

CV

CURRICULUM VITAE

Full names: Mandlenkosi Stanley
Surname: Makhanya
Identity Number:



*I know the price of success: dedication, hard work,
and a devotion to the things you want to see happen.*

FRANK LLOYD WRIGHT

1 EDUCATIONAL QUALIFICATIONS

Completed the following:

- BA and BA (Hons in Sociology) at the University of Fort Hare
- MA in Industrial Sociology at the University of KwaZulu-Natal
- DPhil at the University of Pretoria
- DTE at Unisa
- PhD (HC): University of Athabasca (Canada)
- PhD (HC): Thomas Edison University College (United States of America)
- Advanced Management Program: Harvard University

2 LEADERSHIP ROLES

- March 2004–Dec 2007 Executive Dean of the College of Human Sciences (Unisa)
- 2000–February 2004 Dean of the Faculty of Humanities and Social Sciences (Unisa)
- 2000–2001 Deputy Chairperson of the Dean's Committee (Unisa)
- 2002–February 2004 Chairperson of the Dean's Committee (Unisa)
- August 2004–Dec 2007 Chairperson of the Executive Dean's Committee (Unisa)
- 2000–2010 Served in most key Committees of Unisa (Chairing the bulk of these Committees while being a member in others)
- 2000–2020 Chairperson, Culture Sector, SA Commission for Unesco
- 2000–2020 Deputy Chairperson, SA National Commission for Unesco
- 2006–2020 Serve as a member of the National Committee of the Memory of the World (MoW)
- 2007–2008 Served as a member of the Steering Committee tasked by the IAC (International advisory Committee) to establish a Regional Committee (Africa) of the Memory of the World (MoW)
- 2007–2008 Served as a member of the Executive of the National Association of Distance Education and Open Learning in Southern Africa (NADEOSA)
- 2008–2010 Pro Vice Chancellor (Unisa)
- 2008–2010 Chairperson of the Senate Higher Degrees Committee
- 2008–2010 Chairperson of the Senate Publication's Committee
- 2008–2010 Deputy Chairperson of Senate
- 2008–2009 Deputy Chairperson of the Senate Executive Committee
- 2008–2010 Chairperson of the Open Distance Learning (ODL) Management Committee
- 2008–2010 Chairperson of the Pro Vice Chancellor's (PVC) Accountability Committee
- 2011–2020 Principal and Vice Chancellor (Unisa)
- 2011–2020 Chairperson of Senate
- 2011–2020 Chairperson of the Senate Executive Committee
- 2011–2020 Chairperson of the Management Committee
- 2011–2020 Chairperson of the Unisa Strategy, Risk and Planning Committee
- 2011–2020 Chairperson of the Joint Council and Senate Higher Degrees Committee
- 2011–2020 Member of the Executive Committee of the International Council for Distance Education (ICDE) – Headquarters in Oslo, Norway
- 2011–2013 President of the International Council for Distance Education (ICDE)
- 2013–2017

2020–Present	Member of the Nominations Committee of the International Council for Distance Education
2017–Present	President of the Higher Education Teaching and Learning (HETL) – Headquarters in New York, United States of America
2018–2020	Chairperson of the Transformation Strategy Group of USAf
2013–2020	Treasurer of the African Council for Distance Education (ACDE)
1998–2000	Deputy President of the South African Sociological Association (SASA)
2021–2025	Goodwill Ambassador of the African Council for Distance Education (ACDE)
1993–2003	Convenor of Sociology of Education for South African Sociological Association (SASA)
1997	Treasurer of the ANC Mamelodi South-East Branch
1998–2001	Secretary of the ANC Ward 18 when the Demarcation Board changed Wards and Boundaries and then our Ward was renamed the Sam Masemola Branch

3 MEMBER/CHAIR OF COMMITTEES

2008–2020	Member of Unisa Council
2008–2020	Member of Unisa Executive Committee of Council
2008–2020	Member of Human Resources Committee of Council (HRCoC)
2008–2020	Member of Finance, Estates and Investment Committee of Council (FIECoC)
2000–2007	Member of the Dean's Committee
2008–2020	Member of the Audit and Enterprise Risk Management Committee of Council (AERMCoC)
2008–2020	Member of the Management Committee/Executive Management
2008–2020	Member of the Senate Tuition and Learner Support Committee (STLSC)
2008–2010	Chairperson of the Inter-College Board
2008–2010	Chair of the Academic Cluster
2008–2018	Member of the Board of Graduate School of Leadership (SBL)
2008–2020	Member of the Council and Senate Honorary Degrees Committee
2009–2020	Member of the ICT Committee of Council (ICTCoC)
2011–2020	Member of the Nominations and Governance Committee of Council (NGCoC)
2011–2020	Member of the Social and Ethics Committee of Council (SECoC)
2011–2020	Member of the Academic and Student Affairs Committee of Council (ASACoC)
2011–2020	Member of the Brand and Communication Committee of Council (BCCoC)
2011–2020	Advisor to the Remuneration Committee of Council (REMCoC)
2011–2020	Member of the Board of Universities South Africa (USAf)
2017–2020	Member of the Transformation Strategy Group (TSG) of USAf
2018–2020	Member of the Executive Committee of USAf
2011–2020	Member of the Executive of Convocation of Unisa
2004–Present	Member of the African Council for Distance Education (ACDE)
2011–2020	Member of the Executive Board of the African Council for Distance Education (ACDE)
2011–2020	Member of the American Council for Education (ACE)
2011–2020	Member of the International Association of Universities (IAU)
2011–2020	Member of the African Association of Universities (AAU)
2008–2020	Member of the Commonwealth of Universities (CoL)
2012–Present	Member of Higher Education Teaching and Learning (HETL)

- 1993–Present Member of the South African Sociological Association (SASA)
- 1998–Present Member of the International Sociological Association (ISA)
- 2011–2020 Member of the International Association of Universities (IAUP)

