

HELM Fellows Exchange Programme:

Building the next generation of managers and leaders

Stories from Higher Education Leaders in South Africa
Higher Education Leadership and Management (HELM) Fellows 2012



THE VOICE OF HIGHER EDUCATION LEADERSHIP

Background

HESA's Higher Education Leadership and Management (HELM) Programme identifies outstanding professionals in management positions within South Africa's university sector, who display exceptional qualities, and who exhibit management and leadership potential in their university and/or profession.

This publication seeks to profile the 2012 cohort of Fellows.

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Preface

The rapidly changing social, political and financial landscapes – nationally and globally – demand character, quality and efficiency of all organisations, not least of all Higher Education Institutions (HEIs). At a time of economic uncertainty, it is more important than ever that South Africa invests in its universities to sustain long-term economic growth and that our universities remain competitive. Higher Education is crucial to a country's employment levels and its resilience to an economic downturn.

Compounding the challenge is the serious, global leadership deficit across sectors of society, including government, business, organised labour, civil society and Higher Education. For the Higher Education sector, this demands that we build communities of leader-scholars, who are willing and able to meet the challenges of contemporary academic life. Higher Education South Africa (HESA) plays a critical role in helping meet these demands in our country.

Managing and leading in a university is different from managing any other business environment. HEIs are focused on national and local missions. They are embedded in their local and regional communities, and are dedicated to addressing local economic and community needs in their teaching and research. There is an obligation on HEI managers and leaders to understand the context within which any change management programme is developed and implemented.

The overarching objective is to ensure that the system is endowed with appropriately trained leaders and managers who will be able to steer these institutions through calm and rough seas in an effective and efficient manner.

The benefits of HELM go far beyond the Fellowship. We've seen inter-institutional collaborations established and we've seen new partnerships emerge – above and beyond the initial collaboration, as a direct result of what the Fellow has learnt during the HELM visit.

Its success lies in the fact that the experiential learning occurs in an appropriate, contextual environment. The bulk of the engagements are not theoretical, they are not dominated by PowerPoint presentations or simulating what an "expert" knows. Instead, the Fellow is immersed in an experiential environment from day one. If you are an understudy to a Vice-Chancellor, for example, you go to all the meetings that she or he attends during those six weeks, whether local or abroad. You learn by observing. You see how she or

“Created as a direct response to the major restructuring of the Higher Education sector in the early 2000s, the Higher Education Leadership and Management (HELM) Fellowship Exchange programme is one of the most important initiatives that the sector has put together. Today this frontline response to the governance and management challenges facing Higher Education is focused on preparing a cadre of Leadership and Management experts who will be able to resonate with the emerging lexicon and the challenging management environment in which they find themselves.”

Dr Jeffrey Mabelebele

he prepares for meetings, chairs meetings and deflects the big issues at a gathering of the Senate.

The HELM Fellowship Exchange is one of the most revolutionary initiatives that HESA has ever come up with and we are committed to the continuation of the programme. The Vice-Chancellors too have expressed their support for its continuation. The programme has been running in its current incarnation for two or three years now and we hope to refine and expand it in the coming years.

The convening power of HESA means that we would like to create other possibilities and opportunities for serving and aspiring Vice-Chancellors to interact. For example, round tables where serving Vice-Chancellors describe how to: manage a deficit budget; identify the early warning signs that a university is in decline; and how to make your university competitive in research. We have the success stories and they need to be shared.

In conclusion, the HELM programme dovetails seamlessly with the all-important National Development Plan 2030¹, which aims to eliminate poverty and reduce inequality by 2030. According to the plan, South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

Without capable leadership across society, we will fail to achieve our national development objectives. In fact, these challenges are so serious that the National Development Plan itself acknowledges that until and unless we build a “broad-based leadership capacity

¹ National Development Plan 2030 <http://www.info.gov.za/issues/national-development-plan/> accessed 24 July 2013

across society” underpinned by a capable state, with active citizenry, we will not be in a position to address this pressing leadership deficit bedevilling our progress as a nation.

With four of our HEIs placed under administration in the last two years, it is becoming clear that the leadership crisis in society broadly is gradually beginning to engulf public universities. The assessor reports of these institutions bear witness to that. The Higher Education sector no longer can claim to be “clean”, when there are a few dysfunctional institutions within its ranks.

The nine Fellows profiled in this publication represent a positive way forward to ensure good governance and accountability across the sector. These women and men are now armed with a particular set of knowledge and skills – in the Higher Education context – that grant them the deeper insights needed to be effective and efficient leaders and informed, accountable and responsible managers.

The 2012 HELM cohort of Fellows have the requisite personal attributes required to succeed in a Leadership and Management role in Higher Education, including courage, a good sense of judgment, and decisiveness.



Dr Jeffrey Mabelebele

Chief Executive Officer, Higher Education South Africa (HESA)

Introduction

The HELM Fellows Exchange programme is a crucial link in HESA's comprehensive response to strengthening leadership in Higher Education. Its mission is to explore and create relevant and cutting edge solutions that address organisational and individual capacity needs in Higher Education Leadership and Management.

The HELM Fellows Exchange project was, in part, a response to the major restructuring of Higher Education that took place in South Africa in the early 2000s. The mergers and acquisitions that took place within the sector were coupled with the notion that universities had to be more publicly accountable for the public resources that they received. In order to better prepare leaders and managers for the road ahead, the HELM programme was launched.

Since its establishment, the initial HELM Fellows Exchange process sent people across the Atlantic for a six week period at most, to learn from the counterparts at universities in the United States (US). Embracing the theory of change, the idea was that on their return to South Africa Fellows would implement what they'd learnt, improve the systems and processes at their home institutions, and in time benefit the Higher Education sector in general.

However, in 2010, HESA realised that the format was unsustainable because the US system is too different from South Africa's.

Let's learn from ourselves

In order to respond to the immediate need, it was decided to rotate the Fellows within South Africa. There is no doubt that the university system in our country has the experts. By replicating the same thing internally, the resonance and traction would be better.

This revised, local Fellows Exchange programme was piloted in 2011 as a "home-grown" intervention. The 2012 HELM programme profiled in this booklet, builds on the successes and the lessons learnt in the pilot year in 2011. The second batch of Fellows enrolled in the exchange programme during August to November 2012 and were placed at various sister institutions in South Africa. This marked the successful localisation of the programme, thus allowing higher enrolment. The feedback has been positive.

