

**'Building global partnerships for effective Governance,
Leadership and Management in South African
Universities''**

IEASA Global Conference

Monday, 22 August 2016

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Welcome to our World

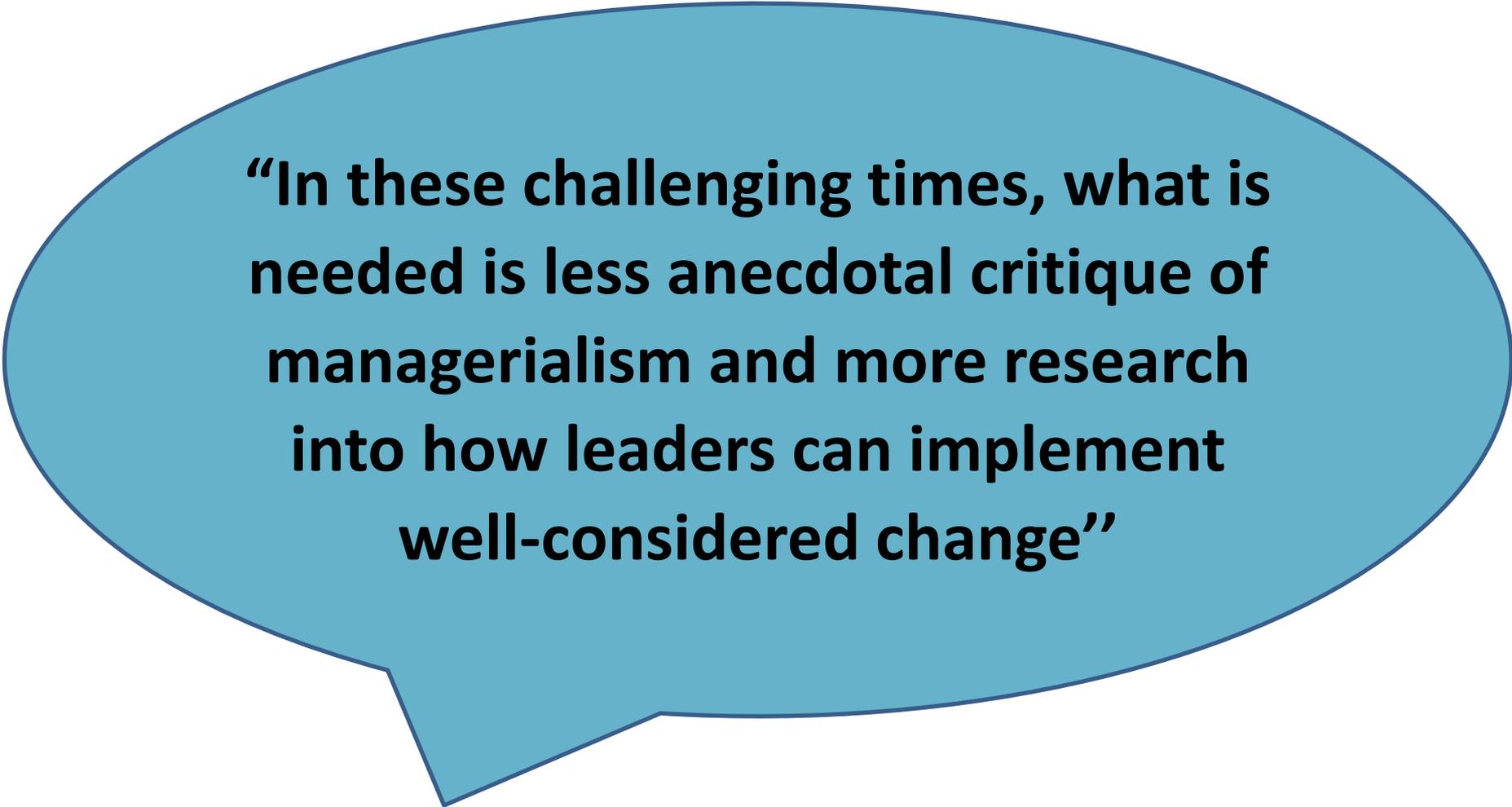


Democratise Higher Education Now!



Leadership & Management Challenges

- ◆ Global & institutional complexities, unique setting, challenged by balancing academic leadership & executive management
- ◆ Post-heroic transformation leadership which is collective, participatory & distributed, partnerships with key role-players
- ◆ Most executives & senior managers are former academics, then catapulted or parachuted into a largely executive role
- ◆ Executives, senior and middle managers limited capabilities to effectively lead & manage, deans study
- ◆ Under-representativity of women in VCs (only 3) and Executive roles, its still a man's world, opportunities, career planning & LD
- ◆ No induction or very little preparation for the critical role i.t.o academic leadership/management - 'support simply forgot'
- ◆ Inadequate succession planning, leadership pipeline, mentorship & coaching especially at middle management level