4 CONFERENCES

- The Schooling System in South Africa. Presented at the Baden-Wurtemberg Seminar in Blauberer, Germany. 24 March-02 April 2001.
- Internationalisation, Benchmarking for the Future: My view of Unisa's situation. Presented at the IEASA Conference, University of the Free State and Technikon Free State. 6 September 2001.
- South Africa' programme on World Heritage. Presented at the International Conference on World Heritage in Young Hands - A Dialogue amongst Civilizations - Egypt National Commission for Unesco (in the Ministry of Higher Education): Cairo and Aswan, Egypt. 6-12 February 2002.
- International Funding Formula and Budget. Presented at the 2nd Constitutive Meeting in view of the setting up of the International Institute for Inter-Cultural Dialogue and Peace: Mont Choisy, Mauritius. 17-19 July 2002.
- Unisa's work in CYP Diploma in Youth in Development and the CYP Youth Journal. Presented at the launch of the Journal at the Commonwealth Youth Ministers' Consultative Conference in Gaborone, Botswana, 28-30 May 2003.
- Training adult educators by distance in the context of Unisa's model. Presented at the Unesco/ABET Unisa International Conference on Adult and Lifelong Learning: Kiewietskroon, Pretoria. 7-9 January 2003, Kiewietskroon.
- The Challenges for Unisa as a tertiary education institution in Africa presented at the IEASA Conference, University of Potchefstroom, 3-6 September 2003.
- Position of SA on the Universal Declaration of Linguistic Rights, International Convention on Cultural Diversity, the 1970 UNESCO Convention on the means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property. Presented at the General Conference for UNESCO in Paris, France, 9-15 October 2003.
- A Sociological Analysis of HIV/AIDS in the informal sector in South Africa. Caesar's Gauteng, Johannesburg: 3-5 March 2004.
- A sociological analysis of cultural citizenship: Implications of culture for education. DAC/UNESCO/UNISA Cultural Diversity Conference, Pretoria, 9 November 2004.
- Cultural Diversity for Social Cohesion and sustainable development. Sun City. 11-15 September 2006.
- Participated in intergovernmental meeting on the 2005 UNESCO Convention for the promotion and protection of cultural expressions. Ottawa, Canada. 9-13 December 2007.
- Preferential Treatment for Developing Countries. Paris, 11-12 September 2008.
- Participated in the CHE Consultative Workshop, 15 October 2008.
- ACDE Stakeholders' Workshop, Pretoria, 22-23 February 2008.
- Interview: Unesco: Celebration of Arts Day, 28 March 2009.
- Participated in Colloquium on Racism, Muckleneuk campus. 18 June 2008.
- HEQC Audit (Tele-conference from Beijing), 11-15 August 2008.
- Visited the University of Lagos to strengthen the partnership between the Lagos University and UNISA, 15-18 April 2008
- Working session on experts' reports on Preferential Treatment (Art. 16) UNESCO Headquarters, Paris. 11-12 September 2008.
- Roundtable discussion on Postgraduate Admission Criteria and Capacity Problems for Supervision at UNISA (Burgers Park). 6 March 2009.

- Participated at the ADCE Board meeting on behalf of the Principal and Vice Chancellor in Livingstone. 22-25 April 2009.
- Participated at the HESA AGM on behalf of the Principal and Vice Chancellor in Cape Town. 9-10 June 2009.
- Presented a paper at a conference on comprehensive universities at UNISA. 1 June 2009.
- Participated in the seminar for university principals for African countries in China. 01-21 June 2009. Changchun (2 weeks), Shanghai (4 days) and Beijing (5 days).
- Programme on Conflict, Peace and Conflict Resolution hosted jointly by the University of Bayreuth, Germany and the University of Stellenbosch on 19-26 November 2000 in Robben Island and the University of Stellenbosch. Core of the workshop: To workshop conflict, peace and conflict resolution and to assist the African students who were doing their doctoral studies in these subject areas in Germany.
- CYP Diploma in Youth in Development Work Partners Institution Meeting with Regional Moderators on 15-16 August 2000 in Lusaka, Zambia. Objectives of the meeting were:
 - Provide an interface between the institutions and their Regional Moderators.
 - Discuss and agree on roles, responsibilities, and working relationships in the diploma delivery process.
 - Discuss and agree on diploma delivery professional issues covering orientation of partner institutions, tutors and students to the programme and its modular contents.
 - Work through the Pan Commonwealth Quality Assurance Mechanisms covering assignments, distance method of teaching, learning contracts, journals, and parity of moderation.

This work resulted in the Diploma in Youth Development that we are offering in partnership with a few SADC Universities.

- COLISA. Scenario Building Exercise on 18-19 June 2001 at Roode Vallei Country Lodge and Conference Centre. Core of the workshop: Discussion of what was envisaged in the NCHC report, the White Paper on Higher Education, the Council for Higher Education Report and the National Plan.
- Recognition of Prior Learning on 28-30 January 2002 at Stellenbosch Lodge.
- Deans of Arts, Humanities and Social Sciences on 21-23 February 2002 at Potchefstroom University. Core of the workshop: New research challenges and opportunities for the Arts, Humanities and Social Sciences in the NRF focus areas. Analyses of the SGB recommendations for the generic BA resulting in a preliminary standards document. Other matters that were handled at the workshop are: the rating system for humanities and social sciences proposed by the NRF, training in management for academic managers, the higher education landscape (especially in Limpopo and Northern Cape, but also other provincial dispensations), the training of teachers now that colleges have been incorporated in the universities).
- NETTEL Africa Working Group on 8-12 April 2002 in Gaborone, Botswana (under the auspices of the Telecommunications Regulators Association of Southern Africa [TRASA]). Core of the workshop was two-fold: To develop and strengthen capability to generate policy, regulatory, managerial and technical expertise to address the needs of the telecommunication sector in the SADC region and member countries; and, to enhance the capacity of key decision-makers and human resources engaged in the implementation of telecommunications policy to keep abreast of new developments in technology and global and regional standards and procedures and to maintain similar and adequate standards of performance in the telecommunications sector. This workshop resulted in a new MA (Telecommunications) that was developed in partnership with various SADC universities and we enrolled the first intake of students in 2004.
- Injury and Violence Prevention Curricula Development meeting on 25-26 April 2002 in Geneva, Switzerland. This workshop was convened by the WHO/HQ Department of Injuries and Violence

