



Three-Year Strategic Plan

For

Education Management Association of South Africa (EMASA)

2011/12-2013/14



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1. History of EMASA

Prior to the initiative in 1996, which ultimately led to the establishment of EMASA, there were several organisations in South Africa that had some sort of interest in education management. For example, the Education Association of South Africa (EASA) had several interest groups; one of which focused on education management. EASA at that time had 490 members, with interests across the whole spectrum of educational specialisations. Similarly, the Southern African Comparative and History of Educational Society (SACHES) founded in 1991 and with 70 paid-up members also had an education management interest group.

The only organisation with an exclusive focus on education management was the Institute for Education Management of South Africa (IEMSA). This organisation was developed with assistance from the South African Institute of Management (SAIM), and with guidance from the then Commonwealth Council for Educational Administration (CCEA), whose head office at the time was based in Armidale, New South Wales, Australia. The IEMSA was based at the SAIM and immediately prior to the establishment of the Task Team on Education Management (1996) had developed a constitution and had established an executive committee. IEMSA was the South African affiliate of CCEA and attended the CCEA's conference in Kuala Lumpur, Malaysia, in 1996. At this time, it had a membership of about 100, and had secured a grant towards its work, of 5000 pounds sterling from the Commonwealth Fund for Technical Cooperation. However, with the establishment of the Task Team, which also examined the need for a national educational management association, it was decided to put IEMSA on ice, and the Commonwealth funds were held in trust by the Centre for Educational Policy Development, Evaluation and Monitoring (CEPD).

Under the auspices of the Task Team, a colloquium was held in Magaliesburg in August 1996 for representatives of South African universities, technikons and colleges. At this colloquium, it was decided to establish a steering committee to make recommendations on the establishment of a (truly) national, professional association for those working in the field of education management. The elected steering committee comprised Nana Makaula (University of Transkei: Chair), Prakash Singh (Vista University), Michael Thurlow (University of Natal and Task Team member), Keyson Mabunda (Technikon SA), Phillip van der



Westhuizen (Potchefstroom University), and Vincent Landey (Cape Technikon). This committee met for the first time on 8 November 1996, in Cape Town and began work on conceptualizing a possible national association and interested national organisations joined the steering committee. They included Cecilia Moyo (South African Association for Academic Development), Johan Beckmann (South African Law and Policy Association/University of Pretoria), Yusuf Sayed (Southern African Comparative and History of Education Society/University of Western Cape), Tom Bischoff (Education Association of South Africa/RAU), and Carol Coombe (Task Team member). This expanded committee continued to work on a concept document for a national association, and a possible constitution. The constitution adopted a provisional name for the association - The Educational Management Association of South Africa (EMASA).

A final meeting of the steering committee was held on 18 January 1997, at which the draft concept document and draft constitution were finalised. It was decided at this meeting that a founding meeting of EMASA would be held at the Holiday Inn Garden Court, near Johannesburg Airport, on Monday 17 March 1997. This founding meeting was held and EMASA was born! The concept document and the constitution were adopted, and office bearers were elected. Nana Makaula was the first president. EMASA has held annual conferences since 1997. These conferences have been widely attended by both local and international speakers.

2. The Vision of EMASA:

EMASA is the premier association in South Africa in the field of education management, leadership and administration and we are information leaders who lead through partnerships collaboration and innovation.

3. The Mission is:

EMASA promotes and strengthens its members through learning, advocacy and networking initiatives. To demonstrate and promote the essential role to further education through professional development, advancement of knowledge and leadership.



4. STRATEGIC GOALS: 2011/12 – 2013/14

During the next three years, commencing 2011, EMASA will focus its efforts and energies in the attainment of the following key strategic goals as illustrated in the figure below.

Figure 1



Strategic Goal 1: *Growing EMASA*

Objective	Baseline	Key Performance Indicator	Year One 2011-2012	Year Two 2012-2013	Year Three 2013-2104
i. Increase membership	62	Number of members increased as compared to the previous years	<ul style="list-style-type: none"> ▪ Double membership by end of the year (min: 125) ▪ Circulate a call for registration of members by August 2011 ▪ Upload membership forms onto the website 	<ul style="list-style-type: none"> ▪ Double membership by end of the year (min: 250) ▪ Circulate a call for registration of members by August 2012 ▪ Reminder to all members to renew membership 	<ul style="list-style-type: none"> ▪ Double membership by end of the year (min: 500) ▪ Circulate a call for registration of members by August 2013 ▪ Reminder to all members to renew membership

