

ASSOCIATION OF AFRICAN UNIVERSITIES

Leadership Development Workshop (LEDEV)

Windhoek, Namibia

August 13 – 25, 2007

Report

Introduction

The first AAU Leadership Development Workshop (LEDEV) was held at Safari Court Hotel in Windhoek, Namibia, from August 13 – 25, 2007. The event, hosted by University of Namibia (UNAM), brought together 39 participants made up of a Pro Chancellor, 8 Vice-Chancellors and Rectors, 7 Pro and Deputy Vice-Chancellors, and 23 other leaders of higher education institutions. The participants, seven of whom were women, and seven from non-university tertiary institutions, were drawn from 11 countries in Africa. (See Attachment 1 for the *List of Participants*).

The workshop was funded principally under the AAU Capacity Development Project for the Revitalisation of African Higher Education Institutions (AAU-CADRE) financed by the African Capacity Building Foundation (ACBF). A supplementary grant for the HIV/AIDS Module came from the Swedish International Development Agency (SIDA), Lusaka, with the balance made up of participants' registration fees.

Background

The AAU Leadership Development Workshop series is a follow-up to the Association's Senior University Management Workshops (SUMA), which were organised between 1991 and 2002. The SUMA Workshops were intended to enhance African university leadership and management skills, and dealt broadly with issues of policy, funding and management. Participants included Presidents/Rectors/Vice-Chancellors/Principals of universities and other higher education institutions, their Deputies, Deans, Directors and Heads of Department, Registrars and Bursars. A review of SUMA in 2003 resulted in its differentiation into leadership development and management training, which are currently running as separate programmes, LEDEV and a new Management Development Workshop (MADEV).

The AAU LEDEV builds on SUMA, incorporating the outcome of a survey of similar programmes in Africa and beyond. Participation is drawn from the leadership of Africa's higher education, with a particular focus on newly appointed Rectors, Vice-Chancellors, Deputy Vice-Chancellors of public and private institutions, University Council members, as well as heads of national and regional higher education regulatory agencies.

Objectives of LEDEV

The broad aim of LEDEV is to enhance the leadership skills of university leaders, particularly in the promotion of innovation and the management of change, two essential features of African higher education in the 21st century.

Thrust and Method

The workshop was conducted in 9 working days over the period August 13 – 24, 2007. Substantive work started on Tuesday August 14, 2007 with the Course Director explaining the objectives, structure and approach of LEDEV, followed by self-introduction by participants, each saying a few words about himself/herself and their institutions. Subsequent days were devoted to intensive interaction on the various themes as outlined in the programme (Attachment 2). The workshop focused on 5 main themes, namely:

- Institutional Culture, Gender and Change
- Quality Assurance
- ICT and Research and Education Networking
- University Leadership and the Fight against HIV/AIDS
- Financial Management: Resource Mobilisation and Allocation; Financial Analysis, Reporting and Performance Monitoring

These were discussed and deliberated upon through intensive participant interaction over carefully selected case and other material, with lead lectures and group work, in a process facilitated by Resource Persons. Prior to the workshop, pre-workshop exercises were given to participants, which involved a list of background issues and the key policy and management challenges facing African higher education, and the role of institutional leaders in meeting them.

During the final session, “*From Reflection to Action*”, participants were encouraged to reflect on the lessons of the past two weeks and, on that basis, select a set of measures which fell within their mandate at their home institutions, and which they would introduce/implement on their return. The idea was that, within six months each participant was to share with the AAU and their colleagues a report on progress with their commitments. Presentations of two participant proposals to the whole group formed the basis for a thorough exploration of how to construct realistic and actionable proposals. The presenters received constructive comments on their proposals.

