HELM offers contextual and bespoke leadership and management programmes for emerging, middle and senior managers in universities that support their work performance, professional development and career advancement.
Background

The Higher Education Leadership and Management (HELM) Programme is being implemented by Universities South Africa as part of the Department of Higher Education and Training’s University Capacity Development Programme.

When HELM was initially launched in 2002, it was conceptualised to offer Vice-Chancellors and senior management strategic insight into the specific challenges that exist within the South African higher education landscape. HELM continues to offer valuable perspectives on the contemporary leadership and management context, complexities and challenges facing universities. The need has never been greater for HELM to provide all levels of university leadership with skills, strategies and insight into this ever-shifting terrain.

HELM has been reconfigured and repositioned to create cutting edge solutions that address organisational and individual capacity needs for leadership and management development. The objective is to ensure that the system is endowed with appropriately skilled academic leaders and managers who will be able to steer these institutions towards an invigorated and sustainable future.

“...My predecessor warned that this is a very lonely position. I only realised it when I experienced the relief of being among peers in these sessions.”

Executive Dean, NWU
2018
HELM programmes have been designed and developed to assist individual leaders and managers in identifying their capacity needs and then align these to appropriate leadership development pathways. The programme activities are directed towards the key challenges and contextual realities faced by individuals and universities and is geared towards addressing them more effectively in the higher education system. The HELM outcomes will combine to strengthen university leadership, management and performance.

HELM interventions are evidence based and one of the programme’s research projects initiated in 2018, is a book on leadership development for Deans in South African universities. Other focus areas for research in HELM will include women in leadership, management models in universities and student-centred administration.

“It was a great opportunity to understand and share ideas from peers after a great presentation by the facilitators.”

Head of Department, UWC
At the centre of HELM’s vision and mission of capacity building within the sector is its theory of change. The MOLD framework which underpins the curriculum and delivery modality of HELM has adopted a developmental focus on performance and career management. In it, leadership development is understood as a systematic, managed process and the driver of performance and career management. As a result, leadership development is considered more appropriate and responsive when it:

- embeds and is cognisant of the leadership context, which is complex and constantly changing;
- enhances individual and organisational leadership capacity through reflection and learning; and
- expands leadership capital through individual and organisational performance and career advancement.

The MOLD framework illustrates that if leadership development is conceptualised in an integrated manner and planned and managed correctly in an enabling organisational setting, it contributes to enhancing an individual’s competencies, resulting in improved organisational and sectoral outcomes.
The professional development workshops and seminars will provide a platform for engagement, knowledge and support on the transformation and change agendas and key issues for institutions and the sector.

The women in higher education leadership programme for academic and administrative middle managers aims to promote gender equity in leadership and create a pipeline for senior management and executive positions in universities.

These programmes are aimed at newly appointed Deans and Heads of Schools/academic departments. With minimal disruption to their existing workload, these programmes will offer valuable skills and applied learning and support to academic leaders and university managers.
HELM Programmes / Programme and Events Timeline 2019

**Foundation Programme**
Semester 1: 2019

- **19-20 March**: Heads of Schools and Heads of Departments
  Venue: Gauteng
- **2-3 April**: Heads of Schools and Heads of Departments
  Venue: Cape Town
- **16-17 April**: Deans
  Venue: Gauteng
- **4-5 June**: Heads of Schools and Heads of Department
  Venue: Gauteng

**Foundation Programme**
Semester 2: 2019

- **30-31 July**: Heads of Schools and Heads of Departments
  Venue: Cape Town
- **6-7 August**: Heads of Schools and Heads of Departments
  Venue: Gauteng
- **17-18 September**: Heads of Schools and Heads of Departments
  Venue: Cape Town

**Specialist Programmes**

- **29-30 May**: Student Development Workshop
  Deans/Directors of Student Affairs
  Venue: Cape Town
- **14-15 August**: Advancement Workshop with Inyathelo
  Deputy Vice-Chancellors and Executives
  Venue: Cape Town

**Programmes in development**
Semester 2: 2019

- **Women in Leadership**
  Design curricula and Pilot
  Heads of Schools and Heads of Departments
- **Deans/HoS Programme**
  Design curricula and Pilot
  Deans
  Deputy Deans
- **Administration Programme**
  Design curricula and Pilot
  Deputy Directors, Directors and Heads of Divisions
Creating a platform for leadership and management engagement and support at a peer based and functional level.

Setting up and maintaining networks and information sharing communities nationally, regionally and internationally.

Carrying out and disseminating research on the latest developments in the higher education leadership and management arena.

Creating formal links between national and international organisations participating in leadership and management development for universities.

Accessing a learning and knowledge repository on leadership and management in universities.

Benefits

Contacts

If you would like to receive additional information on HELM or its various programmes for 2019, please contact the Programme Coordinator:

Michelle Buchler
Telephone: +27 12 030 0677
Email: helm@usaf.ac.za

or the Administration Officer
Molatelo Motswe
Telephone: +27 12 030 0676
Email: molatelo@usaf.ac.za

Website: www.usaf.ac.za

Address: Ground floor, Block D, Hadefields Office Park, 1267 Pretorius Street, Hatfield, Pretoria South Africa