The challenges

A call was issued to South Africa's 23 public higher education institutions to provide placements for Fellows in the eight professional areas identified for the 2012 Fellowships. In order to give focussed attention to some of the leadership and management challenges that some of universities were grappling with, the following professional areas were chosen:

- **Executive Leadership and Management:** the executive team of a university is charged with ensuring that the mission and the strategic goals that the university has set for itself are achieved.
- **Institutional Planning and Administration:** the Institutional Planning office is primarily responsible for coordinating the planning, assessment, evaluation, and institutional research activities of the university.
- **Registrar's Office:** the Office of the Registrar is the official recorder and keeper of records of the university. The Office also serves as the Secretariat of the university's key governance and administration committees, including the University Council.
- **Quality Assurance and Management:** quality assurance develops and coordinates a wide range of strategies and policies in order to ensure that the university as a whole continues to develop and maintain high standards of academic excellence.
- **Financial Management and Administration:** the Office of the Finance Executive manages the budgeting and financial planning operations of the University.
- **Research Management and Administration:** its primary purpose is to support the research enterprise of the university through activities such as the administration of research grants, intellectual property management, research facilities administration and oversight, and the development of mechanisms for benchmarking and monitoring research performance.
- **Student Affairs and Administration:** this division provides opportunities for student engagement, learning and discovery in a diverse environment with a view to optimising the students' university experience and preparing them to serve local, national and global communities.
- **Teaching and Learning:** the focus is on enhancing the status of teaching and learning in universities through the development of academic staff as educators, the professionalisation of the teaching function in higher education, and the development of the next generation of academics.

Profiles of the Fellows



Mr Humphrey Mugwedi

Designation:	Deputy Registrar
Institution:	University of Venda
Host institution:	University of Johannesburg
Mentor:	Professor Marie Muller
Area of specialisation:	Registrar

The Registrar's Office is a hub of activity at any institution of higher learning. Services provided by the Registrar support the teaching, research, and public service functions of a university, while promoting the academic success of students and enhancing the quality of campus life.

When University of Venda (UNIVEN) Deputy Registrar Mr Humphrey Mugwedi had to decide on a mentor, he did not hesitate in selecting University of Johannesburg (UJ) Registrar Professor Marie Muller.

Mr Mugwedi set out to learn all he could from Prof Muller and UJ, where admission procedures have been converted to an online application and registration process after the tragedy in early 2012 when a parent died in a stampede during last minute attempts at enrolment. The university has subsequently gone to all lengths to ensure this never happens again. UJ has refined its registration management and admissions procedure, while using new technologies and systems to streamline online registration processes.

Included on Mr Mugwedi's list of priorities for the HELM Fellowship at UJ were: student enrolment management; online application, selection and admission; policy development; graduation and certification; Higher Education Management Information System (HEMIS) management; faculty administration and quality assurance.

Policy development, admission and examinations will be an ongoing project for Mr Mugwedi, albeit streamlined as a result of what he learned at UJ where Prof Muller and her team promote collaborative, informed enrolment management decisions and creative technology-based solutions.

“The learning exposure at UJ made me achieve what I aimed to achieve at the institution. Of all the learning areas stated above the only on-going process that still has to be finalised is the development of policies that require consultations with internal stakeholders, but my exposure made me aware of aspects that need to be factored into policies in areas I am involved in.”

Mr Humphrey Mugwedi

Prof Muller says hosting a Fellow obviously takes time to prepare for the visit and requires that the staff in the Registrar’s Office are willing “to walk the extra mile” which they all did without any resistance. “The value-add of such a visit is that it forces you to reflect on own processes and practices.”

She says Mr Mugwedi was very professional throughout the period and always reflected a willingness to learn. “He was a very accommodating mentee and was willing to learn as much as he could, and he was very eager to implement everything he learned at UJ.”

Mr Mugwedi spent time with several different divisions during the Fellowship including Academic Administration where he worked with various units such as Examinations, Registration, Academic Structure, the Certification Office, and the Student Enrolment Centre. Policies and documentation were freely shared with him, so that he could take the information back to UNIVEN.

He also spent time with each of the line managers within Central Administration. Some of the ideas that he felt could add value at UNIVEN include: delegation of authority documentation for every statutory committee to ensure that there are no bottlenecks; electronic distribution of agendas with hyperlinks and the use of Dropbox; electronic storage of signed meeting minutes; an electronic postal management system to improve control and to provide easy access to information; the use of big screens outside the graduation venue to accommodate late comers and a centralised unit to print and distribute study material.

During Mr Mugwedi’s programme he also visited faculties to look at administration at that level and attended the Higher Degrees and Ethics Committee of the Faculty of Health Sciences. There was a positive exchange with Mr Mugwedi participating in the conversation. He was particularly impressed with the fact that the Faculty of Health

Sciences combines the Higher Degrees and Ethics Committee meetings. Furthermore this faculty experience took place on UJ's Doornfontein campus, which meant that he visited all the campuses to experience a multi-campus environment and the challenges that face multi-campus management.

Another division on Mr Mugwedi's programme was Corporate Governance. This is not a specific division at UNIVEN, but Mr Mugwedi learnt a lot from exposure to the electronic document and record management system operated within the unit. Finally, he spent time with the Quality Promotion team, where the discussion focused mainly on institutional and faculty administration and related quality mechanisms.

He says, "In terms of my learning areas, I have to say with confidence that my experience with UJ, may bring about an improved quality of work. I now have the capacity and tools to do things in new ways that will result in overall improvement for my institution."

Mr Mugwedi adds that the UJ mentoring team, proved to be prepared to share their experience and expertise with him in all areas of the Registrar's portfolio. In fact, they went the extra mile by adding items that were not captured in the original learning contract. He says, "This indicated to me the willingness of the team to share with me their experiences. Being provided with more than I anticipated compels me to rate the experience as very satisfying indeed."

Going forward, he has implemented some of the best practices at UNIVEN where capacity, support and infrastructure allow. Mr Mugwedi will also drive change management of staff, to ensure additional improvements can be achieved, even if human resources and facilities remain at their current levels.



Mr Alfred Mutanga

Designation:	Management Information Systems Specialist, Institutional Planning, and Quality Assurance
Institution:	University of Venda
Host institution:	Cape Peninsula University of Technology
Mentor:	Mr David Bleazard
Area of specialisation:	Institutional Planning and Administration, Management Information Systems (MIS)

Mr Alfred Mutanga is your quintessential computer scientist who enjoys exploring the intricate world of data and complex information communication technology (ICT) systems. He has a special interest in ICT for development research (ICT4D) and has participated in ICT4D research projects across southern Africa.