- Prevention. Core of the workshop: To define a strategy for creating and implementing curricula for injury prevention and control in schools of public health around the world. This implies defining key injury prevention and control terms, identifying barriers to the implementation of curricula in schools of public health in different regions of the world, determining key public health educational objectives on injury prevention and control and identifying compulsory and elective topics on injury prevention and control.
- Employment Equity Act and Conflict Resolution and Management Processes on 4-6 July 2002 at Muldersdrift.
 - Regional Consultative Meetings of SADC Vice Chancellors hosted by the University of Namibia on 11-12 November 2002 in Windhoek, Namibia. I served in the Consultative meeting as a nominee of our former Vice Chancellor, Prof NB Pityana, who was unable to attend as a result of prior commitments. Core of the Consultative Meeting: Operationalising the SADC protocol on Education and Training. This was preceded by an overview of the scope and scale of the key issues raised in the SADC Protocol as currently experienced by the Universities that were represented at the meeting.
 - Presented a keynote address: "BRICS II-2015: *Institutionalization and Macau*" ("BRICS II-2015) The Social and Cultural Research Institute of Macau University of Science and Technology (MUST) with MAPEAL. 06-07 May 2015.
 - Presented a keynote address on 'the Policy framework for ODL in South Africa' at the ICDE International Conference on 10 March 2017.
 - Presented an address on "Learning Analytics in Conjunction with the ICDE" at the ICDE Leadership Summit in France, Nancy on 22-23 May 2017.
 - Presented a paper on "Creating Inclusion and Diversity in Higher Education" at the International Higher Education Teaching and Learning Association, Scotland on 28-30 June 2017.
 - Participated at the Vice Chancellor's World's Open Universities – Toronto Canada on 16-20 October 2017.
 - Participated at the Middle East and North African Conference on Higher Education Leadership in Dubai on 12-16 November 2017.
 - Presented an address titled "Recognising and acknowledging educational excellence in a developmental context: an exploration" at the QS MAPLE 2018 in Bahrain on 04-07 March 2018.
 - Presented an address at the 19th Annual International Academy of African Business and Development Conference on 15 May 2018.
 - Presented an address at the Sustainable African Development and Self Reliance: Building Economic Brigen in Multi Polar World SBL Conference on 16 May 2018.
 - Presented a paper on "The 'Right to Health Care' in Africa: Reflections on Biobetters and their Regulatory Frameworks in Canada" on 25-29 June 2018.
 - Presented an address at the 39th Annual Conference of the Southern African Association for Counselling and Development in Higher Education on 17 September 2018.
 - Presented an address at the 6th International Conference on Ethics in Higher Education, Stellenbosch Spier Wine Estate on 3 October 2018.
 - Presented an address on "Higher Education Partnerships for Societal Impact Plenary Session II: Adapting to or Shaping a Transforming World?" at the IAU conference in Kuala Lumpur, Malaysia on 13-15 November 2018.
 - Presented closing keynote address on "*Education in the Net: an ecology of the digital society*" at the ESUD 2018 Lecture in Brazil on 23 November 2018.
 - Participated in the International Congress Pedagogy in Cuba on 04-08 February 2019.
 - Presented an address on "Reflections on Opportunities Cascading from Artificial Intelligence for Higher Education" UNESCO Mobile Learning Week, Puebla, Mexico on 04-08 March 2019.
 - Participated at the ACDE Executive Board meeting – Tanzania on 14-15 March 2019.

- Presented an address at the MoA signing ceremony – between Unisa and Georgia Institute of Technology in Atlanta on 26 April 2019.
- Presented an address at the Ray Nkonyeni Municipality Sod Turning, Ray Nkonyeni Municipality, Uvongo in Port Shepstone on 02 May 2019.
- Part of team of Higher Education and Training delegation in the Ministry of Higher Education, Science and Innovation that visited the State of Qatar to strengthen cooperation in the field of higher education and training and specifically to build relations between them and Unisa on 20 June 2019.
- Visited the Open University of China 02-05 July 2019 to strengthen relations between our two universities.
- Presented a paper on “What about Indigenous African Medicines in the Age of Biobetters” at the 17th Annual Congress of International Drug Discovery Science in Japan on 25 – 27 July 2019.
- Visited eSwatini to meet with HE Minister Lady Howard-Mabuza, Minister of Education and Training in the Kingdom of eSwatini on 30 September 2019 and discussed about our students.
- Presented a keynote address on “The Impact of Unisa with Respect to the Social And Economic Development of South Africa, Women’s Role in Society and the Recognition of the Importance of Learning for Development: *The Success of Open Access, the Importance of Scale and the Regionalisation of Support for Students in South Africa (Unisa)*” at the Online Learning 2019: Global Summit and EDTech Expo, Toronto on 08-10 October 2019.
- Presented an address on “Adapting to or Shaping a Transforming World? The Case of the University of South Africa’s Initiative in Ethiopia and Other African Countries” at the IAU International Conference in Mexico on 13-15 November 2019.
- Presented a paper on the Complexities of Leading Universities as they are shaped by the 4th Industrial Revolution. 4th MENA Higher Education Leadership Forum (Dubai) on 25-27 February 2020.
- Presented an address on “Let’s Talk About Liberalism: A critique” at the ANC’s Tshwane Umrabulo programme. 04 October 2020.
- Presented a keynote address at the ICDE President’s Forum 2020: “Recalibrating Educational Leadership for Resilient Education” on 25 November 2020.
- Presented an address on “The University of the Future: Dealing with the disruption and responding to the future. The Strategic Dimension.” The Unesco Chair on ODL and Academic Conferences International on 4 February 2021.

5 ORGANISATIONAL AFFILIATIONS

- Council Member of the South African Sociological Association.
- Deputy President (1998-2000) of the South African Sociological Association.
- Editorial Committee Member (1998-2000) for the Sociology Journal Society in Transition.
- Member of the Editorial Board of the Journal of Applied Research in Higher Education.
- Member of the International Association of Sociology.
- Member of the African Council for Distance Education (ACDE).
- Member of the International Council for Education (ICDE).
- Member of Higher Education Teaching and Learning (HETL).

6 ADDITIONAL PROFESSIONAL RESPONSIBILITIES

Referee

- Referee for the National Research Foundation (NRF): applications for funding, grants and post-graduate scholarships (Sociology, Development Studies, Business Administration and Social Work).
- Referee for the Centre for Development and Enterprise.

External Examiner

- Sociology: University of Fort Hare (since 1998)
- Sociology: University of Pretoria (1999–2004)
- Sociology: University of North-West (since 1998)
- Sociology: University of KwaZulu-Natal (2000–2002)
- Sociology: University of Johannesburg (1998–2007)

Trainer (until 2007)

- For trainers of adult basic education.
- For local government councillors.

Political and socio-cultural analyst

Consulted by the media to provide an analysis of various political and socio-cultural issues:

- Radio 702
- Kaya Radio
- Radio Ukhozi
- Radio Inkwenkwezi
- Radio Ligwalagwala
- Umhlobo Wenene

7 COMMUNITY SERVICE

- Chairperson of Khutsong Social Club (1994–2004) [and I have continued to serve as a member of this Social Club] which convenes seminars that deal with community issues such as family violence, security measures in the township, career guidance for the youth, sourcing funds for community development etc.
- Chairing some selection committees for the appointment of principals of schools in Mamelodi (1991–2002).
- Assisting Unisa students (doing Sociology) at Mamelodi Clinic (1989–2004).
- Leading a Literacy programme in Mamelodi (1995–2007).

