

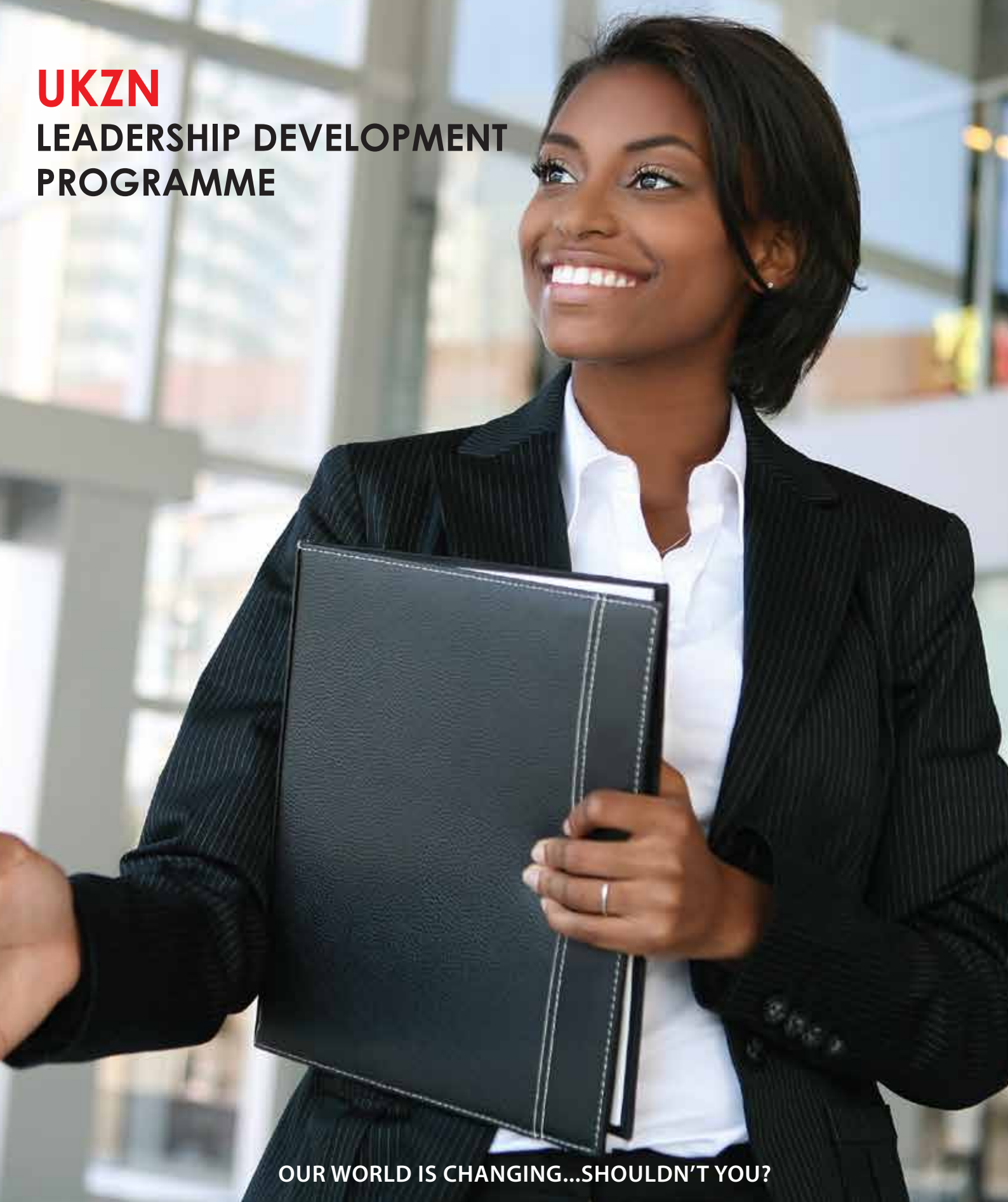


UNIVERSITY OF
KWAZULU-NATAL™
INYUVESI
YAKWAZULU-NATALI

**EXTENDED
LEARNING**

UKZN

**LEADERSHIP DEVELOPMENT
PROGRAMME**



OUR WORLD IS CHANGING...SHOULDN'T YOU?



UKZN LEADERSHIP DEVELOPMENT PROGRAMME (LDP)

It gives us great pleasure to welcome you to the 2015 UKZN Leadership Development Programme (LDP).