But Mr Mutanga is not the kind of person to remain stuck behind his computer monitor. He has excellent networking and interpersonal skills too, and manages to span the – sometimes contradictory – worlds of ICT and management with aplomb.

Mr Mutanga has a degree in maths and computer science, masters in computer science education and is currently working towards his PhD in business intelligence. He spent the HELM Fellowship shadowing Mr David Bleazard, the director of Institutional Research and Planning at Cape Peninsula University of Technology (CPUT).

“The HELM Fellowship came at an opportune time in that I was starting to develop an integrated management information system (MIS) for the University of Venda,” adds Mr Mutanga. “The Fellowship allowed me to enhance what I was doing and it allowed me to benchmark against another institution, particularly an institution that has been running its MIS for some time already.”

Mr Mutanga says Mr Bleazard is a good person to work with and he enjoyed being mentored by him. “He has excellent leadership skills and although an expert in the technical and cognitive domain, he also interacts well on an interpersonal level.” Mr Mutanga says his mentor maintains good relationships with the people at all the CPUT faculties, as well as with management at other institutions. “I attended several meetings with him where he collaborated with his counterparts at the University of the Western Cape, Stellenbosch University and the University of Cape Town.”

“HESA’s HELM programme is a thoughtful one which encourages collaboration and networking in the Higher Education landscape and I highly recommend others to pursue this learning experience. It’s been an excellent opportunity to benchmark myself and my team. I’ve created new institutional networks. Collaborative projects are the way, the exchange of manpower and skills are of tremendous value.”

Mr Alfred Mutanga

While at CPUT Mr Mutanga was able to identify that the University of Limpopo and the North-West University are both using the same platform as UNIVEN. He has subsequently started networking with his counterparts at these institutions, sharing ideas and experiences, and learning from one another.

The learning experience also included interpersonal aspects. While working with Mr Bleazard, Mr Mutanga witnessed his mentor’s good relationship with his staff. “David is a good communicator and he handles people well. He has regular meetings with his team, continuously ensuring that they focus on their core business and the core business of the university.”

Bleazard was equally complimentary about Mr Mutanga, “It was a pleasure to host our Fellow, Alfred Mutanga of the University of Venda. He was a model Fellow, took an active interest in all aspects of our activities and kept meticulous records. Engaging with him provided a learning opportunity for us, as well as for him.”

In terms of the highlights during his Fellowship, Mr Mutanga lists, on the cognitive side, the knowledge gained. “It was an eye-opener to see the management information system (MIS) portal at CPUT. The system had been designed specifically to suit the South African Higher Education landscape and as such I benefited from a lot of learning.” In terms of the HESA HELM contract, Mr Mutanga is certain he ticked all the boxes, accomplishing everything he’d set out to do.

Another of the highlights for him was being exposed to the procedural steps taken to develop an information management system at CPUT to ensure systems are reliable, secure, and provide consistent results. “I was also exposed to the excellent relationship that my mentor David Bleazard and the MIS Department at CPUT has with its users,”

he adds. "They are responsive and their use of data for decision-making is impressive. End-users are consulted throughout and there is always an exchange of experiences."

Mr Mutanga was invited along to participate in various management meetings where key data were used for decision making and for policy making. The University of Venda is implementing the same Higher Education data analysis system and Mr Mutanga says the HELM Fellowship added to his ability to develop an operational plan for his department, allowing him to identify human resource needs and design a growth plan.

At the moment, the MIS team at UNIVEN is a one-person operation. However, following the HELM Fellowship and using the experience gained in the organisational intelligence domain, Mr Mutanga has been able to identify the skills needed to enhance the function. "I now have a proper plan and a strategy in place," he adds. "The Fellowship has given me the tools and knowledge to impact my department and enhance my PhD in business intelligence."

Improved business intelligence means that technical decisions made in the Directorate of Institutional Planning and Quality Assurance at UNIVEN are more regularly based on solid facts. Deans, directors and executive management now regularly approach Mr Mutanga as the go-to person for information in order to make their decisions and formulate policies.

"I am proud to have succeeded in aligning the core business of the institution with the technology," says Mr Mutanga. The integrated management system was even mentioned in the Vice-Chancellor's report earlier this year and the team was thanked for the value they've added to the strategic management of the university.

Born in Zimbabwe, Mr Mutanga has worked in the educational sector teaching and lecturing in computer studies, computing, programming and information technology related courses in Zimbabwe and Mozambique. Apart from ICT related activities, he likes the beach, viewing wildlife, playing chess, watching sport on television, and on Sundays, attending a mass session with the Roman Catholic Church.



Ms Nthanyiseni Dhumazi

Designation:	Director of Finance
Institution:	University of Venda
Host institution:	University of Cape Town
Mentor:	Ms Lesley Haddow
Area of specialisation:	Financial Management and Administration

An accountant at heart and a consummate professional with a post-graduate degree and extensive experience in government, business and now Higher Education, Ms Nthanyiseni Dhumazi is passionate about financial management and procurement. She decided to apply for a HELM Fellowship in order to get to grips with being a financial manager in an academic environment.

“The University of Venda (UNIVEN) is my first appointment in the Higher Education sector. While there is convergence, working with academics is different from the private sector and from government. The processes are different, the environment is different. I wanted to up my game and so I decided to apply for a HELM Fellowship, so that I could take myself off to another university to learn from them and better understand the industry so to speak.”

Ms Dhumazi spent her Fellowship at the University of Cape Town (UCT) under the mentorship of Ms Lesley Haddow, who heads up the Finance Systems and Projects unit in the Management Accounting and User Support section. Ms Haddow also serves on various committees at UCT, such as the Vice-Chancellor’s Administrative Computing Co-ordinating Committee, where she represents the Finance Department.

Ms Haddow lined up a programme that allowed Ms Dhumazi to interact with a range of UCT staff working in related areas.

“I was in charge of my learning and my mentor pointed me to the relevant areas where learning was possible. She helped me to understand the culture of UCT and its environment. She facilitated the necessary introductions to all the section managers and other staff members with whom I spent time during my stay.” Ms Dhumazi says the programme was sufficiently flexible to allow her time not only to learn, but also to reflect

"I have come away from the experience with a better understanding of the operations of a Higher Education Institution that functions differently from my own. The staff members of UCT were open with me and shared information unreservedly. I will be able to use the information accumulated to improve processes at UNIVEN. Some of the information lays a good foundation for further benchmarking with other institutions."

Ms Nthanyi Dhumazi

on the learning areas as well. "UCT staff who I had contact with were open and willing to share their experience and documentation with me freely. I really enjoyed my stay at UCT."