Facilitation

The workshop themes were facilitated by the following:

- Dr. Boubakar Barry (Coordinator, AAU Research and Education Network) – ICT
- Mr. Denis Bérubé (Director, Financial Services, Simon Fraser University) – Financial Management; and

- Dr. Scholastica Iipinga (HIV & AIDS Focal Point, Faculty of Medical and Health Sciences, University of Namibia) – HIV & AIDS;
- Prof. Amina Mama (Chair, Gender Studies, Africa Gender Institute, University of Cape Town) – Gender and Institutional Culture in African Universities;
- Prof. Barnabas Otaala (Adjunct Professor, International University of Management, Namibia) – HIV & AIDS;
- Prof. Mala Singh (Interim Chief Executive Officer, Council on Higher Education, South Africa) – Quality Assurance;
- Dr. Justin Wane (HIV/AIDS Project Officer, AAU) – HIV & AIDS;
- Dr. Donovan Zealand (Lecturer, Faculty of Education, University of Namibia) – HIV & AIDS;
- Prof. Akilagpa Sawyerr (Secretary-General, AAU) – Course Director.

Social Events

Windhoek provided an excellent environment not only for the formal sessions of the workshop, but also for other social events that gave pleasure and information, while affording an excellent opportunity for networking. Among the list of events were the following:

1. The Opening Ceremony, which was graced with a keynote address by His Excellency Dr. Sam Nujoma, Founding President of Namibia and Chancellor of the University of Namibia in the afternoon of Monday 13th August, 2007.
2. An evening entertainment on Wednesday 15th August, 2007 at Katutura.
3. A trip to the Okapuka Game Park on the outskirts of Windhoek on Saturday 18th August, 2007.
4. A visit to the UNAM campus on Wednesday 22nd August, 2007.
5. The Closing Dinner and Awards Ceremony held at Litumba Resort in which participants were awarded Certificates of Participation.

A special feature of the workshop in Namibia was the introduction of a new AAU programme, offering grants to selected candidates to undertake executive attachment programmes at a high-performing higher education institution. This was made available to participants at LEDEV. Out of eleven applications, three candidates were selected for the programme. Arrangements for the attachment were made after the workshop.

Conclusion

The LEDEV workshop was successful not only in terms of deepening awareness of the 5 main themes presented and the possible approaches to addressing the challenges that were identified, but also in facilitating

cooperation among the participants with the hope that that would form the basis for future networking and collaboration.

Participants' comments of the workshop are presented as Attachment 3.

Akilagpa Sawyerr
(COURSE DIRECTOR)

ASSOCIATION OF AFRICAN UNIVERSITIES
Leadership Development Workshop (LEDEV)

Windhoek, Namibia
 August 13 – 25, 2007

List of Participants

Surname	Other names	Position	Institution	Country	Telephone	Email
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Association of African Universities

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Akilagpa Sawyerr
(*COURSE DIRECTOR*)

Programme

Sun 12th & Mon 13th August
Arrivals

Monday, Aug 13

AM

09.30 – 13.00

14.00 – 16.00

Evening

Arrivals

Arrival and Registration

Course Introduction (Sawyerr/Hangula)

Welcome Dinner – Safari Hotel and Conference Centre

Address: Dr. Sam Nujoma, Former President of Namibia

Tuesday, Aug 14

09.00 – 13.00

14.00 - 18.00

SESSION I: The Role of Institutional Leadership in
Quality Assurance (*Singh/Lange*)

SESSION II: The Role of Institutional Leadership in
Quality Assurance (*Singh/Lange*)

Wednesday, Aug 15

08.30 - 13.00

14.00 - 17.30

Evening

SESSION III: The Role of Institutional Leadership in
Quality Assurance (*Singh/Lange*)

SESSION IV: The Role of Leadership in the fight against
HIV/AIDS (*Chetty/Wane/Otaala/Owino*)

ENTERTAINMENT

Thursday Aug 16

08.30 - 13.00

SESSION V: HIV & AIDS Response Management and
Mitigation (*Chetty/Wane/Otaala/Owino*)

FREE AFTERNOON

Friday, Aug 17

08.30 - 10.30

10.30 – 11.00

11.00 - 13.00

14.00 - 17.00

SESSION VI: Organisational Analysis and Change in
African Universities (*Mama*)

Group Photograph

SESSION VII: Organisational Analysis and Change in
African Universities (*Mama*)

SESSION VIII: Organisational Analysis and Change in
African Universities (*Mama*)

