

**EDUCATION MANAGEMENT ASSOCIATION
OF
SOUTH AFRICA**

12th International Conference

11, 12, 13 March 2011

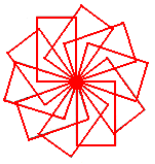
Cape Peninsula University of Technology

Bellville Campus

Cape Town

Managing Shifting Sands:

***A Challenge and/or opportunity for Education Leadership
and Management?***



Word of Welcome from the President

On behalf of the Education Management Association of South Africa [EMASA], we are honoured to welcome you to our International Conference at the Cape Peninsula University of Technology, Bellville Campus, Cape Town from 11- 13 March 2011.

We believe that this conference is of the utmost importance to the discipline of Educational Administration, Management and Leadership, especially in the light of the resurgence of School Leadership qualifications, the questioning of Leadership success and effectiveness at Higher Education Institutions as well as within teachers unions and associations.

With the conference theme: *Managing Shifting Sands: Challenge and/or opportunity for Education Leadership and Management?*

The organising committee believes that practitioners are compelled to reflection, and take stock of the challenges, achievements and goals of our discipline and its contribution to education.

We want to welcome all our international and local participants, without whom we are not possible to host such a conference. We know that your attendance will add value and contribute towards our growth and the future strength of our discipline and EMASA in general.

We are looking forward to welcoming you to Cape Town!

Best wishes



Dr Muavia Gallie

Chair: 12th International Conference – 2011 Organising Committee

EMASA 2011 ORGANISING COMMITTEE

Muavia Gallie - President

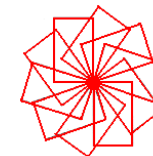
Alison Bengtson-Mali -Deputy President

Anusha Naidu - Secretary

Vitallis Chikoko- Research and Development

Cyril Samuel - Treasurer

Celest Coverdale – Conference Secretary and Scribe



CONFERENCE PROGRAMME

FRIDAY, 11 MARCH 2011

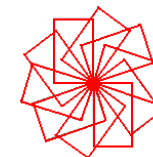
14h00 – 17h00: Registration

18h00: Official Opening (Chair: Muavia Gallie)

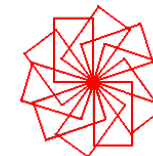
1. Welcome: **Prof M ROBINSON:** Dean of Education (CAPE PENINSULA UNIVERSITY OF TECHNOLOGY)
2. GUEST OF HONOUR: Western Cape MEC for Education:

SATURDAY, 12 MARCH 2011

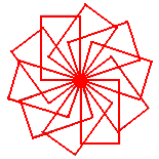
		VENUE 1	VENUE 2	VENUE 3	VENUE 4
Keynote Address 1	08h00 - 09h00	F. CROWTHER President of CCEAM (Commonwealth Council for Educational Administration and Management) (CHAIR: A. BENGTSON-MALI)			
Break away Session 1	(09h00 – 09h30)	CHAIR: C. SAMUEL Circuit Teams-A mechanism to improve education service delivery in schools (A. FORBES)	CHAIR: M. GALLIE Arguing for Transformational Leadership: A case of a School Management Team in Mthatha Education District (D. TYEBILEYO)	CHAIR: N. MABOVULA Establishing mentoring networks for principals serving poor community schools: Should an IMG manager be a spectator or player? (S. LEWIN)	CHAIR: A BENGTSON- MALI Do you belong here? (P. JUGMOHAN)
Break away Session 1	(09h30 – 10h00)	'Am I my brother's keeper?' The emergence of servant leadership in community building (I. KNOTT-CRAIG)	Constructing new leaders and managers through research-a prison experience (Z. TWANI)	Instructional leadership for South African school principals: an enigma - a critical review (G. MOTILAL)	Who is that in the staffroom? Leading and managing diversity in school classrooms (N. AVERY)
	10h00 – 10h30	TEA BREAK			