Ms Dhumazi focused on university financial reporting; research financial management; financial planning and strategic budgeting; treasury and investment management and procurement.

She says that UCT is a comprehensive research institution compared to UNIVEN and that some of the financial processes at UCT are conducted at faculty level, unlike at her own institution, where these operations are managed at institutional level. "The UCT financial model is very different from that of UNIVEN. UCT is decentralised, with some financial functions centralised, while UNIVEN is fully centralised," says Ms Dhumazi. "This meant that there are some processes that simply may not be applicable to UNIVEN, also due to the difference in resource availability."

However, on her return to UNIVEN, she has already implemented some changes and improvements, restructuring the way she reports to the finance and audit committee. "The report itself is the same, but it is now segmented by section. This allows for easier comparison and analysis." Aspects related to the comparatives and accountability around reporting sign-off have also been improved.

One of the areas where Ms Dhumazi felt she gained a lot was learning from UCT's well advanced performance management processes. UCT employees are driven by output and performance is managed well. There are incentives for good performance. She has already used the knowledge and experience gained during the HELM Fellowship exchange to scrutinise performance agreements and in the actual appraisals conducted at UNIVEN during 2013.

Ms Haddow adds, “The success of the programme is dependent on the initiative shown by the mentee in wanting to learn, even areas that were not noted in the contract. An example of this was the staff performance appraisal process, which was happening while Nthanyi was busy with one of her other objectives. Through this she has additional learnings to take back to UNIVEN.”

“I really enjoyed Nthanyi’s stay at UCT, as did my colleagues,” says Ms Haddow, “And hope that this relationship will continue into the future. Due to her “extended” six week stay over a two month period, I think some people thought she was a new staff member! Thank you for the opportunity for UCT to be part of the HELM programme.”

On a more personal level, Ms Dhumazi says the Fellowship exchange programme taught her the ability to put herself “out there” and be vulnerable to be able to learn new things.

UNIVEN is financially stable and intends to build on this stability. This requires, besides prudent financial management, a concerted effort to expand all its three streams of income flow – government subsidy and grants, tuition fees and third stream income – while simultaneously managing and controlling its expenses. In this regard the university is committed to expanding its income streams.

Ms Dhumazi, a chartered accountant with extensive experience working in the economic hub of Gauteng, was appointed as Director of Finance at UNIVEN and tasked with leading a management team that understands the importance of financial controls and who are competent to implement these controls.

Institutional viability and sustainability is one of UNIVEN's key performance areas. The institution works to create a culture of accountability and financial astuteness to ensure a financially sustainable campus. Financial sustainability is also one of the key performance areas of all UNIVEN senior and executive managers.

UNIVEN does not see its locality in one of the most rural parts of South Africa as a burden, but rather as an asset, being able to contribute significantly to one of the most culture-rich areas of the country. Professional staff at the institution, like Ms Dhumazi, are working hard to ensure that UNIVEN remains globally aware and locally relevant – to the advantage of the communities it serves, locally, regionally and nationally.



Professor David Modise

Designation:	Director: School of Agriculture and Life Sciences, College of Agriculture and Environmental Sciences
Institution:	University of South Africa
Host institution:	University of Cape Town
Mentor:	Professor Thandabantu Nhlapo
Area of specialisation:	Higher Education Leadership and Management

Professor David Modise is a member of that rare breed of professionals in Higher Education who span the worlds of research and management without skipping a beat and he is willing to work hard to progress in the annals of South Africa's institutions of higher learning.

Currently a Director of the School of Agriculture and Life Sciences at the College of Agriculture and Environmental Sciences at the University of South Africa (UNISA), Prof Modise is a committed and dedicated academic and manager, with vast teaching and management experience in the university set-up.

He spent his HELM Fellowship at the University of Cape Town (UCT), where he shadowed senior Deputy Vice-Chancellor Professor Thandabantu Nhlapo. Prof Modise also had access to the various portfolios under the Vice-Chancellor (VC) and the four Deputy VC's reporting lines. In addition, the mentee was invited to attend all VC's advisory management committee meetings and he says the prevailing atmosphere was cordial, yet business-like, operating on the basis of openness and transparency.

The HELM Fellowship provided an opportunity to learn more about the management of institutions of higher learning; to be able to benchmark with another university and gain insight into the Leadership and Management of that institution. Prof Modise elected to spend this time at UCT, as it is highly regarded in academic circles.

Commenting on the value of the exchange programme to himself and his institution, Prof Nhlapo had the following to say. "Personally, I found in Prof Modise someone I could discuss a range of administrative and leadership issues with on a comparative basis. Our informal conversations remain as a very warm memory for me in the constructive way in which we compared notes." Prof Nhlapo says Prof Modise was very well organised, from the preparatory e-mails he sent before arriving, to the assiduous way in which he

stuck to the schedule at UCT. “He displayed exemplary punctuality. I have absolutely no reservation in confirming that our visitor conducted himself with absolute professionalism and integrity. He is a credit to UNISA.”

Prof Nhlapo believes the visit was an exchange, with UCT receiving a direct benefit from hosting Prof Modise as well. “This happened at two levels at least: in the first place, I think institutions enjoy being visited by a peer. It makes it possible to show someone around rather like a proud house owner showing off their residence.” Prof Nhlapo says this tends to help the host reconnect with his or her own environment in a clearer way. An example is simply the revival that happens when you explain your meeting procedures, for instance, for the benefit of the new person around the table. It helps you to re-confirm your own ways of doing things and the reasons for doing so.

He says the second benefit to the institution is more direct. “Prof Modise made two telling points, in my recollection, which gave us food for thought as a management team. He commented on the paperless project at UNISA in response to seeing how much paper we were still using. He also shared the UNISA approach to Senate meetings, where the VC regularly unveils an issue for university-wide debate. We actually adopted the former suggestion and now the only person who brings paper to our executive meetings is me – but then, I am 64 years old.”

Prof Modise says a strong Executive Leadership and Management contingent in South Africa’s institutes of higher learning is crucial to address the challenges they face. HELM is a good programme with potential to be even better. The programme is no doubt an affirmation for leaders and managers that we all have similar aspirations and face similar challenges.

He says universities have different structures and have reasons and motivations for them. On his return to UNISA he had the opportunity to engage with his university at the Teaching and Learning portfolio meeting on some of his experiences and observations.

Reflecting on the HELM Fellowship experience, Prof Modise says he does not view the training as a guarantee to move up the ladder, but rather as empowerment to understand the issues that Leadership and Management in Higher Education Institutions are grappling with. “Ideally everyone should have that kind of experience but I know that is not possible.”

