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### **World Education Leadership Symposium Online Conferences 2021 (WELSmain)**

#### **Initiator and Organizer / Initiator und Leiter:**

Prof. Dr. Stephan Gerhard Huber

#### **Host WELSmain 2021 (since 2009) / Veranstalter WELSmain 2021 (seit 2009):**

Institute for the Management and Economics of Education (IBB) /  
University of Teacher Education Zug (PH Zug)

Institut für Bildungsmanagement und Bildungsökonomie (IBB) /  
Pädagogische Hochschule Zug (PH Zug)

#### **Cooperation Partners / Kooperationspartner:**

Association of school leaders and teachers, ministries and authorities as well as further universities and partners / Schulleitungs- und Lehrerverbände, Ministerien und Behörden sowie weitere Hochschulen und Partner

# Stakeholder views of educational governance after a change in ownership of independent schools



**PhD – University of Pretoria  
South Africa**

**Wednes-  
DAY** | **SEPT** | **3**  
**28** | **PM**

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**GOVERNANCE**

# INFORMATION AND BACKGROUND



## Why do parents choose independent education?

Buckland & Hofmeyr (1993) - Governance

Maile (2002) Distribution of power,

with the question : Who decides?

## Annual growth in Independent Schools in South Africa

- Bought “not-for-profit” schools
- Led to changes in school names, management structures and ethos- to fit into the master group or brand

# PROBLEM STATEMENT

Change of governance structures and strategies of independent schools

Changes 'reshape' power, authority and accountability within such schools (Conley,2003)

Might be a conflict of interest between the stakeholders and the governors.

# RATIONAL

Primary clients (teachers, parents and learners) and shareholders.

Corporate governance, be linked to the educational aims of the school?

# QUESTIONS:



## Primary Question

What are the views of stakeholders in formerly independent not-for profit schools of governance after a change in ownership?

Principals



Head of Departments



Stakeholder experience of

- Responsibility
- Accountability
- Legitimate interests
- Transparency in decision-making of governors

Teachers



Parents



# LITERATURE REVIEW



## Growth Industry

- 2017/2018 Additional 11 schools in Brittain
- South Africa from 593 (2013) to 732 (2017)
- Higher quality education

## Challenges in Educational Governance

- Power shift from management to governance and accountability

## International Independent Education Regulations

- Britain, Australia, Wales
- South Africa –no legislative guidelines on the matter of governance in independent schools

# LITERATURE REVIEW

## School Governance vs Corporate Governance

For Profit – Shareholders

- Corporate Governance
- School Governance





# RESEARCH DESIGN AND METHODOLOGY



- Approach – Qualitative:
- Paradigm – Interpretivists
- Design - Multiple Case Study:
- Data collection instruments – Semi-structured interviews
- Sampling – Purpose and Convenient Sample

# TRUSTWORTHINESS AND CREDIBILITY

- Triangulation

## DATA PROCESSING AND ANALYSIS

Thematic analysis



## RESEARCH FINDINGS

- Governors responsibility and accountability
- Change in ethos and culture of the school
- Neglect of democratic principles
- Dedication of teachers an independent schools
- Business orientation of governors (board of directors)
- Higher fees vis-á-vis quality of education
- Appropriateness of corporate governance in the world of education



# SIGNIFICANCE OF THE STUDY

- Neo-liberalism in Education
- Market driven approach
- Expectations of stakeholders before the change in ownership
- The shortage of corporate governance





THANK YOU



Questions?