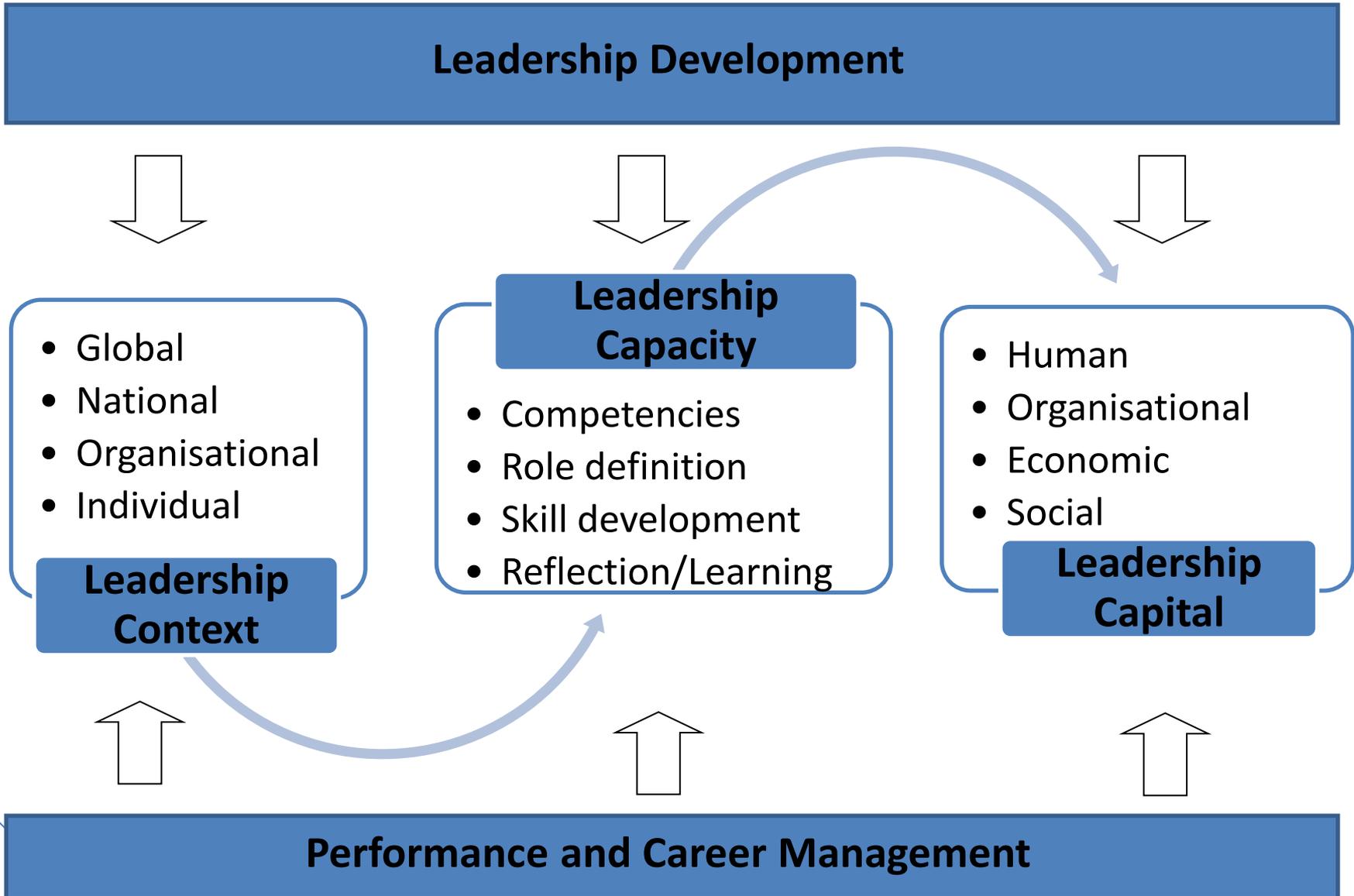
“In these challenging times, what is needed is less anecdotal critique of managerialism and more research into how leaders can implement well-considered change”

**Geoff Sharrock
26 September 2012**

Leadership Development Implications

- ◆ Inadequate robust research on LD in universities, especially in the developing world, worrisome
- ◆ Guidance on effective approaches to LD in HEIs missing, generic & not contextual, needs not recognised, understood or supported – deans study
- ◆ No specific interventions for leadership roles like those of dean or head of school
- ◆ SA HEIs must not only appoint & develop leaders, but become nurturing organisations, enabling and empowering
- ◆ LD trends & models reveals events-based rather than systemic interventions, driven by strategy & performance
- ◆ Strategic, integrated leadership development focus on leadership context, leadership capacity and leadership capital
- ◆ Revitalised Higher Education Leadership and Management (HELM) programme by Universities South Africa (USAf)

Managed Organisational Leadership Development (MOLD)



Higher Education Leadership and Management Programme (HELM)

Focus Areas

1. Research on university governance, leadership, management
2. Leadership/management development
3. Advisory Services at sectoral and institutional levels

Activities

- On-boarding/induction academic & admin staff
- Higher Education Management Diploma/Masters
- Seminars
- Workshops
- Conferences
- Coaching/ mentoring
- Institutional support

Higher Education Leadership and Management Programme (HELM) cont..

Design and Delivery Modalities

- Interactive/blended learning
- Sectoral programmes, learning standards & certification
- Consortium based curriculum development & delivery
- Regional & international partnerships in focus areas
- Commitment & support from government & other key stakeholders

HELM International Partnerships

L H Martin Institute (University of Melbourne)

- ◆ Established in 2007 by Commonwealth Government of Australia, with a mandate:
 - to develop more effective governance, leadership and management capacity in tertiary sector institutions, so that institutions may fulfil their missions more successfully.
- ◆ Works collaboratively with partners in a long-term commitment to develop capabilities in management, leadership and research HEIs.
- ◆ Partnering with HELM in the following areas:
 - i. curriculum development,
 - ii. joint programme facilitation,
 - iii. sharing of internal and external expertise and
 - iv. joint research projects on governance, leadership and management in HE.

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HELM International Partnerships

L H Martin Institute (University of Melbourne)

- ◆ Access to its Massive Open Online Course called eLAMP, which focuses on senior academics and middle managers in universities, and will be contextualised for a local audience.
- ◆ HELM benefit from LH Martin's networks that includes the Leadership Foundation for HE in the UK and Centre of HE Policy Studies in the Netherlands.
- ◆ HELM and LH Martin partnership will provide:

Holistic, integrated LD which draws on local knowledge and experience, and includes foremost international partners for more relevant, responsive and innovative interventions