The highlights for Prof Modise included, having the opportunity to share his experience of UNISA and comparing operations between the two institutions; attending the

"It was a unique opportunity to have access to top management at UCT and to have a small window into their daily activities. The key lessons learned from my mentor Prof Nhlapo included the importance of treating all people with respect, from staff in general to academics and the supporting workers of unions. Prof Nhlapo embraces feedback and notes the positives, an attribute that was also evident in the Vice-Chancellor Dr Max Price."

Prof David Modise

Parliamentary Portfolio meeting on Higher Education; and meeting the various portfolio managers, particularly the Executive Manager of Student Affairs and various other managers.

He says he has come away from the experience with improved communication and presentation skills, enhanced Leadership and Management skills and an understanding of the operational environment of UCT. He was particularly impressed with the strategic engagement of UCT with the internal and external communities in South Africa, the continent and abroad. "HELM has made me conscious that UNISA should also participate in this Fellowship program in a mentoring capacity, in the future. I have gained some insights into strategic thinking and management of an institution of higher learning as well as some aspects of research management."

Important lessons that he has taken back with him to UNISA include ideas to use the information management system to enhance funding opportunities, accreditation of research units, ethical clearance procedures and scheduling of salary negotiations with the unions.

Prof Modise holds a BSc (Hons) degree from the University of Bath (UK) and an MSc Hort. from West Virginia University (USA), as well as a PhD Biological Sciences from the University of Nottingham (UK).

He has been a member of various committees at UNISA, nationally and internationally and has participated in TV interviews on agriculture academic programmes, popular magazines and has presented papers in local and international conferences. In addition to the HELM Fellowship, he has also attended numerous self-improvement training courses including project management for business, soft skills courses, Leadership and Management training, as well as numerous academic courses.

His major research interest is in the physiology of food crops with special emphasis on water/drought stress. He has published research articles in accredited journals and has also published peer reviewed books and book chapters. Prof Modise has supervised postgraduate students and mentored NRF/DST mentees.



Dr Nomabandla Cishe

Designation:	Acting Director: Research Development
Institution:	Walter Sisulu University
Host institution:	Director of Teaching and Learning, University of the Western Cape
Mentor:	Professor Vivienne Bozalek
Area of specialisation:	Fellowship in Teaching and Learning

High drop-out rates, low throughput and retention rates, as well as the increasing need for quality academic development, bridging courses and foundation programmes are not uniquely South African challenges. But they are a reality that needs to be tackled head on. HESA plays a valuable role in finding ways in which quality teaching can be developed and supported across the Higher Education sector and provides input and guidance on the coherence and balance of measures derived from policy instruments and proposals aimed at improving teaching and learning across the sector.

In addition to initiating projects and conducting and/or commissioning studies – including cohort studies on teaching and learning related matters – HESA’s HELM Exchange Programme also offers the opportunity for those interested in this field to further their careers in teaching. Academic development is designed to support the Higher Education community and enhance the quality and impact of learning and teaching by recognising excellent teaching, bringing together people and resources to research and share best practice, and by helping to influence, shape and implement policy.

Dr Nomabandla Cishe of Walter Sisulu University (WSU) is furthering her career in this field and applied to spend her HELM Fellowship at the University of the Western Cape (UWC) working with Deputy Vice-Chancellor (Academic) Professor Ramesh Bharuthram and his team. Prof Bharuthram requested UWC Teaching and Learning Director Professor Vivienne Bozalek to host Dr Cishe and coordinate her programme.

Dr Cishe says she applied for the HELM Fellowship in order to gain more experience in managing and championing excellent learning and teaching in Higher Education.

“Prof Bharuthram warmly welcomed me and ensured that I was exposed to all relevant activities. As a leader, he is open with a democratic style of leadership. He is very calm and does not compromise the core business of the institution,” adds Dr Cishe.

“The HELM programme has helped me to build a wider network of academics. I was afforded the opportunity to meet academics from the Cape Higher Education Consortium (CHEC) through attending the CHEC assessment workshop during the Fellowship. As a result of exposure to the HELM programme I was made an Acting Director: Research Development after my return from Cape Town. The experience I gained is assisting me a lot in this challenging new position. I see myself rising to higher levels of my career as a result of the Fellowship.” Dr Nomabandla Cishe

For Dr Cishe, the highlights of her stay included exposure to the activities carried out by the director Prof Bozalek and the deputy deans for teaching and learning, as well as the one-on-one meetings with the university’s teaching and learning specialists. This allowed her to successfully align module outlines to UWC graduate attributes. Dr Cishe says she also particularly enjoyed the tutor training activities and her meetings with the Management Information Systems Director, the Deputy Registrar with whom she discussed the UWC’s tracking system, as well as time spent with the Dean of Research and Director: Postgraduate.

As mentor, Prof Bozalek says Dr Cishe was very receptive to the programme that was put together for her by the UWC team. “She was very appreciative of the time we set aside for her and we were able to match the needs of the Fellow with what was available at the institution, including doing some inter-institutional courses with her.”

In her learning contract, Dr Cishe had expressed a wish to attend senior executive meetings in order to observe their role in promoting and sustaining teaching and learning initiatives. UWC was able to arrange for her to attend a UWC Senate meeting focused on teaching and learning, from which she gleaned valuable insights.

Finally, Dr Cishe’s visit coincided with various workshops including a workshop on information literacy, which she also found extremely useful. “The purpose of the workshop was to infuse information literacy across the curriculum and to explore information literacy as a graduate attribute. I thoroughly enjoyed attending the workshop and will endeavour to implement some of what I’ve learnt at WSU.”

Other workshops on teaching and learning included: a natural sciences workshop, ICT, concept mapping and emerging technologies on writing for publication.

Dr Cishe’s research interests include: Qualitative Research Methodology, Public Policy Implementation and Development Administration, Participatory Action Research, Facilitation of Research Capacity Development, Curriculum Development, Design and Implementation, Scholarship of Teaching and Learning, and Research and Development.

Ms Nothukela Mjoni-Xotyeni

Designation:	Senior Accountant: Budgets
Institution:	Walter Sisulu University
Host institution:	University of the Witwatersrand
Mentor:	Mr Daniel Gozo
Area of specialisation:	Financial Management and Administration

It is essential for financial managers to explore innovative solutions that will allow Higher Education Institutions (HEIs) to continue offering the high quality Higher Education upon which future economic growth depends. However, the very real spectre of HEIs being placed under administration is an undeniable reality in South Africa right now. With this in mind, effective and strategic financial management, budgeting and financial planning operations are key weapons in the offensive to meet each institution's priorities and circumstances.