8 OTHER IMPORTANT ACTIVITIES

- Represented Unisa at our Africa Outreach Programme in Harare, Zimbabwe. September 2000.
- Represented Unisa at our Africa Outreach Programme in Accra, Ghana. 17-19 October 2001.
- Represented Unisa at our Africa Outreach Programme in Nairobi, Kenya. 20-21 October 2001.
- Participated at the 10th CODESRIA General Assembly in Kampala, Uganda. 8-13 December 2002.
- Part of the delegation led by our Vice Chancellor to Mauritius. 17-19 July 2002.
- Part of the Vice Chancellor's delegation to numerous tertiary institutions in Kigali, Rwanda and Nairobi, Kenya. 19-29 January 2003.

- Participated at the 30th Anniversary of CODESRIA in Dakar, Senegal, 10-12 December 2003 and addressed the delegates.

9 TRAINING UNDERTAKEN

- CTP/SAUVCA Management Capacity Development Programme for Executive Deans in Cape Town, July 2000.
- CTP/SAUVCA Management Capacity Development Programme for Executive Deans in Magaliesburg. 13-16 April 2003. Themes covered at the workshop:
 - Globalisation, Knowledge Economy, Internationalisation (implications for HE institutions)
 - HE Legal and policy Issues
 - Strategic and Institutional Planning
 - Faculty Leadership and Management (role, organizational culture, change, time, diversity and conflict)
 - Financial and Resource Management.
- CTP/SAUVCA Management Development Programme for Executive Deans in Stellenbosch, 14-16 September 2003. Themes covered at the workshop:
 - To develop an informed perspective of the challenges facing Faculty leadership in a changing HE environment
 - To complement and enhance current skills and abilities towards effective, proactive Faculty leadership and management
 - To integrate the theoretical and practical learning experiences in to personal plans for action
 - To interact with peers and establish communication and support networks
 - Strategic Planning and Implementation Workshop for Extended Management, August 2007.
- ODL Workshop: Kievietskroon, 01-02 March 2009.
- Address: ODL Occasional lecture Series. 23 February 2009.
- Participated in the Advanced Business Management Programme at Harvard Business School. 07 September-30 October 2009.
- Participated in Kloofzicht Senior Management Training. 26 November 2009.

10 ADDITIONAL IMPORTANT ACTIVITIES

Presented addresses at the following:

- | | |
|------------------------|--|
| • 21 February 2008 | ACDE: Sunnyside Campus |
| • 30 April 2008 | Ethics in the Public and Private Sector |
| • 30 May 2008 | The 10th Annual Africa Day |
| • 06 May 2009 | HIV/AIDS Seminar |
| • 11 May 2009 | International year of Astronomy |
| • 11 May 2009 | ODL and regional integration |
| • 15 July 2009 | The launch of the 2009 World Report on Drugs held at Unisa |
| • 23 July 2008 | The launch of the World Drug Report: Perspective and Trends in Southern Africa |
| • 16 September 2008 | Second African Conference on Curriculum Development, Johannesburg |
| • 28-29 September 2008 | Assessment Colloquium |

- 17 October 2008
- 28 October 2008
- 31 October 2008
- 22 February 2017
- 27 February 2017
- 3 March 2017
- 7–12 March 2017
- 24 March 2017
- 30 March 2017
- 20–25 May 2017
- 26 May 2017
- 12 June 2017
- 21 June 2017
- 27 June 2017
- 28–30 June 2017
- 30 June 2017
- 18 July 2017
- 11 August 2017
- 15 August 2017
- 15 August 2017
- 16–17 August 2017
- 18 August 2017
- 7 September 2017
- 15 September 2017
- 26 September 2017
- 29 September 2017
- 3 October 2017
- 6 October 2017
- 11 October 2017
- 15–21 October 2017
- 31 October 2017
- 1 November 2017
- 2 November 2017
- 8 November 2017
- 12–16 November 2017
- 20 November 2017
- 27 November 2017
- 8 December 2017
- 23 January 2018
- 26 February 2018
- 02 March 2018
- 03–07 March 2018
- 08–14 March 2018
- 15 May 2018
- 16 May 2018
- Bureau of Market Research 48th Annual Research Review
- The Changing Political Landscape - Implications for Democracy
- Keynote address: Mainstreaming HIV/AIDS: Teaching, Research and Community Engagement
- Transformation Seminar Change Management Unit
- Investiture of the Chancellor of Unisa, Dr Thabo Mbeki
- Research Awards Ceremony
- Keynote address at the ICDE International Conference in Pune, India
- Earth hour music concert
- The launch of the Matthew Goniwe Project
- ICDE Leadership Summit in France, Nancy
- Thabo Mbeki African Leadership Institute Africa Day 8th Celebration
- Young African Leadership Initiative (YALI) RLC Space
- Transformation Seminar: Change Management Unit
- Auditor General Public Lecture
- International Higher Education Teaching and Learning Association (HETL)
- Chief Financial Officers' 2017 Audit Celebration and Planning Session
- Nelson Mandela Day
- Feroza Adam Memorial Lecture and Unisa Woman of the Year Award Ceremony
- Unisa/National Department of Human Settlements Seminar
- Founders Lecture
- Transformation Seminar: Change Management Unit
- Research and Innovation Student's Showcase Awards Ceremony
- Local Ombudspersons meeting
- 3rd National Development Plan Lecture
- 5th Annual Spring Law Conference
- 8th Es'kia Mphahlele Annual Memorial Lecture
- African Operations Management Conference
- 4th Neville Alexander Annual Memorial Lecture
- CEMS International Conference on Financial Services
- Vice Chancellor's World's Open Universities in Toronto, Canada
- Reformation Celebration
- Transformation Seminar: Change Management Unit
- Chancellor's Calabash Awards Gala Dinner
- Mail and Guardian Critical Thinking Forum
- Middle East and North African (MENA) Conference on Higher Education
- Leadership in Dubai
- Social Policy in Africa International Conference
- Launch of the Unisa Ethics Ambassadors Forum
- United Nations Office on Drugs and Crime (UNODC) Launch of the Anti-Corruption Day
- Opening Ceremony – 6th Unisa International Voice Competition
- Research and Innovation Week
- Research and Innovation Awards Ceremony
- QS MAPLE 2018 in Manama, Bahrain
- ACE 100th Annual Meeting in Washington, Marriott Marquis, DC
- 19th Annual International Academy of African Business and Development Conference
- Sustainable African Development and Self Reliance: Building Economic Brigen in Multi Polar World SBL Conference