Saturday, Aug 18

08.30 - 18.30

SOCIAL EVENT (Optional): Visit to Okapuka game park

Monday, Aug 20

08.30 - 13.00	SESSION IX: Gendered organisational analysis and change for African universities (<i>Mama</i>)
14.00 - 17.30	SESSION X: Gendered organisational analysis and change for African universities (<i>Mama</i>)
<u>Tuesday, Aug 21</u>	
08.30 - 13.00	SESSION XI: ICT & Research and Education Network (<i>Barry</i>)
14.00 - 17.30	SESSION XII: ICT & Research and Education Network (<i>Barry</i>)
<u>Wednesday, Aug 22</u>	
08.30 - 13.00	SESSION XIII: Financial Planning and Budgeting (<i>Berube</i>)
13.00 - 14.00	Lunch
14.00 - 17.30	Visit to University of Namibia (UNAM) campus in Windhoek.
<u>Thursday, Aug 23</u>	
08.30 - 13.00	SESSION XIV Financial Planning and Budgeting (<i>Berube</i>)
13.00 - 14.00	Lunch
14.30 - 17.30	SESSION XV Resource Allocation (<i>Berube</i>)
19.30 - 23.00	CLOSING DINNER AND AWARDS NIGHT
<u>Friday, Aug 24</u>	
08.30 - 11.00	SESSION XVI Revenue Diversification and Cost Recovery (<i>Berube</i>)
11.00 - 14.00	SESSION XIII: From Theory to Action (<i>Sawyer</i>)
<u>Saturday, Aug 25</u>	
	DEPARTURES

Participants' evaluation of the workshop

Comments

Quality Assurance

- (a) Excellent presentations, participants were carried along. An area in which the theory will be developed for practical applications.
- (b) Very rewarding workshop.
- (c) AAU should extend this workshop to Quality Assurance Regulatory Agencies in our various countries in Africa.
- (d) The Resource Person was well read and good, provide good theoretical and practical knowledge. She had an in-depth knowledge of the topic.
- (e) The workshop was well managed and the facilitator ensured that she engaged the participants in group work. The Quality Assurance section is important because it covers all aspects of the university. This section could have been given more time to cover a wider area of Quality Assurance. The workshop was very good and informative. What I learnt would be very helpful in my university. Quality Assurance is paramount when it comes to issues of leadership and therefore was a good choice for this workshop.
- (f) The module on Quality Assurance was very well organized and presented. Dr. Singh presents the issues in quality very clear and simplified, in such a way that if I am asked to talk about what quality assurance encompasses I will do so with confidence. The topic presentation was in a very interesting manner. I wish to suggest that when next Quality Assurance is going to be one of the modules in a LEDEV workshop, more time should be allocated to that module. May I further stress that all of us participants were well taken care of and fed. I personally felt at home within the LEDEV (AAU) workshop environment.
- (g) The module was well thought out and very good material were presented and discussed. Participation was very active, participants' interaction was very robust and meaningful discussions arose from the lead papers by the Resource Person. The quality of written material, audiovisual presentation and group work as directed by the Resource Person was excellent. The Resource Person was very knowledgeable about her area of work.
- (h) The Resource Person was very competent and articulate. Made a tremendous impact in helping expound on the issues of quality assurance and the role of university management /leaders.

- (i) Best practices in tertiary institutions should have been emphasized.
- (j) The Resource Person knows the subject and knows how to deliver to the audience. She was very excellent.
- (k) The workshop was very good. However, it would have been in order to give analysis of QA and other modes of ensuring quality such as performance contract and ISO certification. We would then have been able to gauge at what level the QA and performance contract is supposed to interact.