In 2011 the Walter Sisulu University (WSU) was placed under administration in order to assist in propelling the university towards becoming a better resourced and more efficient organisation. A comprehensive turnaround framework was released in late 2012. Integrated into the framework was an entire section on financial management. The section outlines a strategy for establishing an integrated and highly functional financial system, balancing efficient service with sufficient compliance and controls.

One of the people on the ground, tasked with implementing this institutional goal is senior accountant in the budgeting division, Ms Nothukela Mjoni-Xotyeni. In order to up her game, Ms Mjoni-Xotyeni applied to spend her Fellowship at the University of the Witwatersrand (WITS) and Professor Yunus Ballim assigned her to a mentorship with senior manager Mr Daniel Gozo in the finance office. As one of South Africa's biggest and most successful HEIs, WITS offered Ms Mjoni-Xotyeni the opportunity to see a well-oiled accounting, assets and risk machine in action.

Of her Fellowship she says, "I wanted to expand my knowledge in budgeting, to understand how the top institutions handle their budgeting system in order to ensure the sustainability of my institution."

Ms Mjoni-Xotyeni does not expect an immediate turnaround, so to speak, but she believes perseverance will ensure that the issues are sorted out. "WSU is going through a lot under administration and yet I am still hopeful that I will get a chance to exercise

"I believe my field of expertise - financial management and administration – can contribute significantly to the future of Higher Education in South Africa. Intensive programmes that assist HEIs to properly handle finances and draw in third stream income make a huge difference. Like government institutions it is compulsory to operate according to applicable Acts and for everyone on the team to know how to handle the finances and governance issues."

Ms Nothukela Mjoni-Xotyeni

what I have learned during the HELM Fellowship. I now have the tools, knowledge, the budget templates and guidelines that WITS uses to help me implement these protocols at my institution."

Mentor Mr Daniel Gozo says his institution takes pride in being part of the HELM programme. "This is one of the ways in which WITS can join forces with the rest of the Higher Education sector to upskill those in the field of Leadership and Management. Higher education is a small sector and within that the accounting and financial teams are relatively small when compared to those active in the manufacturing sector for example, who would be thousands strong. So we believe it's important to support each other and learn from each other."

He adds that coming from a university that's troubled, an HEI under administration, Ms Mjoni-Xotyeni was able to learn how a university like WITS budgets and how they do their accounting. "With WSU under financial administration, we tried to find out how they operate, identify their priorities and find ways to help them solve their problems.

"Ms Xotyeni was very driven and came to us with a lot of hope and determination to learn new and innovative ways of running a tight ship in terms of finances. Quite determined and serious about it, she worked through our processes and she sat with people across the university to pick their brains. She was keen and very professional."

Ms Mjoni-Xotyeni says the highlights for her were: seeing just how seriously WITS approaches the budgeting process; just how much effort is put into preparation of budgets and how timelines are adhered to. "For example, all WITS faculties – both academic and non- academic – are operated as business units and they are fully aware of their role in contributing to the sustainability of the institution." She says faculties

are held accountable for their budgets and are not permitted to see this as the finance department's responsibility alone.

She was also impressed with how all faculties – including the Vice-Chancellor's office – are required to report on performance in the year end performance review. Finally Ms Mjoni-Xotyeni says that the department of strategic planning ensures that strategic plans are not just White Paper documents, but are continuously put into practice to ensure that objectives are met.

Ms Mjoni-Xotyeni believes others should definitely apply for the HELM programme because knowledge is power and the Fellowship exchange is extremely useful for benchmarking one's performance in your industry. "The knowledge bestowed on me by Mr Gozo, I intend to apply at my workplace and pass on to those assisting me. I have learned that it is noble to share knowledge, as it can make a difference in other people's lives."

Financial managers like her are responsible for developing short and long-term financial planning models, monitoring and reporting on financial results compared to the budget, coordinating the university's annual budget process, managing the investment portfolio, and overseeing the issuance of external debt. The finance and administration office at a university also supports financial managers at the division and departmental levels with tools for their regular budgetary tasks.

These are the many demands on their time, but with the experience of a HELM Fellowship behind them, finance and administration managers at all of South African HEIs can look forward to a brighter future.



Reverend Thivhilaeli Simon Nedohe

Designation:	Director: Student Affairs
Institution:	University of Venda
Host institution:	Nelson Mandela Metropolitan University
Mentor:	Mr Khaya Matiso
Area of specialisation:	Student Affairs and Administration

Reverend Simon Nedohe is a people-person, hence his interest in student affairs, transformation, cultural issues and community development. Those involved in the management of student affairs have to know how to deal with multifaceted student-related problems and dynamics on campus; how to intervene in sensitive student matters and negotiate, mediate and liaise with diverse interest groups within the university community.

As the Director of Student Affairs at the University of Venda (UNIVEN), Nedohe applied to spend his HELM Fellowship at the Nelson Mandela Metropolitan University (NMMU) in Port Elizabeth, where he was assigned to the Dean of Student Affairs, Mr Khaya Matiso.

Rev. Nedohe plunged himself into developing a deeper understanding of the system of managing student affairs as an area of specialisation. He says, "When I started the Fellowship, I was focused on reflecting on how my role in student affairs interconnects with general university projects. During the Fellowship, I participated in meetings and had the opportunity to meet different stakeholders linking student affairs to the core-business of the university."

When listing his objectives for the Fellowship, Rev. Nedohe set out to learn more about a wide range of issues ranging from student governance; core curricula programme design; monitoring tools; residence allocation and provisioning; to systems for student administration; fundraising; culture; collaboration and budgeting. He also wanted to get a handle on community participation as it pertains to student recruitment and collaboration with broader society to address social challenges.

Despite this comprehensive list of objectives, Rev. Nedohe believes he achieved everything listed and more. "I was afforded the opportunity to understand proper functioning of the student housing system, which is still at developmental stages at my university. I am

“Interacting with different stakeholders in different set-ups and at different levels exposed me to different ways of thinking. I interacted with students and staff from operational, to middle, senior and executive management. I am now able to understand how a university operates and how Student Affairs fits into the university system.

I even attended the Vice-Chancellor’s cultural evening and watched the NMMU choir and jazz band perform. All participants, irrespective of their cultural background, were performing and singing all types of music. The music of the NMMU choir and jazz band represents the new South African spirit. I am now able to see people equally in a more profound and deeper way and hope to see this kind of spirit deepen at UNIVEN as well.”