- 25 May 2018
 - 25–29 June 2018
 - 01 August 2018
 - 06 August 2018
 - 23 August 2018
 - 5 September 2018:
 - 19 September 2018:
 - 20 September 2018
 - 28 September 2018
 - 05 October 2018
 - 01 November 2018
 - 07 December 2018
 - 30 January 2019
 - 4–8 February 2019
 - 12 February 2019
 - 18 February 2019
 - 19 February 2019
 - 04 March 2019
 - 04–08 March 2019
 - 12 March 2019
 - 19 March 2019
 - 26 March 2019
 - 07 April 2019
 - 10 April 2019
 - 11 April 2019
 - 17 April 2019
 - 26 April 2019
 - 26 April 2019
 - 02 May 2019
 - 10 May 2019
 - 24 May 2019
 - 28 May 2019
 - 04 June 2019
 - 10 June 2019
 - 17 July 2019
 - 18 July 2019
 - 25–27 July 2019
 - 31 July 2019
 - 02 August 2019
 - 07 August 2019
 - 16 August 2019
 - 26 August 2019
 - 29 August 2019
 - 2 September 2019
 - 17 September 2019
- Thabo Mbeki African Leadership Institute Africa Day 9th Celebration
- International Conference on Biobetters and Regulatory Implications in Canada
- Feroza Adam Memorial Lecture and Unisa Woman of the Year Awards
- 2nd Tourism Educators South Africa International Conference
- Founders Lecture
- Open Learning Conference
- National Development Planning Lecture
- Chief Executive Officers' Roundtable
- 9th Es'kia Mphahlele Annual Memorial Lecture
- 5th Neville Alexander Annual Memorial Lecture
- Chancellor's Calabash Awards Gala Dinner
- Welcome address: UNODC Anti-Corruption Day
- Unisa and Mozambique Institution MoU signing ceremony
- International Congress on Pedagogy in Havana, Cuba
- College of Economic and Management Sciences Public Lecture: Deutsche Bundesbank President
- Military Veterans Education Ceremony
- Gauteng Legislature Collaboration in Voter Education Programme – Critical Thinking Seminar
- Research and Innovation Week
- International Association of Universities (IAU) UNESCO Mobile Learning Week in Mexico
- Quality Assurance Indaba
- OK Matsepe Public Lecture
- Gauteng Government Sod Turning, land allocation to Unisa
- Makgomo Charlotte Mannya-Maxeke Memorial Lecture
- African Intellectuals Lecture
- Chief Albert Luthuli Museum Lecture
- The Power Africa Launch and Young Women in Power Graduation
- National Department of Tourism: Certificate Ceremony
- MoA Signing Ceremony – Unisa and Georgia Institute of Technology in Atlanta
- Ray Nkonyeni Municipality Sod Turning, land allocation to Unisa
- Chancellor's Club engagement
- Thabo Mbeki African Leadership Institute Africa Day 10th Celebration
- African Intellectuals Lecture
- 2nd African Operations Management Conference
- African Intellectuals Lecture
- African Intellectuals Lecture
- Unisa College of Law Seminar – partnership between Judges and the College of Law
- The 17th Annual Congress of International Drug Discovery Science in Japan
- Nelson Mandela Day: Focus on Higher Education, Community Engagement, Sustainable Development and Social Justice
- Feroza Adam Memorial Lecture
- SAWID UN Women Dialogue
- Diplomatic Breakfast
- African Intellectuals Lecture
- Founders Lecture
- African Intellectuals Lecture
- Annual Postgraduate Research Indaba

- 25 September 2019
 - 27 September 2019
 - 04 October 2019
 - 08–10 October 2019
 - 16 October 2019
 - 23 October 2019
 - 01 November 2019
 - 07 November 2019
 - 08 November 2019
 - 13–15 November 2019
 - 15–17 November 2019
 - 05 December 2019
 - 20 January 2020
 - 4 February 2020
 - 9 February 2020
 - 25–27 February 2020
 - 04 September 2020
 - 12 September 2020
 - 19 September 2020
 - 23 September 2020
 - 7 October 2020
 - 13 October 2020
 - 16 October 2020
 - 21 October 2020
 - 23 October 2020
 - 27 October 2020
 - 5 November 2020
 - 13 November 2020
 - 20 November 2020
 - 04 February 2021
- The International Conference on Mathematical Sciences and Applications
 10th E'skia Mphahlele Lecture
 Business Roundtable Engagement with University of South Africa
 Keynote Address: Online Learning 2019: Global Summit and EdTech Expo, Toronto
- African Intellectuals Lecture
 6th Neville Alexander Annual Memorial Lecture
 Chancellor's Calabash Gala Dinner
 Keynote address: The 8th International African Writers Day Lecture
 African Intellectual Lecture
 IAU 2019 International Conference in Mexico
 IDDST-China 2019 – virtual conference
 Nelson Mandela Tribute
 Opening Ceremony Concert - 14th University of South Africa International Piano Competition
- The UNESCO Chair on ODL and Academic Conferences International
 The launch – Trevor Noah Foundation and YALI RLC Partnership (YALI)
 4th MENA Higher Education Leadership Forum in Dubai
 11th Es'kia Mphahlele Annual Memorial Lecture
 20th Annual Steve Biko Memorial Lecture
 2nd Annual Postgraduate Research Indaba Founders Lecture
 Teaching and Learning Festival
 Supply Chain Management Virtual Summit 2020
 College of Economics and Management Sciences public lecture; the Korean case
- International Community Engagement with University of South Africa
 The 8th Annual Neville Alexander Memorial Lecture
 The 1st Annual African Languages and Indigenous Knowledge Systems (IKS) Seminar
 College of Education Community Engagement Show- Casing Event
 Business Roundtable Engagement with the University of South Africa
 Keynote address: Effective Fathering in the 4 IR
 The Unesco Chair on ODL and Academic Conferences International

11 MY ROLE IN PROVIDING STRATEGIC DIRECTION TO UNISA WITH REGARD TO ITS ACADEMIC IDENTITY AND FOCUS

- I oversaw the academic cluster's input into the review of Unisa's 2015 Strategic Plan prior to 2010.
- Played a critical role in driving the development of our new Strategy 2016–2030.
- Oversaw the creation of shared understanding of the components of academic identity.
- Institutionalized ODL at Unisa – following the work that was done by Prof Alwyn Louw (who served as ODL Advisor to the Principal and Vice Chancellor), I drove the process of the development of the ODL Policy which was approved by Senate and Council in 2008 and laid the foundation for the ODL implementation in 2009 – conscientised all the members of staff about our being an ODL institution and thus our ODL identity – resolved what seemed to be intractable problem as a result of the conflict of roles between the Directorate for Curriculum and Learning Development (DCLD) (then known as the Institute for Curriculum and Learning Development {ICLD}) and the Institute for Open and Distance Learning (IODL).
- Not only drove the development of the new Strategy 2016–2030, but also took the responsibility of bedding down the transition of the university from ODL to ODeL.

