1. INTRODUCTION

Higher education in Africa experiences constant change in the environment for teaching, learning, and institutional management, largely owing to globalisation and its attendant technical and social transformation. New technologies for the delivery of teaching and learning materials, for gathering and managing information, for research and for the administration of institutions have created new categories of students, new teaching and learning modes, new knowledge demands as well as new management imperatives. Also significant are the often contradictory and contentious changing relationships within the university community - Vice-Chancellors, Deputy Vice-Chancellors, Registrars and Finance Officers; Faculty, Students and Workers - and between the university and its external publics - governments, civil society and its organisations and the donor community.

In response, higher education institutions (HEIs) have had to develop and implement a diversity of coping strategies and innovations, some of which generally have proven to be inadequate in resolving challenges. What is required are major policy and management adjustments that reposition the universities to perform their core functions effectively in the radically altered circumstances. In this connection, a key role devolves on senior university management, both academic and administrative, to provide leadership in the administration of the institutions, in the management of crisis and, particularly, in guiding the transformation and repositioning process.

In keeping with its mission to facilitate critical reflection on, and consensus building around issues affecting higher education and the development of Africa, the AAU introduced a Management Development (MADEV) Training Programme in 2003. The MADEV is based on the premise that effective leadership goes hand in hand with efficient and effective institutional management and aims at developing and enhancing the competence of senior middle level university managers (Provosts, Deans of Colleges, Schools and Faculties, their Deputies, as well as Heads of Academic Departments). Training is provided in a number of generic and job-specific institutional management subjects that emphasise development of managerial skills, improvement of systems, and the management of processes and procedures to enhance service delivery by this cadre of managers in African HEIs. Competent African management training institutions experienced in management training for public sector institutions, including higher education institutions are contracted to conduct the training workshops on behalf of the AAU.
Six of such workshops, each catering for over thirty (30) Anglophone and Francophone participants were held between March 2008 and August 2017 in Accra (Ghana); Morogoro (Tanzania); Gaborone (Botswana); Douala (Cameroon); Cape Coast (Ghana); and Kigali (Rwanda). The workshops (MADEV I, MADEV II, MADEV III, MADEV IV, MADEV V and MADEV VI) were mostly organized in collaboration with the business faculty of AAU member institutions including, the Ghana Institute of Management and Public Administration (GIMPA); the Management School of Mzumbe University, Morogoro, Tanzania and the Business School of the University of Botswana, the University of Douala and the Centre for Continuing Education at the University of Cape Coast.

2. THE AAU ADVANTAGE

The AAU Management Development Programme is unique in that it adopts an Africa-wide perspective and therefore is not narrow in outlook; uses case studies that are based on actual African scenarios and therefore are better assimilated by participants; engages resource persons from varied backgrounds and nationalities so there is balance in the teaching; considers the influence of cultural and gender on higher education management and treats them as cross-cutting issues; provides tailor-made training which emphasise participants’ interests and needs; and are demand based.

In addition, the AAU has over 40 years’ experience as the only continental body of higher education institutions in Africa; a membership of over 380 (and counting) public and private institutions from all five regions of the continent; support from its members as reflected in their willingness to participate in, organize and host AAU events; credibility with African governments, continental organizations including the African Union and NEPAD, as well as local and international partners; institutional capacity for developing and managing programs, providing membership services and, gathering and disseminating higher education information across geographic, political, linguistic and cultural divides; and the demand for and impact of its programmes and activities.

3. THE PROPOSAL

Following the success of the six preceding workshops and as part of activities approved under the AAU’s Strategic Plan for the period 2016 – 2020, a series of MADEV training workshops are planned for the four-year period. The most immediate event, MADEV VII, will cater solely for participants from francophone institutions and will focus mainly on the following subject areas:

- Entrepreneurship
- Resource Mobilization - Trends and Innovations in Funding Higher Education:
- New He Delivery Modes: Distance Education
- University-Community Engagement For Development

Specific issues to be addressed under these main areas will be determined through a survey of prospective participants. Training will be delivered through structured
lectures, experience sharing, role-play, case studies and practical exercises. Under the seventh edition of the MADEV, Africa specific case studies commissioned under the Leadership and Management Research component of the AAU-CADRE Project, will be used. Additionally, participants will be requested to bring along institutional case studies relevant to the focus of the workshop.

To facilitate experience sharing and exchange, the number of participants will be limited to fifty (50). Participants will include newly appointed Pro/Deputy Vice Chancellors, Vice Rectors, Deans, Deputy Deans, Directors/Coordinators of Institutes, Heads of Academic Departments, Registrars and Bursars. Francophone member institutions of the AAU will each be requested to nominate at least one female participant as a way of addressing the gender imbalance experienced in the earlier editions of the MADEV, and to help build a cadre of competent female university managers.

4. BENEFITS & OUTCOMES

Generally, the MADEV is expected to:
- Strengthen the general managerial and administrative competence of participants.
- Lead participants towards self-discovery and self-mastery
- Deepen participants’ understanding of changing environment and implications for managers of higher education
- Enhance the communication skills of participants
- Sharpen participants’ skills for managing students and staff within university context; and
- Sensitize participants on the health-related pandemics, the challenges they pose for Higher Educational Institutions in Africa and the appropriate response

5. REGISTRATION

Interested participants can register online at: https://www.research.net/r/17Workshop
Registration fee for the workshop is US$200 and is payable on registration. The fees will cover the cost of instruction, workshop facilities and material, tea/coffee and lunch on the workshop days. Registration fees will be waived for two female participants from each AAU member institution in la Cote d’Ivoire that is in good standing. Participants from outside Abidjan and la Cote d’Ivoire are responsible for their accommodation, travel and related costs.

6. VENUE & DATES

The workshop will be held at the Université Nangui Abrougoua in Abidjan on October 18 – 21, 2017.