Rev. Simon Nedohe

better equipped to develop a working system and also put mechanisms in place to ensure quality assessment and control.”

Rev. Nedohe says sport is one of the areas he has always wanted to improve at UNIVEN, but never seemed to find the time in his busy schedule to reflect on how. He says the Fellowship, under the mentorship of Mr Matiso, has equipped him with a thorough understanding of the process of recruiting sporting talented students to study at a university through the provisioning of sporting bursaries, which can be linked to sponsorships or internally sourced funding through the office of the Vice-Chancellor.

He says recreation and cultural programmes were never a focused priority of his unit and with interacting and participating in some of the cultural activities at NMMU, he learned how these can be instrumental in changing society, bringing about both transformation of a university and the community in general. “I learned that some recreational activities need thorough planning and sponsorships to make them a success.”

As mentor, Mr Matiso agrees that the objectives of the Fellowship were achieved, and he believes the programme exceeded expectations. “Rev. Nedohe is serious about life-long learning. He asked us many questions and took a strong interest in other fields beyond the Fellowship including transformation issues, cultural issues, and community development matters. He studied carefully our committee system, he met with students on several occasions. Rev. Nedohe is a well organised and highly professional person.”

For Mr Matiso himself, participating in the HELM programme granted him an opportunity to consolidate his skills and experience in mentoring; to create a partnership with another university in his field of expertise and it benefited NMMU in that the university now has a reputation as an institution that promotes collaboration. It was also for him an opportunity to personally learn a lot about UNIVEN.

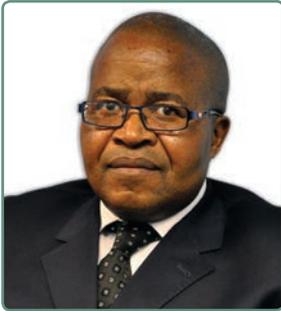
Rev. Nedohe is equally as positive about his mentor.

“My mentor has been excellent. He was in the field for some time and he has the capacity and the acumen to mentor a Fellow. He was flexible for me to add activities that were not in the original plan. My learning was greatly enhanced by this.”

Rev. Simon Nedohe

Some of highlights of the programme for Rev. Nedohe included exposure to the well-defined committee system at NMMU; the importance of locating student affairs in a very strategic directorate, where budgetary processes and adjustments should not be too rigid; and the importance of party political tolerance within Higher Education Institutions. He was also exposed to the budgeting process at NMMU; the fee consultation process; ways of building relations between student affairs and service departments; the operations of the student affairs management committee and the student affairs organisational structure.

On his return to UNIVEN, Rev. Nedohe has set about implementing what he has learned. His priorities include reconfiguring and “greening” of student housing, introducing living and learning programmes at residences and student governance improvements, such as introducing student development programmes beyond the classroom. He also wants to develop a policy on the accreditation of core-curricula activities. In terms of sport and recreation, he is looking into signing memoranda of understanding with sporting bodies; developing a naming policy for sporting buildings geared towards fundraising and initiating a cultural desk within student affairs. Finally, on the menu is the development of a comprehensive health programme at UNIVEN.



Dr Abbey Ngoepe

Designation:	Director: Quality Assurance
Institution:	University of Limpopo
Host institution:	University of the Witwatersrand
Mentor:	Professor Yunus Ballim: Deputy Vice-Chancellor, Academic
Area of specialisation:	Executive Leadership and Management

Strategic Leadership and Management in an academic environment present a unique set of challenges, as do human resources management in Higher Education, change management in an academic environment and alignment of teaching and learning, as well as research and community engagement in Higher Education.

In order to realise its vision of being a leading African university, epitomising excellence and global competitiveness, and addressing the needs of rural communities through innovative ideas, the University of Limpopo's (UL) priorities include responding to the education, research and community needs of society through partnerships and knowledge generation, and by continuing the tradition of empowerment.

The University of Limpopo's (UL) Quality Assurance Director Dr Abbey Ngoepe plays a key role in contributing to the university achieving these strategic and policy goals. In order to enhance his strategic contribution to his institution, Dr Ngoepe submitted his Fellowship application to Higher Education South Africa (HESA) and was assigned to the University of the Witwatersrand's (WITS) Deputy Vice-Chancellor: Academic, Professor Yunus Ballim – and although he spent time shadowing Prof Ballim – Dr Ngoepe's activities were co-ordinated by a Senior Manager and Head of Academic Planning at WITS, Ms Raazia Moosa.

Of his time spent at WITS, Dr Ngoepe says the most important knowledge gained and learning that he will take back to UL includes how to properly perform strategic leadership and management in a complex academic environment, how to manage change, i.e. the dynamics and challenges of change, conflict and people skills management.

Dr Ngoepe adds that he particularly benefited from exposure to strategic leadership and management within a complex academic environment; a centralised and decentralised management model in a multi-campus university and the proper functioning of a first class business intelligence system in an academic environment.

“The HELM programme has positively improved and enhanced both my interpersonal and leadership skills in a manner that I now feel empowered to have a greater impact at my institution at a complex level. My approach to management and leadership issues will definitely be different going forward and I will be able to play an important role in looking at how we use the resources at our disposal, and how we strategically plan to remain viable in the present climate of diminishing state support for Higher Education.”

Dr Abbey Ngoepe

Prof Ballim says that the HELM programme and Dr Ngoepe’s Fellowship worked well for WITS too, in that his colleagues were enthusiastic about participating and contributing to addressing governance failures in Higher Education. “It affects us all, that’s where WITS draws its postgraduates from. We can’t expect one, two or three universities in South Africa to solve the country’s Higher Education challenges. This is our way of making a contribution.”

Following an audit in 2010, the UL Quality Assurance unit, among others, have been tasked with dealing with the lack of a real organic relationship between the three elements of the institution’s core business, namely teaching and learning, research, and community engagement. “The audit panel recognised evidence of excellence in all three, but felt UL needed to ensure real cohesion and academic focus between them,” explains Dr Ngoepe.

However, he says he is fortunate to work on a team where the role of quality assurance is fully understood and integrated into daily operations. In addition he says, “What encourages me, particularly as Director of Quality Assurance, is that the whole concept of quality assurance is much better understood and appreciated on both our main campuses. It’s not about minimum standards and compliance, but about the pursuit of best practice at all times.”

The University of Limpopo (UL) has had its fair share of challenges, including the merger between the former Medical University of Southern Africa (Medunsa) and the then University of the North in 2005. UL today is looking at an unbundling process, which will ultimately lead to the establishment of a new health and allied sciences university, incorporating the Medunsa campus. The Turfloop campus outside Polokwane in Limpopo Province will continue to operate with its own Medical School opening doors at the beginning of 2015. This process is on track to be finalised in 2014.