Higher Education institutions of today demand competent and qualified managers and leaders, with a sound understanding and appreciation of the diverse and changing needs and expectations of a range of stakeholders. This is in addition to the knowledge required to ensure that the institution is able to compete effectively for limited resources in a Higher Education environment, that is undergoing rapid transformation nationally and globally, which will no doubt continue throughout the 21st Century.

The LDP is designed to offer you a unique opportunity to broaden your knowledge and skills across the whole spectrum of Higher Education, and more specifically UKZN, to develop your personal capacity to manage your team, to lead your respective department or entity, and to help to build UKZN's strategic capability. The LDP will advance your management capabilities across four pillars of academic endeavour: teaching and learning; research and supervision; community and stakeholder engagement; and the provision of university support services.

You will learn how to mobilise a team to achieve key objectives through fostering productive working relationships, and you will be exposed to cutting edge thought leadership about management and related

practices across all aspects of Higher Education, both locally and internationally. You will also learn about the need to embrace change and innovation in its various forms, guided by a philosophy of continuous development and improvement. The programme is facilitated by a range of leading local and international academic faculty, facilitators and guest speakers, and is designed to ensure that you gain a deeper understanding of the content through a process of applied, experiential learning, to ensure a direct, positive impact within UKZN.

The programme is assessed through various activities and a strategic assignment which runs alongside the modules. You are also encouraged to work on a personal development plan throughout the programme.

In summary, we have prepared a multifaceted and intensive learning experience for you, which we hope will have considerable impact and add significant value to your personal and career development.

The LDP will also offer you time for networking and informal interaction with colleagues, and the friends you will make on this learning journey.

Welcome to the programme!

Simon Tankard
CEO: UKZN Extended Learning

Professor Damtew Te ferra
Leader: Higher Education
Training and Development

LEADERSHIP DEVELOPMENT PROGRAMME IN HIGHER EDUCATION

Introduction to the Leadership Development Programme (LDP)

As the world calls for global reform and accountability in Higher Education, as funding becomes more competitive and scarce and as new tools, techniques and technologies become available, the management and leadership role in Higher Education is assuming critical importance.

The aim of this programme is to examine the context of Higher Education in Africa, in emerging markets and around the globe; to enable delegates to gauge their leadership and management acumen and personal and professional traits in managing and leading themselves and their respective higher education units and departments; to foster productive working relationships and to empower managers to innovate and become advocates of continuous improvement through constructive change. The programme is customised to address management challenges and opportunities at UKZN.

Delegates will be provided with specific mentoring and coaching support in developing and acquiring competencies to enhance their management of performance through people.

MODULE ONE

SESSION ONE – 27 March 2015

THEME: Higher Education as a System and Governance

Main objective: to create a better understanding of the unique nature and governance of Higher Education as an organisation and a system from both a global and a national perspective.

Major themes include:

- University governance and systems in the 21st Century
- Structure, constituency and culture of university governance
- Academic freedom and accountability
- Institutional autonomy
- Institutional accountability and transparency
- University and state relations
- University student associations and labour unions
- Resource allocation and budgeting
- Teaching and learning
- Research and innovation
- Community engagement

SESSION TWO – 28 March 2015

THEME: Law and Ethics in Higher Education

Main objective: to create a deeper understanding of codes of ethical conduct which underpin the core values of Higher Education and to create an awareness of the roles and functions of legal structures and processes at universities.

Major themes include:

- Understanding law and legal regimes in Higher Education
- Understanding the scope of ethics in Higher Education
- University forensic and risk management
- Internal audit services
- Institutional intelligence
- Core values, principles and charters that underpin good ethical behaviour in Higher Education
- Codes of conduct for University committees

MODULE TWO

SESSION ONE – 8 May 2015

THEME: Professional Development and Talent Advancement in Higher Education

Main objective: to develop skills in emotional intelligence, performance management and talent advancement, as well as professional development.

Major themes include:

- Managing people in Higher Education institutions
- Motivating staff in Higher Education institutions
- Nurturing team-building, cohesion and employee relations
- Attracting, developing and retaining staff
- Optimising promotion, performance and talent advancement
- Managing conflict using dispute resolution processes
- Emotional intelligence
- Mentoring and coaching in Higher Education
- Remuneration, compensation and reward management

SESSION TWO – 9 May 2015

THEME: Financing, Funding and Budgeting in Higher Education

Main objective: to explore the state of funding, recent global and national trends, sources and models of funding from socio-economic and political perspectives and budgeting in Higher Education.

