

(from Carole Murphy)

South African Linkage Report June, 2005

Background Information:

A proposal was submitted to the UMSAEP Committee on July 11, 2003. Travel was originally scheduled for October, 2004, however, because of the College of Education's NCATE accreditation visit, this trip was postponed to April, 2005. Dr. Ron Turner and Dr. Joel Glassman were contacted about this change in travel dates at the beginning of the Fall 04 academic year.

Identification of Issues and Needs:

South African administrators receive no preparation and little support for their leadership roles in education. One day they may be a teacher, the next day they may be assigned an administrative position. This is particularly evident in poor areas (Herman, 2000).

Administrators in South Africa face difficult and complex problems. Over crowding of schools, lack of trained teachers, lack of financial support, physical plants that are not up to standards, lack of books and resource, health issues such as AIDS, and the breakdown of communities which surround schools are but a few of these problems. In addition crime and AIDS have become major issues for many schools (Herman, 2000).

Because of these problems, administrators in poor areas are leaving the profession in large numbers. In an attempt to provide support and professional development for these administrators, the vision of a Leadership Academy was born in 2000 when Dr. Harold Herman, former Dean of the University of Western Cape's College of Education, was invited to participate in the Missouri Satellite Leadership Academy. After his participation, Herman felt that creating a Leadership Academy in South Africa would provide the support that administrators currently need. The timing is also opportune because of growing interest in aid to the African continent for AIDS education and economic development.

Outcomes/Objectives of the Project:

The UMSAEP team has been working on this project since 2000. There have been numerous exchanges to create an awareness of the benefits a Leadership Academy is capable of bringing to the Western Cape. Dr. Herman has now gained the support of all

stakeholders involved (see the Western Cape School Leadership Academy Proposal sent earlier), a facility to house the Academy has been secured, and a local principal with an outstanding reputation, Mr. Robin Botes, has been identified to serve as Director of the Academy.

In April, 2005, two members of the UMSL faculty and one graduate student traveled to South Africa for the purpose of writing grants to support the initiation of a Leadership Academy for Principals in the Cape Province. Members of the UMSL team included: Dr. Carole Murphy, Chair, Educational Leadership and Policy Studies (ELAPS); Dr. Carl Hoagland, Emerson Electric Company Professor for Technology & Learning; and Mr. Osman Ozturgut, Graduate Research Assistant ELAPS. Dr. Hoagland was willing to pay his own expenses to South Africa because of his interest in the project. His addition to the team was important since he has a successful record of grant writing.

On the first day the UMSL team, joined by the UWC team, met with Ms. Zeenat Patel-Kaskar, of the Shuttleworth Foundation to discuss the project. Since our visit to South Africa, the Shuttleworth Foundation has agreed to commit three years of funding to support the Academy. Shuttleworth heard about the project at a meeting held in Johannesburg where Dr. Harold Herman, Dr. Clarence Williams, and Mr. Robin Botes presented a paper on the Leadership Academy for Principals.

Additional Funding Opportunities:

Before traveling to South Africa, the UMSL team identified numerous grants that would be suitable to fund the Academy project. Permission was obtained from the UMSL Research Office to pursue the foundation funding identified.

The UMSL team took copies of all grants with applications to South Africa. Joined in South Africa by the UWC team, work on securing funding began. The UWC team consisted of Dr. Harold Herman and Mr. Robin Botes. The UMSL team was invited to join the UWC team in a conversation with the Shuttleworth Foundation. (In June, 2005, the UMSL team received notice that Shuttleworth has committed funding to the project)

The two teams next began their work on identifying which grants to apply for first. Three grants were identified that could be used as templates for additional funding opportunities. The grants written were as follows:

- a. Spencer Foundation. This organization funds organizational learning in schools, school systems, and higher education institutes. They support long-term international projects and fellowships, and have a history with funding projects in South Africa.

Funding is being sought from the Spencer Foundation to conduct research on the effectiveness of the professional development provided by the Academy and its impact on student achievement. This research is extremely important since it allows the researchers to isolate a particular treatment and correlate it to achievement. This grant will be submitted through the University of Missouri, St. Louis and is for approximately one hundred thousand dollars. Dr. Lloyd Richardson, Grant Coordinator for the College of Education, is currently finalizing the budget.

- b. Kellogg Foundation. This organization funds grants to promote change in the social and economic systems that make new growth possible. Kellogg also supports economic advancement for all to include greater public participation in policymaking and institutional reform. Provides funding specifically for South Africa.

Funding is being sought from the Kellogg Foundation to support the initiation of the Leadership Academy for Principals. This grant will be submitted through the University of Western Cape. Although a budget was prepared while at UWC, the final touches will be made after the UWC team speaks to the Shuttleworth Foundation.

- c. Hewlett Packard Foundation. This organization funds projects that deal with the use of technology. They are also interested in projects in South Africa.

Dr. Carl Hoagland will act as the principal investigator, and the grant will be submitted through the University of Missouri, St. Louis. It is being submitted to fund the technology component of our Leadership Academy project. These funds will provide a van equipped with technology that will go to outlying areas where the principals need professional development related to technology that is designed to foster student achievement. The grant will provide a computer, a printer, and a digital camera to each school where training is given. The budget is currently being finalized.

Funding from the Shuttleworth Foundation was unsolicited. Negotiations between Ms. Patel-Kaskar, representative of the Shuttleworth Foundation and Dr. Harold Herman on behalf of the UWC has resulted in three years of support for the initiation of the Academy in South Africa.