Mr Cornelius Hagenmeier

Designation:	Director of International Relations
Institution:	University of Venda
Host institution:	University of the Free State
Mentor:	Dr Kelebogile Choice Makhetha
Area of specialisation:	Executive Leadership and Management

Internationalisation has become a high priority in contemporary South African Higher Education and the University of Venda (UNIVEN) has launched a two-pronged response to ensure it is recognised and addressed. In 2010, the university established an International Relations Office and the following year a Directorate of International Relations was created, with Mr Cornelius Hagenmeier heading up the unit.

UNIVEN has recognised that in today's age of global knowledge and technology, an interconnected network, global awareness and student mobility are increasingly sought-after assets.

Mr Hagenmeier, who has an academic background in law and focuses today on internationalisation of Higher Education, believes that the field of Executive Leadership and Management goes to the core of the future of Higher Education. He says, "The contribution which individual universities can make depends on whether their Leadership and Management are able to unlock their potential fully. Furthermore, university leaders and managers collectively determine the future of the South African Higher Education sector, which in turn has an immense impact on the future development of the country as a whole."

During his 2012 HELM Fellowship stint, Mr Hagenmeier therefore elected to join the office of Dr Choice Makhetha, Vice-Rector: External Relations, at the University of the Free State (UFS). This matchup is a particularly good example of the HELM programme in action, as Dr Makhetha was herself a HELM Fellow during the 2010/2011 cohort, spending time at Spelman College and Harvard University in the United States. Dr Makhetha was now in turn able to assume the role of mentor and share her knowledge and experience with Mr Hagenmeier.

“As the director of international relations, it is necessary for me to have a broad understanding of Higher Education management and leadership in order to execute effectively my mandate. I applied for the HELM Fellowship to afford me an excellent and unique opportunity to gain a deep practical and purposive understanding of successful Higher Education leadership strategies, management methods and ethos.”

Mr Cornelius Hagenmeier

Mr Hagenmeier says the highlights of the HELM Fellowship for him included the fact that his mentor provided a structured programme for him that allowed him to achieve all the personal objectives he had set for himself. “She and the UFS went far beyond the call of duty in opening learning avenues for me. The university arranged and paid for a visit to its QwaQwa campus, which is of specific relevance to my present work environment, in that it too is a rural-based campus. I was also funded to attend the Innovation Africa Conference in Cape Town, as part of the UFS delegation.”

Among his priorities set before the Fellowship were: gaining insight into the UFS strategic planning processes; the coordination of internationalisation; the efficient running of an international office; governance structures; transformation and change management strategies and strategies to achieve and sustain employment equity and staff retention. He also aimed to learn strategies for providing efficient and effective leadership; learning inclusive management styles and strategies to involve students in management; efficient and effective contribution to the leadership structures of a university; learning strategies to ensure financial sustainability at a university; as well as gaining insight into strategies of handling the issue of language diversity at a university.

Mr Hagenmeier believes he met all these objectives and more.

He says Dr Makhetha’s personal engagement allowed him to have a rich and satisfying experience at UFS. For Mr Hagenmeier the key lessons learnt included the practical application of the principles of transformational leadership and change management; student involvement in Leadership and Management; the effective coordination of a division and strategic decision making processes.

In his position, Mr Hagenmeier also serves as the secretariat of the Partnerships, Linkages and Internationalisation Committee of Senate. His directorate contributes to developing

the institution's internationalisation strategy, which is, in turn, encapsulated in UNIVEN's Strategic Plan 2012-2016.

The directorate advances the process of internationalisation, integrating an international and intercultural dimension into the teaching, research, community engagement and service functions of the university. "Our core function is to contribute to the expansion of international activities and to service international students and staff members. We collaborate with all stakeholders at UNIVEN to grow, nurture and develop international linkages, partnerships and related activities," adds Mr Hagenmeier.

He says the insight gained during the Fellowship allows him to perform his duties more effectively and efficiently and he has learned some very effective meeting styles to boot, which he now implements when chairing meetings. For the time being he wants to continue to serve as Director International Relations at his institution, although in the long term he intends to grow into a Higher Education leadership position.

Mr Hagenmeier says he would emphatically encourage others wanting to further their careers in Higher Education, to apply for a HELM Fellowship. "The insight gained is most valuable for personal and career development."

Mr Hagenmeier was born in Darmstadt, Germany and rose in the legal profession, eventually being appointed as a judge in Germany, before he decided to settle in South Africa in 2002. He holds a South African LL.B. degree (UNISA) and a South African LL.M degree (UCT). He is a non-practicing attorney of the High Court of South Africa. He accepted an appointment at the University of Venda in 2007. He has taught Public law at this institution and has since July 2011 held his current position.

Conclusion

As we head for the rapid, uncertain, change-dominated mid-2010s², there is a need to focus on efficient management to drive the purposes of leadership through systems for decision-making, coordination, reward and accountability. This can be achieved through an emphasis on empowerment, initiative and creative development at Higher Education Institutions (HEIs) of South Africa.

To survive, compete and maybe even thrive in the chaotic conditions of the modern world, HEIs need to:

- Facilitate strategic and goal orientated executive leadership, promote thought leadership, embrace change, create an inspiring vision and implement management by problem-solving;
- Oversee proper institutional planning and tight administration, maintain and improve standards, enhance systems and oversee the various activities of the university;
- Keep good records, run a tight ship in terms of the key governance and administration committees;
- Develop and coordinate strategies and policies that ensure that the university as a whole develops and maintains academic excellence;
- Manage the budgeting and financial planning operations, maintain customer-responsiveness and produce high-value-added products and services;
- Support the research enterprise of the university through activities such as the administration of research grants, intellectual property management, research facilities administration and oversight, and the development of mechanisms for benchmarking and monitoring research performance;
- Engage the students, support the champions of innovation, promote change and creativity, optimise the students' university experience and prepare them to serve local, national and global communities; and
- Contribute to the next generation of academics by enhancing the status of teaching and learning in universities through the development of academic staff as educators.

2 Philip H. Spies, "Millennial megatrends: forces shaping the 21st century." *Proceedings of the IATUL Conferences*. Paper 33. <http://docs.lib.purdue.edu/iatul/1998/papers/33> accessed 9 September 2013





THE VOICE OF HIGHER EDUCATION LEADERSHIP

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HESA salutes Andrew W Mellon Foundation for keeping this dream alive.

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