		VENUE 1	VENUE 2	VENUE 3	VENUE 4
Break away Session 2	10h30-10h55	CHAIR: E. FLEISCHMANN Dysfunctionality by Design: Are we still using the apartheid educational design of 1948? (M. GALLIE)	CHAIR: M COOKE The moral responsibility of School Management Teams in protecting the health and lives of school learners towards HIV/AIDS pandemic (P NGABENI)	CHAIR: Z. TWANI Close encounters of the leadership kind: Developing school principals in South Africa (I. NAICKER; V. CHIKOKO; S. MTHIYANE)	CHAIR: I. MUZVIDZIWA School leaders' identity in ethnical diverse primary schools in South Africa and England (J. HEYSTEK)
Break away Session 2	10h55 – 11h20	Dysfunctional Schools-Are they beaten or can they be turned around? (P. du PLESSIS)	The role of School Management Teams in facilitating teacher development: Evidence from selected schools in KwaZulu-Natal (T. BHENGU)	Politics in decision making in schools: Principals' strategies (S. BAYENI)	Post-independence educational reform in Namibia: Challenges and strategies for managing change (Araes C; Muronga M; Namukwambi N; Nauyoma L; Rengura DK; and Shitana S.)
Break away Session 2	11h20 – 11h45	Do school administrative staff contribute to management practices? (A. BAYAT)	The role of instructional leadership to improve teaching and learning (M. BOTHA)	Educators' perceptions of the role of learner leadership in the school governance of rural secondary schools (M. DUMA)	Measuring School Governance for a school turnaround (P. JONAS)
Break away Session 2	11h45 – 12h10	Organisation Development-The argument remains (C. SMITH; M. MACKINNON)	The case for seeing EMS HoD as Instructional Leader in FET Accounting (T. RAJOO)	Leading and managing teacher development (S. WINTER)	Management and leadership in the context of curriculum change: A case for rural schools in Vhembe district, Limpopo province (N.B. SADIKI, N. MARISHANE)
Break away Session 2	12h10 – 12h35	The manifestation of the neo-liberal discourses in leadership practices in rural schools (J. SPIES)	Parental involvement in school activities in South Africa (V. MNCUBE)	Leading and managing teacher development through in-house training (M. COOKE)	Managing change and diversity in the Teacher Education profession (L. LEBOLOANE; M. MODISE)
Break away Session 2	12h35 – 13h00	Violence and aggressive behaviour in schools: A moral ethical approach (N. MABOVULA)	A troubled terrain: Contesting purposes and shifting definitions within ELMP (C. GRANT)	School cluster system: An innovative network for teacher development (L. K. MPHAHLELE)	Managing racial integration in South African public schools: In defence of democratisation



		VENUE 1	VENUE 2	VENUE 3	VENUE 4
	13h00 –	LUNCH			
Keynote Address 2	14h00 - 15h00	PROF. B. O'CONNELL Vice Chancellor: University of Western Cape (UWC) CHAIR: A. NAIDU			
	15h00 - 15h30	TEA BREAK			
Breakaway session 3	15h30 – 15h55	CHAIR: C. GRANT Prevention of bullying in South African public secondary schools: Should an IMG manager be a spectator or player? (J. MASEKO)	CHAIR: I NAICKER Critical realist research in ELM-What are the possibilities? (H. van der MESCHT)	CHAIR: V. MNCUBE Networking for School leadership in the ACE programme: Perceptions and realities (E. KIGGUNDU; P. MOOROSI)	CHAIR: J HEYSTEK Re-imagining novice teachers as leaders and the role they can play in building a community of educational researchers (S. MTHIYANE)
Breakaway session 3	15h55 – 16h20	Minds and hearts: exploring the teacher's role as a leader of pupils (D. FORDE; V. CHIKOKO)	Student teachers' perceptions of 'good and bad lecturers': An ethical and instructional leadership dilemma (A. MAKURA)	Managing change in education: the case of women primary school heads in Zimbabwe (I. MUZVIDZIWA)	The expectations of School Governing Bodies with respect to teacher workloads: An Education Labour Laws analysis (L. MINNAAR)
Breakaway session 3	16h20 – 16h45	Passion for teaching: A perspective for South African teachers (S.H. RAMPA)	Academic exclusions: experiences of students from disadvantaged background (S. MAILE)	Women leaders learning through reflective practice (V. RICHARD)	
Breakaway session 3	16h45 – 17h30	Panel Discussion Lessons learned from the Wits Executive Leadership Program (BRIDGE) (45 mins)	Panel Discussion (SASOL) (45 mins)		Shifting the focus to soft skills of teachers (E. FLEISCHMANN)
	18h00 -	COCKTAIL			



SUNDAY, 13 MARCH 2011

Keynote Address 3	09h00 – 10h00	Dr FREDDY JAMES Lecturer at the University of the West Indies St Augustine, Trinidad President of Trinidad and Tobago Educational Leadership, Management and Administration Society (TELMAS) (CHAIR: C. SAMUEL)			
	10h00 – 10h30	TEA			
	10h30 – 12h00	AGM CHAIR: M. GALLIE			
	12h00 – 13h00	LUNCH & DEPARTURE			

Thank you for your participation at the

12th International Conference

Have a safe journey home!

Disclaimers:

- The Organising Committee reserves the right to change/adapt the programme if necessary and due to unforeseen circumstances.
- The Organising Committee, the University of Pretoria or EMASA will not be held liable for any injury, loss or damage of any nature whatsoever experienced by delegates.
- Views expressed in the papers delivered at the EMASA 2009 Conference do not necessarily reflect the view of the Education Management Association of South Africa or the organising bodies.
- Abstracts were printed as they had been received and spelling and language editing were not the responsibility of the compiler and editor.