A number of other foundations have been identified whose interests parallel the project we are initiating for principals. Osman Ozturgut, Graduate Research Assistant, has been hired to work on this project during the summer of 2005. His salary will be paid by the College of Education.

In addition, a draft article is being edited relating to the project. The proposed title of the article is *The Potjie Leader: The Academy Approach to Quality Leadership*. The article is the basis for a presentation that will be given by Murphy, Hoagland and Ozturgut at the World Council for Curriculum and Instruction held in San Francisco in the fall of 2005.

Another doctoral student, Mr. Paul Katnik is working on a research project that will support the connection between professional development and school improvement. Mr. Katnik works for the Missouri Department of Elementary and Secondary Education and the Chair of his dissertation committee is Dr. Carole Murphy.

Request for Redirection of Funding:

Dr. Murphy requested \$12,000 from the UMSAEP Committee for travel; however, because of the number of requests for funding only \$9,500 was granted. This provided travel funds for Murphy and Ozturgut. Hoagland paid his own expenses. This conservation of funds allowed us to bring Mr. Robin Botes, future Director of the South African Leadership Academy, to travel to Missouri. Both Murphy and Hoagland hosted Mr. Botes in their homes so this decreased hotel, food and travel expenses. We were able to acquire additional funding for Mr. Botes from Dr. Doug Miller, Director of the Missouri Satellite Leadership Academy to attend the summer Satellite Academy meeting at the Lake of the Ozarks. This opportunity allowed Mr. Botes to experience the Missouri Academy and to obtain information important to the development of the Academy in South Africa. In addition, he was able to contribute to the international understanding of Missouri principals. Mr. Botes gave three separate presentations to the two hundred Missouri Principals about our project and about South African schools. He was a tremendous success and a wonderful representative for our partnership.

While at the State Satellite Leadership meeting Mr. Botes had an opportunity to interview Dr. Doug Miller, Director of Professional Development for the State of Missouri and Dr. Beverly Nance, Director of the St. Louis Principal's Academy. More than two hundred principals, superintendents and facilitators participated in the June Academy meeting.

In addition, Mr. Botes had the opportunity to meet with the following:

- Wayne Walker, Associate Director of the Regional Professional Development School.
- Dr. Charles Schmitz, Dean of the College of Education
- Dr. Joel Glassman, Center for International Studies
- Faculty and staff of the Technology Learning Center
- Dr. John Henschke, Adult Education
- Dr. Lynn Beckwith, Educational Leadership and Policy Studies

- Members of the State Satellite Leadership team
- More than 200 principals, superintendents and facilitators of the Missouri Satellite Leadership Academy
- See attached agenda from The Satellite Academy Program

Mr. Botes was also invited to attend the graduation ceremony of the St. Louis Principal's Academy.

The Missouri's Academy was selected in 2004 by Stanford University as the second best professional development program for principals in the United States. From the comments I have had with Mr. Botes, I know that his experience with members of the Missouri Leadership team was extremely valuable.

Accomplishments:

This year we have accomplished a great deal. Accomplishment include:

1. All stakeholders were finally brought into agreement that an Academy needed to be founded.
2. Agreement was reached that UWC should be the keeper of the dream.
3. Three years of funding were acquired from the Shuttleworth Foundation
4. Three additional grants have been written and are ready for submissions.

Spencer Foundation Grant (will be submitted in July by Murphy)
 Kellogg Foundation Grant (will be submitted by UWC)
 Hewlett Packard Grant (will be submitted by Hoagland)

5. Two articles have been written and submitted for publication.

Murphy, Carole, Brown, Kathleen Sullivan, Herman, Harold, Nance, Beverly and Osman Ozturgut (2005). Different countries, similar solutions: Creating a mentoring program through a cross-cultural partnership.

Murphy, Carole, Brown, Kathleen Sullivan & Herman, Harold (2005). Creating a vision for leadership, the University of Missouri and the University of Western Cape partnership. *International Journal of Leadership Studies*.

6. One article has been submitted and accepted for presentation to the World Curriculum Council in the fall of 2005.

Murphy, Carole, Hoagland, Carl & Ozturgut, Osman (2005). *The Potjie Leader: The Academy Approach to Quality Leadership. World Council for Curriculum and Instruction.*

7. Two doctoral students from the Division of Educational Leadership and Policy Studies are currently involved in the project . They will be helping with the research generated by funding from grants.
8. A Director for the South African Leadership Academy has been identified.
9. Housing for the South African Leadership Academy has been acquired.

Conclusion:

Bringing all the stakeholders together has been a timely and monumental task. Dr. Harold Herman deserves the credit for this effort. In order to keep the project alive, additional funding will be pursued from the UMSAEP for 2006. By the end of 2006, it is anticipated that future funding for the project will be provided through grants. Visiting face to face with the stakeholders in South Africa and visiting the government officials will be an important step in keeping the coalition together. The stakeholders are very interested in getting this project operational as soon as possible. Plans for sustainability of the program are being put in place.

The Dean of the College of Education and the faculty at UWC are interested in participating in the ground-breaking research that will be generated by this project. We will have an opportunity to add much knowledge to the literature about the benefits of professional development for leaders.

I am most appreciative to the committee who allowed us to pursue this project. Thousand of South African children will profit from schools with better trained administrators. Better educated citizens leads to better economic growth and a more knowledgeable population that can deal with issues such as poverty and AIDS.