

# CURRICULUM VITAE

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of

**CLIVE SMITH**

## CONTACT DETAILS

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## PROFESSIONAL AREA:

Leadership and Management, Organisation Development, Culture and Organisation, Action and Interpretive Research Methods

## CURRENT POSITION:

2009- Lecturer in leadership and management, organisation behaviour and change, project management and qualitative research methodologies, University of Johannesburg Department of Education Leadership and Management

## PREVIOUS POSITIONS:

1986-1988 Principal - Mmabatho High School  
1994-2009 Lecturer in leadership and management, organisation development and change, history of SA schooling and research methodology, Rhodes University Education Department  
2000-2009 Lecturer in qualitative research methodology, Rhodes University Investec Business School and Management Department  
Lecturer in workshop design and facilitation

## EDUCATION:

1960-1971 Fish Hoek Primary and High Schools  
1974-1978 University of Stellenbosch: BA, BA Hons (History), HED (PG)  
1980-1983 UNISA: B.Th  
1986-1987 UNISA: B.Ed (Education Management)  
1988 University of the Witwatersrand: Certificate in Developing Effective Interpersonal Skills  
1990-1991 University of Oregon: M.Sc in Education Policy & Management  
1991-1995 University of Oregon: Ph.D in Organisation Development. Dissertation Title - "The kids. That's what we were about." The social organization of teachers of diverse race and culture in a South African high school: A naturalistic case study.  
2011 Harvard University Graduate School of Education Principals' Center: Certificate - National Institute for Urban School Leaders  
2012 Harvard University Graduate School of Education Principals' Center: Certificate - School Turnaround Leaders

## AWARDS AND HONOURS:

1971	High school head boy
1976-1977	Stellenbosch University second team rugby and south American tour
1983	Stellaland rugby
1986	Johannesburg Star newspaper panel on multicultural education
1990	Rotary grant
1990-1992	Fullbright Scholarship
1990-1993	University of Oregon Cultural Service Award
1991	Chosen as the most significant speaker of the year by the Eugene Rotary Club; selected to address Rotary clubs throughout Oregon.
1991-1992	Anglo American Chairman's Fund award
1992	Invited to address The World Affairs Council of Oregon on South Africa
1993	All-African Student Conference award for the leading paper in my field
1993-1994	University of Oregon Graduate Tuition Fellowship
1993-1995	Human Sciences Research Council Doctoral Prestige Bursary
1996	Rhodes University Alty Award

## SPECIFIC PROFESSIONAL TASKS:

1994-2009	Teach education leadership and management, and organisation development to MEd, BEd Hons, and PGCE classes; workshop design and management to ACE class; research methodology to post graduates and history of SA education to PGCE class
1994-	Supervise PhD and masters student's research in leadership, management, organisation development and adult education
2000	Research methodology course co-coordinator
1999- 2009	Education Department Higher Degrees Committee
2002-	PhD Committee of Assessors
2004-2008	Education Faculty PhD Co-coordinator
2004-2008	Chair Education Faculty Higher Degrees Committee
2009 -	MEd and PhD coordinator, Department of Education Leadership and Management, University of Johannesburg
2009 -	University of Johannesburg faculty committees – Higher degrees, Research, Transformation, Marketing, IPET, BEd task team

## RESEARCH AND DEVELOPMENT EXPERIENCE:

1991-	Diagnostic (action research), for organisation problem solving
1995-	Referee for South African Journal of Education (SAJE)
1995	Research the feasibility of establishing a Community College in Grahamstown
1997	Position paper on Education Department's community and professional role (CAP)
1997-98	Developed ACE in Change Leadership & Management
1999	Sabbatical survey of ELM in selected sub-Saharan universities
2001-	Reviewer for Perspectives in Education
2003-	Editing book on Organisation Development
2003	Reviewer for <i>Progressio</i> , a publication of the Bureau for Learning Development (BLD) at Unisa
2003	Rhodes University Performance Management Task Team
2005-	Member of National Department of Education National Committee and Course Development Task Team for School Principal ACE School Leadership; facilitator of two module teams
2007-	Editorial Board, Journal of Educational Research
2010	Approached by NRF to assist with social science researcher ratings
2011-	Reviewer for Journal of Educational Research
2011-	Reviewer for Journal of Education
2014-	Reviewer for Urban Education
2014-	Reviewer for Journal of Mixed Methods Research
2014-	Reviewer for The Independent Journal of Teaching and Learning
2014-	Reviewer for LitNet

**TEACHING EXPERIENCE:**

- 1994-2009 Rhodes University lecturer in education leadership and management, and organisation development (MEd, BEd Hons, PGCE), research methodology (post graduates, MBA), history of SA education (PGCE), project management (BEd) and workshop design and facilitation (ACE).
- 2009- University of Johannesburg lecturer in education leadership and management, and organisation development (MEd, BEd Hons), research methodology (post graduates), project management (BEd), group processes in the classroom (BEd) and communication in leadership and management and workshop design and facilitation (ACE).