- Ensured the leadership necessary to drive the strategy – I owe my success at doing this work to my participation in Advanced Leadership Program of the Harvard Business School as it buttressed my executive leadership prowess and finesse.
- As a Deputy Chairperson of Senate and Senex prior to 2010, I assisted the Principal and Vice Chancellor in providing strategic leadership to Senate – I was always there to provide the necessary advice to the Principal and Vice Chancellor on Senate matters – I chaired the Senate Publications Committee as well as the Senate Higher Degrees Committee – produced a Higher Degrees Policy which is a fundamental tool of transforming our postgraduate studies.
- I was then appointed as a Principal and Vice Chancellor and took over as a Chairperson of Senate and all committees of Senate. Work of producing a book that attests to the strategic thrust profiling the academic identity of the university is currently at an advanced stage. It is envisaged to be published before the end of March 2021.

12 MY ROLE IN FACILITATING CHANGE AND TRANSFORMATION IN THE ACADEMIC CLUSTER AND THE UNIVERSITY

- The project of facilitating change and transformation in the Academic Cluster can be attested to by the work that ensured the Academic Cluster's readiness for the Higher Education Quality Committee (HEQC) audit.
- Established a culture of performance, accountability and stewardship through the Integrated Performance Management System (IPMS) aligned with corporate performance management.
- Culture and practice of service excellence – consistently championed service excellence and customer care in the Academic Cluster and the University as a whole.
- Employment equity – advanced employment equity in the institution.
- Successfully drove the Unisa/Mississippi project.
- Successfully drove the Africa Intellectuals Project – the funder, Mott Foundation, expressed satisfaction with the work that was done and made further funding available for this purpose.
- I served in the activities of the African Council for Distance Education (ACDE) prior to serving as an Executive Member of the Board of the ACDE and also its Treasurer.
- Created an organizational culture and climate that are conducive to achieving our institutional vision and mission.
- Fostered critical debates on strategic matters.

13 MY ROLE IN ENSURING QUALITY GOVERNANCE

- Chairing the University Management Committee (Executive).
- Chairing Extended Management Committee (committee includes members of my Executive team as well as Executive Deans and Executive Directors).
- Chairing the University Strategy, Risk and Planning Committee.
- Chairing the Senate.
- Chairing the Senate Executive Committee.
- Chairing the University Results Committee.
- Chairing the Joint Council and Senate Honorary Degrees Committee.
- Playing an effective role as a Principal and Vice Chancellor in all the Council Committees such as the Executive Committee of Council, the Nominations and Governance Committee of Council, the Audit and Enterprise Risk Management Committee of Council, the Finance and Investment Committee of Council, the Human Resources Committee of Council, the ICT Governance Committee of Council, the Academic and Student Affairs Committee of Council, the Brand and Communication Committee of Council, and the Social and Ethics Committee of Council.

14 MY ROLE IN ENHANCING UNISA'S ACKNOWLEDGED ACADEMIC STATURE, REPUTATION AND REACH AS A MEGA UNIVERSITY

- Provided leadership to ensure that Unisa is acknowledged as an internationally reputable African ODeL institution.
- Provided leadership in enhancing the quality of the work of our scholars by direct participation in the supervision of doctoral students, publications (both of book chapters and articles in accredited journals).
- Delivered academic papers nationally, in our continent and at a global level.
- Invited to deliver keynote addresses at academic conferences in our country, continent and at a global level.
- Invited to participate in academic debates and symposia in our country, continent and at a global level.
- Maintained effective relations with all external stakeholders, and I want to mention my special relations with government – which has consistently supported my UNESCO activities.
- Maintained and fostered sound employee and labour relations – for example brokered a peaceful deal with the Union in 2009 and since then we have built a relationship that is based on trust.
- Maintained and fostered sound relations with students and alumni.
- Maintained and grown the Thabo Mbeki Africa Day Lecture where we celebrate Africa Day on annual basis.
- Maintained and grown the stature of the annual E'skia Mphahlele Memorial Lecture.
- Maintained and grown the stature of the Founders Lecture.
- Introduced the annual Steve Biko Memorial Lecture in partnership with the Steve Biko Foundation.
- Hosted a successful Nelson Mandela Memorial Lecture in partnership with the Nelson Mandela Foundation.
- Introduced the annual Neville Alexander Memorial Lecture.
- Introduced the annual AK Motsepe Memorial Lecture.
- Recently introduced the annual Inkosi Albert Luthuli Research Chair Lecture in partnership with the Inkosi Albert Luthuli Museum Board.
- Recently introduced the OR Tambo Memorial Lecture in partnership with the OR Tambo Foundation and Unisa will host the first lecture in 2021.
- Enhanced Unisa's contribution to national development – for example my initiatives to introduce and establish a Centre for the In-service Training of Teachers (INSET), and an Academy for African Languages and Science etc.
- Established a Thabo Mbeki African School on Public and International Affairs.

15 BRIEF REPORT ON THE SIGNIFICANCE OF MY WORK PRIOR TO JOINING THE EXECUTIVE TEAM

I was appointed as a first "black" Dean at our university when we began our transformation journey. Soon thereafter, I was elected by the Deans to serve for the first two years as a Deputy Chairperson of the Deans Committee and thereafter as a Chairperson of this Committee. In this capacity, I had an opportunity of playing an influential role in broader changes that begun to take place at the university.

I also made strides in driving transformation of faculties into colleges. I remember that what I introduced then has shaped our institution. For example, let me make reference to various committees that I introduced with the intention of expediting the proper establishment of a viable enterprise that accommodates the interests of everyone in the newly formed Colleges. This provides a glimpse of what this work entailed. These committees are:

- College Board (reports to Senate via Executive Deans) – College Boards are representative of all staff members of colleges in addition to Executive Deans, Directors of Schools and Chairs of Academic Departments. All the other members are elected by staff members of colleges where race and gender are considered when electing representatives to serve in various committees.

- College Management Committee (Chaired by Executive Deans – Only Executive Deans and Directors of Schools serve in this committee).
- College Executive Committee (Chaired by Executive Deans – This is a broad-based committee that includes Executive Deans, Directors of Schools, Chairs of Academic Departments as well as Heads of Centres and Institutes).
- School Executive Committees (Chaired by School Directors – Only Directors of Schools and Chairs of Academic Departments serve in this committee).

Then I established the following committees that do the spade work and feed their work to College Executive Committees, College Management Committees and College Boards, namely:

- College Academic and Research Planning Committee
- College Tuition, Curriculum Development and Assessment Committee
- College Research Committee
- College Learner Support and Academic Development Committee
- College Quality Assurance and the Advancement of Technology Committee
- College Marketing Committee
- College Community Education Committee
- School Tuition, Curriculum Development and Assessment Committee
- School Research Committee
- School Learner Support and Academic Development Committee
- School Quality Assurance and the Advancement of Technology Committee
- School Marketing Committee
- School Community Education Committee

I have been an academic for more than three decades. My Experience was of great assistance when I delved into the details of work that had to drive the restructuring of academic departments in order to avoid engaging in this intricate process in a subjective manner among our staff members and their managers.

