

## CREATING THE LEADING-EDGE 2025 (CLE)

The Creating the Leading-Edge Programme (CLE) has been developed by and for, universities and is presented under the auspices of the Cape Higher Education Consortium (CHEC). The programme is designed to meet the management capacity development needs of academic and administrative middle managers and to create effective networks of key managers in HEIs.

**Purpose:** “To build and develop human capacity to create a thriving and supportive HE workspace.”

**Target market:** The programme is specifically designed for academic heads of departments, heads of research entities, and support/professional staff managers. Typically, the

selected candidate will have at least a post graduate qualification and more than five years work experience as a new or existing manager in their positions. However, universities are free to select any participant that they believe will benefit from the course.

**USAf endorsement:** The CLE is endorsed by Universities South Africa for its relevance and responsiveness to developing and supporting the leadership and management knowledge and skills required, for greater efficiency and effectiveness in the systems, processes, people and technology requirements of our universities.

**Cost:** R5000 per course

**CHEC certificate.** A CHEC certificate of successful completion will be issued upon completion of the CAPSTONE project.

Creating the Leading-Edge Middle Management programme <sup>1</sup>	Course dates All times 9:00 – 13:00	Facilitator
<b>CLE Orientation</b>	31 March 2025	All to attend
<b>CLE1. The HE strategic space</b> The HE ecosystem University financial planning & risk University Governance	7 April 2025 9 April 2025 11 April 2025	<ul style="list-style-type: none"> <li>The HE ecosystem (Prof Rene Pellissier)</li> <li>University Financial Planning &amp; Risk (Prof Stan du Plessis)</li> <li>University Governance (Nikile Ntsababa)</li> </ul>
<b>CLE2. Creating a thriving work environment</b> Performance engagement, succession planning & transformation) Leading in employee relations Effective Communication strategies for the HE manager	5 May 2025 7 May 2025 9 May 2025	<ul style="list-style-type: none"> <li>Performance engagement, succession planning &amp; transformation (Ms Amanda Glaeser)</li> <li>Leading in employee relations (Ms Vanessa Pather)</li> <li>Effective Communication strategies for the HE manager (Dr Phumzile Mmope)</li> </ul>
<b>CLE3. Technology and innovation perspectives</b> Design thinking in HE Digital transformation in HE Leading through creativity, problem-solving, entrepreneurship	2 June 2025 4 June 2025 6 June 2025	<ul style="list-style-type: none"> <li>Design thinking in HE (Prof Rene Pellissier)</li> <li>Digital transformation in HE (Prof Walter Claassen)</li> <li>Leading through creativity, problem-solving, entrepreneurship (Ms Henra Meyer)</li> </ul>
<b>CAPSTONE PROJECT</b>	3 December 2025	The capstone project will be presented at a CHEC HELA event

### The Capstone Project

**Rationale:** The capstone project is the culminating experience in CLE and leads to the CHEC Certificate of successful completion of a Programme.

**Purpose:** To allow participants to demonstrate the breadth and depth of their acquired knowledge and experiences through application to a real-life setting.

The capstone can be either research-based or applications-based:

- **A research paper.** A long-form paper that investigates a specific issue related to leadership in higher education, based on a comprehensive literature review and potentially original research. This may include interviews, surveys, or data analysis,
- **A case analysis.** Participants analyse a real-life case related to higher education leadership, outlining problems, and proposing solutions.
- **Development of a strategic or operations plan for an entity.** Participants create a comprehensive strategic plan for a real entity within the university, addressing key areas like budgeting, governance, staff development, operational excellence, etc.
- **A community project:** Participants engage with local communities to implement an initiative, for instance, a mentoring programme, improving access to resources, or initiating positive.

<sup>1</sup> Please note that a course will only be offered if there are sufficient registration numbers.