**RESEARCH SUPERVISION EXPERIENCE:**

- 1995- Successfully supervised over 40 Masters (MEd, MBA, M.Com) and 10 PhD graduates

**EXTERNAL AUDITOR**

- 2007 NMMU MEd ELM  
2008 NMMU invitation to participate in interview with HEQC audit panel

**EXTERNAL EXAMINING:**

- 1997- I examine at Hons and Masters levels for CUT, NMMU, UCT, UFH, UFS, UKZN, University of Limpopo, UNISA, UNW, UWC, WSU

**EXTERNAL MODERATION:**

- 1997 I moderate at Hons and Masters levels for CUT, NMMU, UCT, UFH, UFS, UKZN, University of Limpopo, UNISA, UNW, UWC, WSU

**ADMINISTRATIVE EXPERIENCE:**

- 1986-1988 High school principal  
2002 Deputy Head, Rhodes University Education Department

**OTHER LEADERSHIP POSITIONS:**

- 1960-1971 Numerous during childhood, e.g., Cubs senior sixer, and best all round cub in 1964; high school Head Boy in 1971; captain of first team rugby, cricket, athletics and cross-country teams and chairman of a number of student societies during my high school years.
- 1974-1978 First team hostel rugby captain and chairman of a number of student societies. Hostel residence executive. As a member of National Student Executive represented the Student's Christian Association of SA at two international conferences in 1979.

**SERVICE TO THE UNIVERSITY:**

- 1994- A member of numerous committees and boards over the years

**SERVICE TO THE COMMUNITY:**

- 1982- Initiated some, and participated in numerous, community activities

**CONSULTING EXPERIENCE:**

- 1990-1993 Organisation development consulting with Dick Schmuck and Phil Runkel

1991	Organisation change consultation for the Oregon Phi Delta Kappa leadership
1991-1992	Eugene Decisions: An organisation change Future Search consultation with the Eugene City Council
1991-1993	Member of the University of Oregon organisation development consulting team. Conducted consultations for school boards, teachers, student organisations, community groups, the Eugene City Council, Phi Delta Kappa, the University of Oregon's Office of International Services, and the University of Oregon's Dean of Students and Student Services Offices.
1992	Traveling the road to change: Phi Delta Kappa office leadership conference, Eugene, OR
1992	Organisation change consultation to University of Oregon Office of International Students
1994	Conducted evaluation of Agency of Community Organisation for Reconstruction and Development (ACORD)
1994-1998	Conducted organisation development workshops in local schools under ACORD auspices
1994	Conducted organisation development intervention in a local church
1994-2002	Consultation for the Rhodes University Maths Education Project in workshop design and management
1994	Conducted Education Department staff survey
1994	Facilitated conflict resolution process among Riebeeck East schools
1995	Organisation development consultation for Rhodes University Music Department
1996	Consultant to Science Education Project (SEP) for development of course in teacher professionalism and leadership for accreditation purposes
1996	Consultant to Vista University to help establish MEd in Education Management
1996	Organisation development consultation for Lovedale College
1996	Organisation development consultation for Grahamstown Technical College with a view to its transformation into a Community College
1996	Organisation development consultation for St Andrews Prep Board of Governors
1996	Conflict management intervention for school district and Regional Education Department
1997	School management workshop for Westering High School
1997	Organisation development consultation to Delta Centres of Learning Project
1997	Organisation development consultation for Grahamstown Community College
1999-2000	Organisation development consultation for St Mary's Primary School
2000	Conduct parent survey for Cradock Heights Christian School governing body
2000	Joint facilitation of Education Department "Bosberaad"
2000	Training course for Lesotho Education Department Management Advisory Service
2001	OD consultation for Lesotho Education Department Management Advisory Service
2001	OD consultation in communication for Damelin College
2002	OD consultation for Namibian National Qualifications Authority
2002-	Research Methodology course for Investec Business School MBA class
2003	Presentation of Future Search Conference to Delta Foundation
2003	Guest lecturer to UNITRA faculty on topics of "developing a research proposal" and "organisation development and action research"
2003-2005	Facilitate University of Fort Hare – Department of Education Education Management Development Project
2004	Writer and evaluator for Imbewu Project – Delta Foundation - Department of Education – Link Whole School Development Project
2004	Consultant and facilitator for Delta Foundation – UPE Principal Leadership ACE
2007	OD consultation for Ongwediva College of Education in Namibia
2008	OD consultation – Future Search Conference for the Get Ahead Project in Queenstown
2008	University of Johannesburg research supervision training for Department of Economics and Econometrics staff
2009	Facilitator for Queenstown Get Ahead Project Summit with Leacock Foundation from Canada
2010	Johannesburg central district school cluster and facilitator OD support as part of University of Johannesburg-Harvard University partnership