HIV Module

- (a) Gained increase awareness about HIV/AIDS. Need to review curriculum to include a course that will address HIV/AIDS issues across levels of educational ladder.
- (b) The materials presented (in) module 201 and 202 are very revealing, particular to participants coming (from) countries or institutions (where) nothing is currently being done in relation to HIV and AIDS.
- (c) AAU has been supporting HIV/AIDS programmes in Higher Education Institutions in Africa. This should continue for the benefits of the African people, which include those outside the Institutions of Higher Education.
- (d) Well thought out topic
- (e) The Resource Persons are knowledgeable on their topics, but Dr. Zealand`s presentation was highly interesting and appreciated. Such could be presented at future workshops.
- (f) With the presentation and exercises on HIV/AIDS, I, as a person, now understand more on some of the issues on HIV/AIDS. I recognize the value of putting in place an HIV/AIDS Policy in all institutions of higher learning and agencies. Next time, I hope to learn more about issues on HIV/AIDS, i.e. some of the issues that affects PLWHA and their families, how we, as an agency, can help them and support them (and) how we can help eradicate stigmatisation.
- (g) The materials were well selected and the discussions were excellent.
- (h) In my opinion this module was clearly prepared and included all matters. I have participated in workshop about HIV but this one was special.
- (i) The Resource Persons know the subject matter and delivered the lectures well.

- (j) This was a good presentation. All the universities in Kenya have got their own HIV/AIDS policy document that is endorsed on the national HIV/AIDS policy. It then break down the action plans and customises the policy to fit the context of each university with(in) its own different environment. This was good and intense.

Organizational Analysis Module

- (a) The workshop topics are apt. Organizational Analysis and Change/ Gender should always be part of LEDEV since change (is) not static.
- (b) The whole package of written material need to be sent before the workshop, including the exercise that would need to be done during the workshop. Groups need to be pre-determined, mixed up the various countries as well as maintaining gender balance.
- (c) Group work on sexual harassment was very useful and will lead us to improve our respective policies at our various institutions.
- (d) The section was very informative. Perhaps it could also include issues of students including sexual harassment, abuse, mis-use (i.e. student to student)
- (e) Indeed this module of gender was an eye opener on what the major issues are and strategies to be used in addressing them. Next time I would strongly advise that participants be given a few hours to each present how gender issues are tackled in the respective countries and institutions.
- (f) The module was well designed and should be improved to include gender issues as they affect males and not only females.
- (g) Presentation (was) very good. On the whole, it was rewarding.
- (h) The Resource Person showed in depth knowledge of the subject matters.
- (i) The Resource Person was quite articulate in exposing the hidden gender issues.
- (j) Efficiency and competence in tackling an issue that continuously evokes high emotions.

ICT Module

- (a) Materials were very excellently presented and all questions very well answered. On the whole it was very interactive, informative and rewarding.

- (b) The module was well focused and discussed relevant issues pertaining to ICT requirements and utilization in tertiary institutions.
- (c) I suggest a two-day workshop organized by AAU for Director(s) of ICT in our various institutions. This will help Higher Education Institutions in Africa to maximize the benefits of ICT and Research and Education Networking.
- (d) Excellent, excellent and excellent.
- (e) Overall it has been very interesting, engaging and novel – this presentation on ICT and Research and Education Networking.
- (f) A very resourceful presentation.
- (g) Very good, excellent and very relevant.
- (h) The module on ICT and Research and Education on network was very interesting, stimulating and educating. I really enjoyed the manner in which the module was presented to us in such a way that we understood what was going on.
- (i) AAU deserves a very high commendation by the African Union for a job well done. I have attended a few internationally organized workshops and I know what differences this LEDEV make as against the others.
- (j) The section provided room for possible development of institutional ICT capabilities –policy, infrastructure and software.
- (k) Very well organized presentation focus and a lot of value addition.
- (l) The Foss option is the way to go, but legally, it would be suicidal for any organization to go for anything that does not have a warranty. Lobbying must be done at high level to answer that there is some kind of protection for the purchasers. Where has Foss been used before? What is the success rate? What are the lessons learned etc? Yet it is very true that the preparatory system milks the purchaser dry but at least it is guaranteed. Why do they fear to give a guarantee? What is the hidden danger? We need to be freed from the Microsoft of this world but not jump from the frying pan into the fire.

Finance and Revenue Module

- (a) The session was well coordinated and interpreted with several participants' inputs. The resource allocation generated heated debate and discontent similar to what would occur under university actual situation.

- (b) This session was very important and informative. It probably should have been given more time to give participants a practical experience. We learnt a lot of new things and we are grateful.
- (c) (The) Facilitator was very practically oriented. Dealt on practical issues at the work place.
- (d) Well done, very informative.