Major themes include:

- Raison d'être of funding Higher Education
- Global and national trends in funding Higher Education
- Models and sources of funding
- Revenue diversification (and entrepreneurship)
- Revenue rationalisation
- Funding research
- Bursaries and loans
- Budgeting
- Financial management and systems

MODULE THREE

SESSION ONE – 5 June 2015

THEME: Diversity and Multiculturalism in Higher Education

Main objective: to equip delegates with the appropriate skills and knowledge to manage people in a multicultural and multinational academic context.

Major themes include:

- Overview of diversity and multiculturalism in Higher Education
- Opportunities and challenges of diversity and multiculturalism
- Race and ethnicity
- Gender, sexual orientation and disability
- Socio-economic status and socio-cultural perspectives in Higher Education
- Political and religious views in Higher Education
- Academic imperatives of diversity and multiculturalism
- Financial implications of diversity and multiculturalism
- Legal imperatives of diversity and multiculturalism
- Administrative and academic imperatives of diversity and multiculturalism

SESSION TWO - PART ONE – 6 June 2015

THEME: Institutional Communication and Public Relations

Main objective: to sensitise university managers about their role in promoting the brand, value and public relations functions critical to ensuring the sustainability and success of a university, and the tools and practices available to facilitate effective institutional promotion and communication.

Major themes include:

- Institutional promotion, communication and public relations
- Legal and ethical issues in communication and promotion
- Form, type and content of institutional promotion
- Strategic PR and reputation management
- Implementing and evaluating public relations and promotion
- Actual and symbolic actions in institutional communication and promotion
- Social media and institutional promotion
- Skills in institutional promotion and investor relations

SESSION TWO - PART TWO – 6 June 2015

THEME: Information Communication Technologies (ICT)

Main objective: to understand issues and opportunities relating to investment in, deployment and utilisation of emerging ICT services and infrastructure in support of effective systems and development of universities.

Major themes include:

- E-resources
- Virtual modes of Higher Education
- Delivery and support of ICT services
- Acquisition and maintenance of ICT resources
- Legal and ethical issues in ICT
- Safety, security and threats
- Integrated student, staff, finance and knowledge management systems
- Risk management in ICT
- New technologies in teaching and learning

MODULE FOUR

SESSION ONE – 3 July 2015

THEME: Innovation and Change in Higher Education

Main objective: to empower delegates to engage in and enable strategic innovation and change to improve the performance of respective departments, units and entities.

Major themes include:

- Understanding the need for change in Higher Education
- Imperatives for successful change and innovation
- Leadership qualities and styles in managing change in Higher Education
- Leadership, management and transformation in Higher Education
- Autonomy, academic freedom and transformation in Higher Education
- History and context in leadership and change in Higher Education
- Champions and critics of innovation and change
- Communication and feedback of successful innovation and change
- Centralised and decentralised about decision-making in innovation and change

SESSION TWO – 4 July 2015

THEME: Teaching and Learning in Higher Education

Main objective: to understand the critical role of teaching and learning in underpinning the throughput of students with the university, and to address challenges and opportunities for promoting this core academic competence.

Major themes include:

- Trends in teaching and learning in Higher Education
- Global influences on curriculum, qualification frameworks and rankings
- Recruitment, access, retention and throughput
- Policy environment and stakeholders
- Monitoring, evaluation and accreditation
- Academic and student development
- Teaching and learning inputs: infrastructure, resources, staffing
- Disciplinary demands on pedagogy
- Use of technology in teaching and learning

MODULE FIVE

SESSION ONE – 7 August 2015

THEME: Research in Higher Education

Main objective: to provide a deeper understanding of the important role and significance of research in Higher Education globally and nationally, and its contributions to the economic development and capacity of a country to compete more effectively in new markets.

Major themes include:

- Overview of research
- Nature of research: basic versus applied
- Funding and financing research
- Networking and research collaboration
- University/industry linkages
- Research productivity and quality
- Research policies and strategic plans
- Scholarly communication/publication
- Ethics and guidelines
- Research management
- Collaboration between universities and industry

SESSION TWO – 8 August 2015

THEME: Quality in Higher Education

Main objective: to provide a deeper awareness of the quality that is required in teaching, learning and research imperatives in Higher Education and that underpins the reputation of a university.