2011	Business management course development for Milpark Business School
2012-	Teach Business management course for Milpark Business School
2012-	MBA supervision for the Milpark Business School

**PUBLICATIONS:** 1990-

1. Smith, Clive. 1990. *Historical archaeology of southern African iron-age societies: Mmabatho High School and Khadetswene*. Pretoria: Transvaal Museum.
2. Smith, Clive. 1990. Khaditshwene. *Custos* 19(10):30.
3. Smith, Clive. 1995. Culture and organisation: Fit or misfit? In *Educational reform and policy shifts in southern Africa*: Proceedings of the third annual southern African Comparative and History of Education Society Conference, Scottburgh, Natal, 28-29 October 1993, 181-200. Bellville, Cape Town: SACHES.
4. Smith, Clive. 1995. Organisational level staff development (SD). *Discourse*, 6(3), October, 20-23.
5. Smith, Clive. 1996. "You can do so much without sticking to structures": The power of vision to develop a school culture. In *In pursuit of equality*, pp.127-141. Cape Town: Juta.
6. Smith, Clive. 1997. Grundtvig and the South African community college idea. In *North-South No 10*. Published by Education contact north south, Copenhagen, December.
7. Daweti, Milly & Smith, Clive. 1999. Community building for new teaching and learning contexts in South Africa. *Progressio*,
8. Pearse, Noel & Smith, Clive. 2005. Theory generation: An illustration of the use of grounded theory in management research. *Management Dynamics*, 14(2), 47-59.
9. Pearse, N. & Smith, C. 2007 Sense of community: An explanation of organizational inertia in cell church transitions. *Practical Theology in SA*, 22(2).
10. Smith, Clive. (2008a). School change. In G. McCulloch & D. Crook (Eds.), *The Routledge international encyclopedia of education*. London: Routledge.
11. Smith, Clive. (2008b). South Africa. In G. McCulloch & D. Crook (Eds.), *The Routledge international encyclopedia of education*. London: Routledge.
12. Smith, C. (2012). Self perception of a South African urban school district. *Journal of Education*, 52:111-132.
13. Seyama, S. & Smith, C. 2013. An exploration of the University of Johannesburg heads of department's experiences and perceptions of the University's performance management system. In F. Gouws and C. Wolhuter (Eds.), *Educational research in South Africa: Practices and perspectives (SAERA conference proceedings)*, 223-249). Cape Town: Oxford University Press.
14. Smith, C., Mestry, R. & Bambie, A. 2013. Roleplayers' experiences and perceptions of heads of departments' instructional leadership role in secondary schools. *Education as Change*, 17(1), 163-176.
15. Smith, C., & Amushigamo, A. 2014. The perceived influence of school leadership on learner behaviour in a Namibian secondary School. *Educational Management, Administration & Leadership*. Forthcoming.
16. Smith, C., & Amushigamo, A. 2014. The perceived influence of school leadership on learner behaviour in an underperforming Namibian secondary School. In Proceedings of the 7<sup>th</sup> International Conference of Education, Research and Innovation, 4305-4312, Seville, Spain, 17-19 November. ISBN: 978-84-617-2484-0

## UNPUBLISHED RESEARCH

1. Smith, Clive. 1995. *"The kids: That's what we were about." The social organization of teachers of diverse race and culture in a South African high school: A naturalistic case study.* Unpublished doctoral dissertation, University of Oregon, Eugene, OR.
2. Smith, Clive. 2000. *Toward an understanding of our Department's culture.* Grahamstown: Rhodes University Education Department.
3. Euvrard, George, Pat Irwin & Clive Smith. 2001. *Education research in Rhodes Education Department.* Paper presented at Education Research Colloquium, University of Port Elizabeth, Port Elizabeth, April.

