive, one comes to the following observations: donations, known donors are Al. Pallis, F. Fotiadis, Theodoridis, El. Koryllou and Ant. Benakis. Pallis donates 680 d. in 1921, as do Koryllou and Theodoridis in 1921 and 1923 and Diomedes in 1922. In 1921 the donations are numerically more. Delta donated a total of 11 000 d. in the years 1921 to 1924. The donors include Theodoridis and Sapoutzis with 1 000 drs in 1923/ each, G. Haritakis and E. Negreponi with 500 drs/ in 1923 and 1924 (Donations given to the Club, DEO, vol. 11, 1923, p. 266). The number of donations from various donors is divided into 1 821 212 d. in 1912/132 068.50 d. in 1914/15 and 1 015 d. in 1916/17 and in total reaches 6 810.85 d.

4. DISCUSSIONS & CONCLUSIONS

The financial situation of the Group is approached in detail with tables and data. Despite the serious efforts of Petrokkokinos, who manages the EO's finances, the possibility of bankruptcy has already been erased, since the 4th year of its operation. It is decided to rent part of the EO's space to another company in order to save money, to issue a form for the expenses of the Group and the extraordinary membership and to register at least one friend as a member. In 1921, a deficit of 4 576 d. on a total revenue of 12 400 d. $\frac{1}{4}$ of the total revenue, and in December of the same year the deficit reaches 10 000 and then 12 000 d. Two letters are written to the members for financial assistance of the EO and the decision to suspend publication of the magazine and dissolve the offices. It is found that the best year from a financial point of view is considered to be the year 1913-14, while the worst is 1917. The funding of the EO is largely supported by donations, where Delta donates 23 337 d. Theodoridis and Sapoutzis are mentioned with 1000 d. in 1923 each, G. Charitakis and E. Negreponi with 500 d. in 1923 and 1924.

Regarding the operation of the administrative committee, she constitutes the executive body of the Group and regarding the subject of the meetings. The administrative work of the Group is carried out by the Board of Directors, in accordance with the statute and covers issues of approval of new members, convening of the GA and procedural issues. In the beginning, it is formed by the members of the members of the “ephorate” and the founders and later by the pioneers of the EO. It seems that the centralized way of administration changes mainly after the amendment of the statute in 1923 and a relative democratization is sought, which in the last year, seems to attempt a discipline among the members.

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MENADŽMENT OBRAZOVNE GRUPE „EKPAIDEFTIKÓS OMILOS” KAO PRIMER UPRAVLJANJA POČETKOM PROŠLOG VEKA U GRČKOJ

Rad se bavi menadžmentom i administrativnom autonomijom obrazovne kompanije Obrazovna grupa „Ekpaideftikos Omilos” (EO), koja je osnovana 1910. godine u Grčkoj. Radi se o prosvetnom udruženju koje su osnovali Cirimokos, Triantafílides i Delmouzos sa ciljem otvaranja grčkih škola i obrazovanja grčkih učitelja. Interpretativnom istorijskom metodom, uz korišćenje arhiviranih dokumenata tog vremena, došlo se do podataka o načinu vođenja administracije, ulozi Administrativnog odbora (AK), sastavu njegovih članova, kao i finansijskom upravljanju i finansiranju EO, koja je imala važnu ulogu u prikupljanju novčanih sredstava na različite legitime načine. Na osnovu prikupljenih podataka došlo se do zaključka da upravljanje Obrazovnom grupom „Ekpaideftikos Omilos” predstavlja primer upravljanja na relativno centralizovan način i uz kontrolu kako ideoloških pitanja, koja čine njen cilj, tako i njenih finansijskih potreba, koje se odnose na aktivnosti vezane za zaradu. U tom smislu, Upravni odbor Grupe povećao je odgovornosti za primanje novih članova, donošenje odluka, zastupanje Grupe, sazivanje redovnih i vanrednih skupština. Tema sesija na sastancima bila je diskusija o različitim pitanjima upravljanja koja se tiču Grupe ili o praktičnim i različitim obrazovnim pitanjima. Takođe, postojala je i odredba o Izvršnom odboru, koji je u suštini identičan današnjem Upravnom odboru.

Ključne reči: menadžment, Ekpaideftikós Omilos (EO), administrativni odbor, finansijski menadžment