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.
CHALLENGE YOURSELF
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.

"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
Purpose

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
Managed Organisational Leadership Development (MOLD)

Leadership Development

Leadership Capacity

Global
National
Organisational
Individual
Leadership
Context

Competencies
Role Definition
Skill Development
Reflection/Learning

Human
Organisational
Economic
Social
Leadership
Capital

Performance and Career Management
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.
Foundation Programme in Leadership and Management

This programme will provide senior and middle managers with the fundamental knowledge and skills on academic leadership and management, strategy and operations in higher education institutions.

Specialist Programmes

The short courses in specialist areas will provide senior and middle managers with expert knowledge and skills in key functions in an institutional setting. Eight different components—from HR and strategic planning through to research and procurement—will allow senior managers to gain additional expertise within specific areas of the university context.

Equity/Women in Leadership Programme

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.

Masters in HE Leadership and Management

This formal programme will provide emerging and middle managers with a postgraduate qualification in higher education leadership and management for professional development and career advancement. It will comprise various modules which cover the higher education environment, strategy, planning and leadership and management.
Professional Development Workshops/Seminars

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.

Deans/Heads of Schools Programme

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.
“This was an excellent programme in terms of understanding the complexity of leadership and management. I could relate to a number of issues pertaining to my role as a Dean. I was able to find or realise some of my strengths and areas that I need to prioritise in my own work space.”

Dean, UWC
2019

“This course confirmed many of my perceptions of deanship. Often deanship is sold as being about good scholarship. Yet, after speaking to many people before and during this course, as well as the input, confirmed my case that deanship needs generalist skills.”

Deputy Dean, SU
2019

“This was the first time I have had someone take the time to really unpack management and leadership in higher education, rather than (essentially) saying ‘don’t worry, you’ll be fine’. While the latter is a lovely affirmation, it is of little practical value. So a big ‘thank you’ for this ‘induction’, I am most grateful.”

Academic Leader, UKZN
2019
Benefits

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.

If you would like to receive additional information on HELM or its various programmes for 2020, 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

www.usaf.ac.za

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