## CONFERENCE PRESENTATIONS

1. Smith, Clive. 1991. *Perspectives on South Africa.* Paper presented at the University of Oregon International Students Week, Eugene.
2. Smith, Clive. 1992. *Toward a culture of Black student resistance to Bantu Education.* Paper presented at the All-African Students Conference, University of Iowa, September.
3. Smith, Clive. 1993. *Toward a culture of Black student resistance to Bantu Education.* Paper presented at the Department of Educational Policy and Management, University of Oregon, Eugene, OR, 19 May.
4. Smith, Clive. 1993. *South Africa: The road to the end of Apartheid.* Paper presented to the World Affairs Council of Oregon, Portland, Oregon.
5. Smith, Clive. 1994. *Influence and status and the management of a multicultural staff.* Paper presented at the International Conference of Total Quality in Management held at Rand Afrikaans University, Johannesburg, 16-18 September.
6. Smith, Clive. 1995. *Alternative management paradigms: Bureaucratic and organic - it's our choice.* Paper presented to ACCORD Education Transformation Conference held at Nombulelo High School, Grahamstown, September.
7. Smith, Clive. 1995. *"You can do so much without sticking to structures": The power of vision to develop a school culture.* Paper presented at the Kenton Conference held at Rhodes University, Grahamstown, 28-30 October.
8. Smith, Clive. 1996. *A college of the Grahamstown community.* Paper presented at the Grahamstown community college initiative, Grahamstown, August.
9. Smith, Clive. 1997. *Our community and professional responsibility.* Paper presented to Rhodes Education Department "Bosberaad." Grahamstown.
10. Van der Mescht, H. & Smith, C. 1997. *Maximising the minimal: Towards an approach to the MEd coursework degree.* Paper presented at the Post-Graduate Experience Conference, Cape Town, December.
11. Smith, Clive. 1998. *Management of a racially diverse high school staffroom.* Paper presented at the World Congress of Comparative Education Societies, Cape Town, July.
12. Noel J. Pearse & Clive O. Smith. 2003. *An organisational social capital perspective of leader succession in churches.* Presented at the Sixth Annual Conference of the Society for Industrial & Organisational Psychology of SA. Sandton, 25-27 June.

13. Noel J. Pearse & Clive O. Smith. 2003. *The origin and development of grounded theory and its use in management research*. Paper presented at the 15th Annual Southern African Institute of Management Scientists (SAIMS) conference. Potchefstroom, 28-30 October.
14. Blake, M. & Smith, C. 2006. *Student leadership in Primary school: What are we trying to achieve?* Paper presented at the EASA/Kenton Conference. Wilderness, 28 November – 1 December.
15. Smith, C. 2010. *Organisation Development: What it is and how it works*. Paper presented at the National Quality Education Summit: Preparing school leaders for a changing world, Midrand, 24-26 February.
16. Smith, C. 2010. *Self-concept of an urban school district*. Paper presented at the Kenton Conference. Golden Gate, 28-31 October.
17. Smith, C., & McKinnon, M. 2011. Organisation development: The argument remains. Paper presented at the EMASA Conference, Bellville, March.
18. Smith, C. 2011. *Mixed methods is all very well but what about the paradigms?* Paper presented at the Kenton Conference. Cape Town, 6-9 November.
19. Smith, C. 2012. Perceived collective teacher efficacy: A little idea with a big impact. Paper presented at the EMASA Conference, Pinetown, July.
20. Seyama, S. & Smith, C. 2013 Walking on water: University of Johannesburg heads of department experiences and perceptions of the University's performance management system. Paper presented at the SAERA Conference, Sun City.
21. Smith, C. 2013. Organisation development: A methodology for organisation change and transformation for those who are ready. Paper presented at the Effective school leadership and management conference: Creativity and innovation keys to 21st century learning, The Lakes Hotel, Benoni, May.
22. Smith, C. & Raath, S. 2014. Principals' experiences and expectations of IDSOs. Paper presented at the EASA Conference, Golden Gate, January.
23. Smith, C. 2014. All together now: A Future Search conference in an Eastern Cape school. Paper presented at the EMASA Conference, Johannesburg, September.
24. Smith, C. & Amushigamo, A. 2014. The perceived influence of school leadership on learner behaviour in a Namibian secondary school. Paper presented at the 7<sup>th</sup> International Conference of Education, Research and Innovation, Seville, Spain, November.
25. Smith, C. 2014. Organisation development. Paper presented to the Fatih University Education Faculty, Istanbul, Turkey, November.

