

Chapter 2

Making Schools Effective: 21st Century School Leaders' Agenda

Reginah Ndlovu
University of Zimbabwe, Zimbabwe

ABSTRACT

The 21st century dispensation has brought a lot of challenges in developing countries such as Zimbabwe that have resulted in schools becoming ineffective. The study was prompted by the need for schools to prepare students to meet the demands of an emerging digital world. The change management theory was used with the aim to inform the changes which are taking place in 21st century schools. The corpus of the study has been published works for the years 2011 to 2014. The Nziramasanga Commission, which informs the basis of Zimbabwean education, was also studied.

INTRODUCTION

Globally the education sector has been affected by radical changes which have been brought about by the technological era. The 21st century twist has brought a new trend in education due to availability of powerful technologies which give way to critical thinking as well as problem solving in students. There is no country which can subsist in isolation in the face of a rapidly changing world. It is only those education systems which will transform their education systems which will remain relevant in the new technological dispensation. Given this, Zimbabwe's education system demands to be reviewed as well as transformed in the provision of quality education in order to remain abreast with the times. This calls for change in the system of governance in the whole

DOI: 10.4018/978-1-7998-3940-8.ch002

sector. There is need to redefine the roles and expectations of leadership in order to develop in students skills which are going to keep up with the 21st century. This study investigated works which have been published on Zimbabwean education through the lens of Kotter's change management theory. The review is made using the 21st century pillar of education called creativity. The study focused on the research question: How can schools be made effective in the 21st century? The study assumes that if school leaders are empowered with the necessary and sufficient competencies schools would be made effective in the 21st century. The characteristics of 21st century education would be discussed. Change management would also be defined.

BACKGROUND AND RATIONALE OF THE STUDY

This section gives the background of the study.

Article 26 of the United Nations Declaration of Human Rights recognises the right to education. Just because many countries are a signatory to the United Nations, this makes education compulsory in some countries. Subsequently UNESCO draws from this right to come up with four pillars of education on which education should be hinged. These are learning to know, learning to do, learning to live together and learning to be. (Oloniram, 2016). All these pillars are important in the 21st century learning as they make the student understand the world better and turn him into a responsible human being. Consequently Zimbabwe crafted its own education Act from these pillars. In order to understand the reforms which took place in Zimbabwean education there is need to understand its development from the colonial period. This is because some of the problems the system is facing now were inherited from the colonial era.

Zimbabwe has invested so much on education with the literacy rate reaching 91,4% (UNESCO, 2009). Between 1992 and 1999 the literacy rates of those who were between 15 and 24 years only went up to 98%. This came about as a result of the policy of Education For All which the government introduced soon after the country gained its Independence in 1980. (UNESCO, 2009) This was meant to redress the inequalities which existed in colonial education where the British colonisers education system denied the Blacks opportunities to participate in education which was meant to make them economically sound. Foreign education had a hegemonic effect on the education system and was meant to dehumanise Africans. Local knowledge was devalued and deemed inferior. The education system either prepared indigenous Africans to take control of their social, cultural and economic lives but did more than corrupt

23 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/making-schools-effective/339697

Related Content

Corporal Punishment in Schools, "Still Legal?": An Examination of the Phenomenon in the US and Guyana

Brenda Ingrid Gill (2022). *Approaching Disparities in School Discipline: Theory, Research, Practice, and Social Change* (pp. 75-103).

www.irma-international.org/chapter/corporal-punishment-in-schools-still-legal/311610

The Speeded Multi-Test: A New Method for Unproctored Online Exams – How It Works and Its Use as a Measure of Academic Engagement

Geoffrey L. Collier (2022). *Contributions of Historically Black Colleges and Universities in the 21st Century* (pp. 239-262).

www.irma-international.org/chapter/the-speeded-multi-test/309371

Expanding Potential for Written Engagement With the Visual and Textual

Jason D. DeHart (2023). *Instructional Leadership Efforts and Evidence-Based Practices to Improve Writing Instruction* (pp. 238-256).

www.irma-international.org/chapter/expanding-potential-for-written-engagement-with-the-visual-and-textual/332265

Dissertation in Fear: Changing the Status Quo and Building Capacity of Best Practices for Mentorship Among Doctoral E-Learners

Sherika Dacres (2023). *Best Practices and Programmatic Approaches for Mentoring Educational Leaders* (pp. 88-101).

www.irma-international.org/chapter/dissertation-in-fear/319000

Inspiring Happy Learning, Happy Citizenship: Finland

(2023). *Academic Framework for 21st-Century Schooling: Promoting Global Peace and Harmony* (pp. 114-133).

www.irma-international.org/chapter/inspiring-happy-learning-happy-citizenship/332518