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**Global Education Monitoring Report
Team, UNESCO**



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Reflections of South African University Leaders: 1981 to 2014 Council on Higher Education, 2016-03-17 Much has been written about the ever growing demands on university leadership worldwide in the face of increasingly complex changes and challenges from within the academy and beyond However as we are reminded by Johan Muller in the Introduction to this book there are particular features of time and place that also throw up unique problems It is precisely time and place that make this set of reflections by university leaders quite remarkable and distinguishes it from the many biographies to be found in the literature on higher education leadership In the main this collection spans two decades the 1990s and 2000s of unprecedented levels of change in South African higher education Leaders in universities as well as those responsible for higher education policy in the government and associated statutory bodies had no neat script to work off nor manuals or prescripts of good leadership or practice Instead there was palpable excitement about collectively imagining and nurturing a new post apartheid higher education system which would contribute to the social and economic development needs of the country the deepening of democracy and which would also be globally relevant Most reflections touch on the coalface of leadership which is the face to face interactional dimension dealing with staff with students with council chairs What comes through clearly is the importance of what are sometimes called people skills In these accounts this is not simply presented as a human relations aptitude for a number of reasons first of which is the special nature of universities and their occupants More than one points out the special challenge of managing the talented people that are academics and their inbuilt distaste for bureaucracy their reluctance to be managed or told what to do The message here is consistently one of needing to be completely open with academics the importance of maintaining the distinction between collegial and executive management avoiding managerialism and the critical importance of winning and holding their trust The inspiration for this collection arose in late 2013 in the Council on Higher Education's CHE Monitoring and Evaluation Directorate the directorate responsible for conducting research on the higher education landscape and monitoring the state of the sector They noted that conditions besetting universities had grown increasingly complex both globally but more especially locally and the question arose how had this altered the challenges to university leadership over the period between the new political dispensation and the second decade of the new millennium More particularly how had leaders with a proven track record of visionary and strong leadership during this period faced these challenges How did they see the main changes that needed dealing with What challenges did these changes pose and how were they successfully overcome What did they think looking back were the main constituents of successful leadership and management What wisdom could be distilled for posterity The Directorate decided to invite a range of vice chancellors and senior academic leaders who had completed their terms of office to contribute to a project that set out to gather such reflections and compile them into a publication Black Tax Niq Mhlongo, 2019-09-12 The real significance of this book lies in the fact that it tells us more about the everyday life of

black South Africans It delves into the essence of black family life and the secret anguish of family members who often battle to cope Niq Mhlongo A secret torment for some a proud responsibility for others black tax is a daily reality for thousands of black South Africans In this thought provoking and moving anthology a provocative range of voices share their deeply personal stories With the majority of black South Africans still living in poverty today many black middle class households are connected to working class or jobless homes Some believe supporting family members is an undeniable part of African culture and question whether it should even be labelled as a kind of tax Others point to the financial pressure it places on black students and professionals who as a consequence struggle to build their own wealth Many feel they are taking over what is essentially a government responsibility The contributions also investigate the historical roots of black tax the concept of the black family and the black middle class In giving voice to so many different perspectives Black Tax hopes to start a dialogue on this widespread social phenomenon

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