## RESEARCH REPORTS

1. Mohoric Marge, Ellie Perry, Clive Smith. 1991. *Survey of Lane County School Board organization development needs*. Eugene, OR: University of Oregon.
2. Runkel Phil, Clive Smith. 1991. *Diagnosis of University of Oregon Dean of Students and Student Services Offices, in preparation for their merger*. Eugene, OR: University of Oregon.
3. Mohoric Marge, Ellie Perry, Dick Schmuck, Clive Smith. 1992. *Diagnosis of Cottage Grove High School organization development needs*. Eugene, OR: University of Oregon.
4. Perry Ellie, Clive Smith, Susie O'Brien Vojtek. 1992. *Diagnosis of Eugene chapter of Phi Delta Kappan organization development needs*. Eugene, OR: University of Oregon.

5. Smith, Clive. 1993. *Report on overall student experience of the University of Oregon International Student Cultural Service Programme*. Eugene, OR: University of Oregon.
6. Smith, Clive. 1993. *Diagnosis of Empowerment Project organization development needs*. Eugene, OR: University of Oregon.
7. Smith, Clive. 1994. *Diagnosis of Grahamstown Assemblies of God organisation development needs..* Grahamstown: Rhodes University.
8. Smith, Clive. 1994. *Rhodes University Education Department staff survey*. Grahamstown: Rhodes University.
9. Smith, Clive. 1995. *Diagnosis of Rhodes University Music Department organisation development needs*. Grahamstown: Rhodes University.
10. Smith, Clive. 1995. *Report on visit to Community Colleges in the USA*. Grahamstown: Rhodes University.
11. Smith, Clive. 1995. *Survey of St Andrews Preschool parents' perceptions and expectations of the school*. Grahamstown: Rhodes University.
12. Smith, Clive. 1996. *Report for Science Education Project (SEP) on development of course in teacher professionalism and leadership for accreditation purposes*. Grahamstown: Rhodes University.
13. Smith, Clive. 1996. *Diagnosis of St Andrews Preparatory School Board of Governor's organisation development needs*. Grahamstown: Rhodes University.
14. Smith, Clive. 1997. *Evaluation report for Agency of Community Organisation for Reconstruction and Development (ACORD)*. Grahamstown: Rhodes University.
15. Smith, Clive. 1997. *Diagnosis of Grahamstown Community College organisation development needs*. Grahamstown: Rhodes University.
16. Smith, Clive. 1997. *Report on visit to Danish Folkehojskoler submitted to Danish Folkehojskoler Association*. Grahamstown: Rhodes University.
17. Smith, Clive. 1997. *Report on visit to Danish Folkehojskoler*. Published in Rhodos. Grahamstown: Rhodes University.
18. Smith, Clive. 1999. *Diagnosis of St Mary's Primary School organisation development needs*. Grahamstown: Rhodes University.
19. Smith, Clive. 2000. *Survey of Cradock Heights Christian School parents' perceptions of the school*. Grahamstown: Rhodes University.
20. Van der Mescht, Hennie & Clive Smith. 2000. *Report for the Lesotho Education Department and the British Council on a training course for the Lesotho Education Department Management Advisory Service*. Grahamstown: Rhodes University.
21. Smith, Clive. 2002. *Report for the Lesotho Education Department and the British Council on an OD course for the Lesotho Education Department*. Grahamstown: Rhodes University.
22. Smith, Clive. 2010. *Report on focus group interviews held in a South African urban school district for the University of Johannesburg – Harvard University Graduate School of Education partnership*. Johannesburg: University of Johannesburg.
23. Smith, Clive. 2010. *Report on Gauteng school funding research project*. Johannesburg: University of



Johannesburg.

## **INTERVIEWS**

1. 1987 Bophuthatswana TV interview on Mmabatho High School
2. 1988 Bophuthatswana TV panel series on education
3. 1988 Bophuthatswana TV panel series on church and state
4. 1992 Eugene Oregon TV interview on South African referendum
5. 1995 Eugene Oregon TV interview on Post-Apartheid South Africa

## **REFEREES**

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083-445-7833  
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