Objective	Baseline	Key Performance Indicator	Year One 2011-2012	Year Two 2012-2013	Year Three 2013-2104
ii. Establish chapters in all provinces	0	Chapters established in all province within three years	<ul style="list-style-type: none"> ▪ Chapters established in Gauteng, KwaZulu-Natal and Western Cape by March 2012 	<ul style="list-style-type: none"> ▪ Chapters established in Free State, Limpopo and Mpumalanga by March 2013 ▪ Support the three chapters established in previous year 	<ul style="list-style-type: none"> ▪ Chapters established in Eastern Cape, North-West and Northern Cape by March 2014 ▪ Support the three chapters established in previous year
iii. Ensure financial sustainability	R253,852.91	Collect subscriptions regularly and raise sponsorships	<ul style="list-style-type: none"> ▪ Membership subscriptions collected from 62 current members ▪ Six members of the executive to raise at least R10 000 each worth of sponsorships (min.: total R60 000.00) ▪ In-kind contribution by other organisations 	<ul style="list-style-type: none"> ▪ Membership subscriptions collected from 124 current members ▪ Six members of the executive to raise at least R10 000 each worth of sponsorships (min.: total R60 000.00) ▪ In-kind contribution by other organisations 	<ul style="list-style-type: none"> ▪ Membership subscriptions collected from 248 current members ▪ Six members of the executive to raise at least R10 000 each worth of sponsorships (min.: total R60 000.00) ▪ In-kind contribution by other organisations
iv. Communicate with members regularly	One email	At least one correspondence with members every second month	<ul style="list-style-type: none"> ▪ Create face-book for EMASA ▪ Draft and circulate flyers and newsletter 	<ul style="list-style-type: none"> ▪ Maintain face-book interaction ▪ Continue with newsletter and flyer circulation at least every second month 	<ul style="list-style-type: none"> ▪ Maintain face-book interaction ▪ Continue with newsletter and flyer circulation at least every second month



Strategic Goal 2: *Establishing collaborative partnerships*

Objective	Baseline	Key Performance Indicator	Year One 2011-2012	Year Two 2012-2013	Year Three 2013-2104
i. Support and maintain partnership with CCEAM	CCEAM partnership	Retain relationship with CCEAM	<ul style="list-style-type: none"> • Pay annual subscription and • Inform members of CCEAM 	<ul style="list-style-type: none"> ▪ Pay annual subscription and ▪ Inform members of CCEAM 	<ul style="list-style-type: none"> ▪ Pay annual subscription and ▪ Inform members of CCEAM
ii. Developing partnerships with relevant bodies in the field of Education Management	0	Expand partnership to include other relevant bodies	<ul style="list-style-type: none"> • Establish at least one additional partnership 	<ul style="list-style-type: none"> • Establish at least one additional partnership 	<ul style="list-style-type: none"> • Establish at least one additional partnership
iii. Identify possible HEIs and/FETs for collaboration	0	Per region and targeting the hosting HEI	<ul style="list-style-type: none"> • Two HEIs 	<ul style="list-style-type: none"> • Three HEIs 	<ul style="list-style-type: none"> • Four HEIs
iv. Solicit sponsors or donors	0	Expansion of the number of sponsors and donors	<ul style="list-style-type: none"> • At least two sponsors and/or donors 	<ul style="list-style-type: none"> • At least three sponsors and donors 	<ul style="list-style-type: none"> • At least four sponsors and donors

Strategic Goal 3: *Sharing and dissemination of education management and leadership knowledge and practices*

Objective	Baseline	Key Performance Indicator	Year One 2011-2012	Year Two 2012-2013	Year Three 2013-2014
i. Convene annual conferences	One conference per annum	Regular conferences in partnership with HEIs in hosting provinces	<ul style="list-style-type: none"> ▪ Conference in KZN ▪ Minimum attendance: 125 	<ol style="list-style-type: none"> 1. Conference in the selected province 2. Attendees: 250 min. 	<ul style="list-style-type: none"> ▪ Conference in the selected province ▪ Attendee: 500 min.



Objective	Baseline	Key Performance Indicator	Year One 2011-2012	Year Two 2012-2013	Year Three 2013-2014
ii. Generate dialogue and information-sharing in the field of Education Management	One conference per annum	Linking members to educ. management and leadership sites	<ul style="list-style-type: none"> ▪ MGSLG ▪ CCEAM 	<ul style="list-style-type: none"> ▪ Increase number of site links for dialogues 	<ul style="list-style-type: none"> ▪ Increase number of site links for dialogues
iii. Organize regional/provincial seminars	0	3 provinces per year	<ul style="list-style-type: none"> • Gauteng, KwaZulu-Natal and Western Cape by March 2012 	<ul style="list-style-type: none"> • Free State, Limpopo and Mpumalanga by March 2013 	<ul style="list-style-type: none"> • Eastern Cape, North-West and Northern Cape by March 2014
iv. Develop and circulate annual journal to members	1	EMASA journals circulated to members periodically, and re-launch the journal and publish regularly	<ul style="list-style-type: none"> • Establish the Journal infrastructure • Conceptualization of the publication and project plan for execution developed 	<ul style="list-style-type: none"> • One journal published based mainly on the 2012 conference papers 	<ul style="list-style-type: none"> • Sustain the publication rate with Two journals published, one based mainly on the 2013 conference papers • Prepare for accreditation status
v. Develop and circulate newsletters to members	0	Two newsletters circulated to members per year	<ul style="list-style-type: none"> • Two newsletters circulated by March 2012 	<ul style="list-style-type: none"> • Quarterly newsletters circulated 	<ul style="list-style-type: none"> • Quarterly newsletters circulated

President: Advocate Alison Bengtson Mali

Date: 20 September 2011

Secretary: Ms. Anusha Divealoshani Naidu

Date: 20 September 2011