The logic of establishing academic departments that I committed myself to, included the following components:

Measurement

Each Department had to be measured against the criteria, between 0-5.

Flexible remuneration

Every department had to earn points to pay for its academic leadership according to a formula such that the cost units earned plus the complexity factor result in academic leadership points. The sum of academic leadership points of all departments could not exceed the flexible remuneration pool for the college. Therefore, the academic leadership points of every department had to be adjusted with an "evening out" factor ("a") to ensure that:

- the College as a whole stay within the financial limit
- departments are treated equitably while allowing for a degree of cross-subsidisation

Calculations for the remuneration of academic leaders

The following formulae are used:

- For every department: $CU + CF = ALP$ where CU means Cost Units
 - CF means Complexity Factor (it ranges between 0 and 5)
 - ALP means Academic Leadership Points.
 - (U) For every department: $ALP \times 8 \times KI = ALA$
 - where there is an individual adjustment factor to promote equitability and evenness, KI being the money value of 1 ALP
 - ALA means Academic Leadership Allocation.
- For the College: $EALA LRP$ where LRP means Leadership Remuneration Pool
- For the College: $LRP = ECU \div B \times K2$ where B means Benchmark
 - K2 is the money value of having a department

This arrangement has worked very well and brought about stability in departments and colleges.

16 SOME EXAMPLES OF THE WORK THAT DEMONSTRATES MY ACADEMIC CITIZENSHIP

A MY ROLE IN THE SOUTH AFRICAN NATIONAL COMMISSION FOR UNESCO

I have been serving as a Chairperson of the Culture Sector of the South African National Commission for UNESCO since the late 1990s. It has been an exciting journey for me as I have not only made a contribution in our sector, but I have primarily learnt far more than what I could have bargained for had it not been for this opportunity that was granted to me. I am therefore grateful to our government and all South Africans for entrusting me with this noble work.

From 2003 onwards, I was part of the South African delegation to UNESCO in Paris led by the then Department of Arts and Culture in negotiating for the new Convention on Cultural Diversity and Artistic Expressions. In my role as a Chairperson of the Culture Sector, I was provided with an opportunity by the South African National Commission for UNESCO to report back to the members of the Culture Sector of our National Commission. In preparation for the penultimate session in Paris, it became necessary for us to canvass further input from our country and I convened a conference in Tshwane in order to galvanise the South African position on this important work.

CONFERENCE RECOMMENDED

- That research directed at specific spheres of cultural diversity should be undertaken and funded.
- That audits and inventories must be completed in the heritage and cultural industries and related sectors to facilitate efficient policy making.
- That DAC must engage with the public broadcaster about how the diversity of cultural contents and artistic expressions are protected.
- That there should be a forum in the form of a National Coalition for Cultural Diversity for the debate and discourse on the development and integration of culture in public life.
- That a national monitoring mechanism for cultural diversity should be established.
- That DAC should engage with other relevant government departments to ensure harmonisation of policies and programmes relating to cultural diversity.
- That funding bodies should be engaged to support and strengthen societal organisations working in the area of cultural diversity.
- That a conference specifically focusing on the role of culture in NEPAD should be convened to further discuss culture's contribution to the continent's development.

- That documents emanating from this Conference be published to provide a foundation for further discussion by civil society and government.
- The distribution of the Tshwane Statement should be used as a strategic opportunity to profile the role of cultural diversity in South Africa's economic and social development. There must be wide dissemination of the document through civil society, government and international cultural policy networks. This Statement should be made available in all official languages.

This had a profound effect on one approach in the negotiations in Paris resulting in a situation where I was mandated by all African Ambassadors to UNESCO in Paris to be a leader of negotiations on this convention on behalf of Africa. Our government was pleased at this new development and we received adequate resources to cover the rest of the bilateral meetings with various countries and groups that we identified as being important in becoming our allies in the negotiation process. I will simply refer to one of those meetings on 23-24 May 2005 in Paris:

BILATERAL MEETINGS

BRIEFING NOTES [NB: I keep the notes in the present tense deliberately in order to provide a picture of our work as it was unfolding].

BILATERAL MEETINGS

23-24 MAY 2005, PARIS

INTRODUCTION

Bilateral meetings were set up with the permanent delegations to UNESCO representing the following countries:

- Japan
- The European Union
- France
- India
- Brazil
- China
- Canada
- Caribbean Group

The purpose of the bilateral meeting was to:

- 1 Reiterate the importance that we attach to the Convention on Cultural Diversity and the critical need for such an instrument in the global policy environment.
 - This Convention has the potential to be an African Convention. It will provide benefits for developing countries through measures to be taken to balance the current imbalances in the trade of cultural goods and services, the establishment of financial support mechanisms for the developing world, capacity building for the cultural industries and other areas of the cultural sector in the developing world, facilitation of strong south-south and regional cooperation, facilitation of technology transfer and know-how to the developing world.
 - It provides for the recognition of culture's role in development, which will open a new field of bilateral and multilateral cooperation for arts and culture in the development cooperation environment, this concept being internationally acknowledged is a breakthrough for cultural policy makers.

- Recognition for the complementarity of the cultural and economic aspects of development. It does not pose as a trade convention but creates an international environment that is conducive to coherent policy development at national levels between trade and culture Ministries.
 - The Convention will assist to create an environment that is conducive to international peace and dialogue amongst cultures.
- 2 Lobby for the adoption and the Convention at the October General Conference and its subsequent ratification by Member States.
 - 3 Lobby for the Chairman's draft to be used as a point of departure for negotiations in this final round of discussions.
 - 4 SA's interest to engage innovative collaborations bilaterally as part of the implementation of this Convention.
 - 5 Information sharing on the Africa and Diaspora conference.

POSITIONS OF THESE COUNTRIES DURING OUR BILATERAL MEETINGS

The European Union (EU)

The EU is positive towards the Convention and participated actively in the international cooperation section of working groups at the previous meeting. There seems to be a commitment for cooperation with the developing world, and our impression is that if we come to them proactively with innovative collaborations regarding cultural diversity, they will be very open to consider these types of partnerships. It was our impression that because they are negotiating as a block, their position was not as strongly aligned to the general northern position taken in these negotiations, possibly as they had to compromise internally within their group to produce their positions.