Major themes include:

- Understanding quality in Higher Education
- Academic leadership and issues in quality assurance
- Quality as an international phenomenon
- Approaches, issues and processes in quality
- International, national and institutional quality structures and mechanisms (benchmarking)
- Rankings and accreditation
- Innovation, flexibility, and participation in quality processes
- Factors and influences on quality movements
- Monitoring, evaluating and communicating for quality
- Institutional, departmental and individual responses to quality processes in Higher Education
- Quality assurance systems and processes

FACILITATORS AND SPEAKERS INCLUDE:



Professor Philip G. Altbach

Director of the Center for International Higher Education, Boston College; Chairperson of the International Advisory Council of the Graduate School of Education at the Shanghai Jiao Tong University; member of the International Advisory Committee of the Higher School of Economics in Moscow.



Professor Turo Virtanen

Adjunct Professor, Department of Political and Economic Studies, Faculty of Social Sciences, University of Helsinki, Finland.



Professor Damtew Teferra

Professor and Leader, Higher Education Training and Development; Founding Director, International Network for Higher Education in Africa; Editor-in-Chief, International Journal of African Higher Education.



Professor Kriben Pillay

Associate Professor and Acting Dean of Graduate School of Business and Leadership; Dean of Teaching and Learning in the College of Law and Management Studies.



Professor Managay Reddi

Associate Professor of Law and Dean and Head of the UKZN School of Law. She holds BA and LLB degrees obtained from University of Durban-Westville, and a Masters in Law (LLM) and Doctorate in Law (LLD) degrees from the University of Natal.



Bulelani Mahlangu

Chief Finance Officer, accountable to the chairpersons of the University's Finance Committee, the Audit and Risk Committee and the Vice Chancellor.



Professor Ahmed Bawa

A theoretical physicist, Professor Bawa is the Vice-Chancellor and Principal at Durban University of Technology.



Terrance (Terry) Booysen

Executive director and co-founder of CGF Research Institute (Pty) Ltd.



Professor Jane Meyerowitz

Executive Director at UKZN Foundation and strategic contact for national and international activities; previously Registrar at UKZN.



Professor Manoj Maharaj

Head of technology based learner management and information systems at the School of Management, IT and Governance at the University of KwaZulu-Natal.



Professor Deresh Ramjugernath

Pro-Vice Chancellor: Research at UKZN; DST/NRF South African Research Chair for Fluorine Process Engineering and Separation Technology; Director of Thermodynamics Research Unit at UKZN.



Dr Lumkile Luvuyo Lalendle

Former director of quality promotion and assurance at UKZN, recently appointed Vice-rector for teaching, learning and quality assurance at the Mafikeng Campus of North-West University (NWU).



Professor Urmilla Bob

University Dean of Research; UKZN representative on the Municipal Learning Institute (MILE) eThekweni-University Research Committee.



Dr Denyse Webbstock

Director of Programme Accreditation at the Council for Higher Education (CHE) from January 2010. Previously she was Director of Quality Promotion and Assurance at UKZN.



Hollie Clarkson

Former Chief Finance Officer at UKZN.



Professor Bala Pillay

College Dean of Teaching and Learning, College of Agriculture Engineering and Science; Access Programmes Academic Leader.

LEARNING OUTCOMES

- An improved understanding of the unique nature of Higher Education as an organisation and a system
- Exposure to national and global developments in the sector of Higher Education
- Grasp of current financial management practices and budgeting in Higher Education
- Appropriate skills and knowledge to lead and manage in multicultural and multinational academic environments
- Improved knowledge and awareness of governance, ethical and legal issues
- Understand the role and impact of ICT in the leadership, management and administration of Higher Education institutions
- Improved communication in managing change in Higher Education
- Managing self and performance/talent management, continuous improvement and innovative practices

GENERAL INFORMATION

Who should attend?

UKZN employees who are entry level, emerging and existing managers across Academic and Professional Service streams (level 0 and 1) on the UKZN Leadership Pathway.

How to apply

For more course information please contact the Programme Manager, Shaughnessa Govender:

Tel: 031 260 2246

Email: govendersh@ukzn.ac.za

UKZN Extended Learning

Howard College Campus

Innovation Centre, Room 212

Gate 9, Rick Turner Road, Durban, 4001

Fees

The fee sponsored by UKZN covers the cost of all course materials, excursions, meals and refreshments on the modules.

The fee does not include accommodation costs on the local module or travel to and from the venue.

Entry requirements

Relevant experience and qualifications as determined by UKZN.