Japan

The Japanese have been aligning themselves more closely with the American position which tends towards the alarmist type of reaction regarding the Convention and argue that it interferes with their commitments at the World Trade Organisation (WTO). They have subsequently tried to motivate for a "watered down" text, which would not be very meaningful if signed. Contrary to the American delegation though, there is a sense from several informal meetings held by the International Network of Cultural Policy (INCP) at which Japan was present, that they are genuinely open to eventually signing the Convention, whereas the same group felt that the Americans would not ultimately sign, and thus attention should be paid to their approach. In South Africa's meeting with the American delegation, we should lobby for their commitment to the Convention, and try to allay their fears of its trade implications.

France

France has been instrumental in suggesting that South Africa chair this process at UNESCO. They are one of the countries that are in the driving seat in this Convention's evolution and ongoing process. They have very strong national agendas, and it must be kept in mind that they dominate large parts of the African market with their cultural goods and services, particularly West Africa. There is some tendency in some of the West African countries to be influenced ultimately by France's position in the negotiations that are underway.

France does however have openness to the development issues in the Convention and is like minded with South Africa in some of the issues that are contained in the Convention. Due to our strong bilateral relationship, which has now been formalised, we can build on this and engage them in collaborating with us on cultural diversity issues.

Canada

Canada is also one of the driving countries that is in the driving seat in this Convention's evolution and ongoing progress. They are fairly like-minded with us in this process. They have shown a large degree of openness to allowing the developing world to set the agenda for the issues that are relevant to us, and have been willing to be guided by our articulation of our needs in the drafting of the text. Bilaterally, they are

thinking a little more progressively in terms of collaborations to engage this convention at the implementation level. The idea has already been raised in bilateral discussion with them, and this must be pursued further.

India

India has been very vocal in their support of the Convention, and co-chaired the working group set up at the previous meeting to elaborate the developing country issues with South Africa. They do however guard closely their audiovisual industry and have made it clear that they will not sign this Convention should it jeopardize this. Their position thus straddles both worlds i.e. the developing and the developed world. For example, they negotiate on a developing country level, and have a foot also on a developed country level because they are determined to protect their audiovisual industry. Our position is that bilateral collaboration should nevertheless still be pursued with India.

Brazil

Brazil has been an ally of South Africa in these negotiations, and has a similar approach to the issues as we do. Bilateral cooperation with Brazil should definitely include a focus on cultural diversity, which could be developed around the issue of cultural industries in this case. South Africa has already raised cultural diversity as a pivotal point for collaboration in the IBSA forum.

THE GOOD NEWS FROM THE SOUTH AFRICAN DELEGATION

I am pleased to report that we rose to the expectations of all our allies and succeeded to command international respect. This was evidenced by the smooth proceedings of the General Conference of UNESCO meeting in Paris from 03 to 12 October 2005, at its 33rd session which adopted the "Convention on the Protection and Promotion of Diversity of Cultural Expressions". Our government was impressed with the work that we put into this Convention and the Minister of Arts and Culture went ahead and submitted a Cabinet Memo for the ratification of this Convention.

We took our work on the Convention a step further as we acknowledged that many countries on our continent may not grasp this opportunity to their advantage. As a result of this, we convened a workshop in the second week of October in Sun City for all UNESCO member states in the continent and the Diaspora with a view of developing guidelines on what these countries should do in order to make some kind of mileage out of this Convention. I chaired this workshop in my capacity as a Chairperson of the Culture Sector of the South African Commission for UNESCO.

This Convention highlighted the need for national governments to develop coherent policy for cultural industries (and other cultural sectors) and to synergise our approaches between national departments in this regard e.g. between culture and trade ministries, culture and education ministries, etc. We are proud of this Convention as, we argued that, it will provide for:

- Measures to be taken to balance the current imbalances in the trade of cultural goods and services.
- The establishment of financial support mechanisms for the developing world.
- Capacity building for the cultural industries and other areas of the cultural sector in the developing world.
- Facilitate strong south-south and regional cooperation.
- Facilitate knowledge transfer and know-how to the developing world.

PARTNERSHIP WITH THE DEPARTMENT OF ARTS AND CULTURE

I also succeeded to forge a strong partnership with the Department of Arts and Culture which resulted in UNISA managing the South African-Flemish Local Network Cultural Policy Project coordinated by Dr Mzo Sirayi who worked at UNISA before he was recruited by Tshwane University of Technology. Our work in this area was informed by cultural creativity and development strategy, cultural policy and social development,

cultural policy and local economic development, cultural policy and physical development as well as cultural policy and integrated planning.

B INITIATIVES THAT I DROVE AT THE UNIVERSITY BETWEEN THE YEAR 2000 AND 2010

During my tenure as a Dean I also sponsored NEPAD Education For All (EFA) activity in my office.

B1 NEPAD – EFA WORK OF THE COLLEGE OF HUMAN SCIENCES

The NEPAD EFA Activity in the office of the Executive Dean of the College of Human Sciences is to realise UNISA's vision of collaborating and cooperating with NEPAD and other institutions in Africa to contribute to Teacher Training and Development as part of the envisioned human resources development strategy. This activity was given life by enlisting the services of a Senior Educationist whose mandate is to build capacity in Pre-service and In-service Teacher Training (INSETT) and in Teacher Development Programmes (TDP) in the African context by coordinating activities of Open Learning and Distance Education institutions with those of NEPAD. The coordination of such activities was however not exclusively limited to Open Learning and Distance Education but included contact sessions where necessary.

In accordance with the agreement to cooperate and collaborate in the development of Teacher Training and Development through Open Learning and Distance Education, NEPAD, UNISA and its implementing partners i.e. the National Open University of Nigeria (NOUN), the African Virtual University (AVU) and the Commonwealth of Learning (CoL), we seek to build capacity in teacher education by:

- initiating, facilitating and coordinating research programmes and projects with a view to contributing to Teacher Training Development as a key element of human resources development
- initiating, developing and delivering proposals and projects for the benefit of NEPAD, UNISA and their partners
- establishing and maintaining a research database of development partners, agencies and higher learning institutions (HLIs) that are instrumental in human resources development, in general, and teacher education in particular
- providing a supportive tuition and research environment for teacher education and development in the School of Arts, Education, Languages and Communication in the College of Human Sciences at UNISA
- building capacity of members of Schools constituting the College through cross-cutting/interdisciplinary projects
- liaising with Schools, Departments, Centres and Institutes in addressing EFA requirements as outlined by NEPAD, the African Union, the governments of African countries and SAD
- housing and managing all EFA projects
- participating in NEPAD and SADC activities and conferences
- participating in the All-Africa Ministers Conferences relating to teacher education
- participating in African Union (AU) and Commission for Africa activities relating to teacher education

B2 UNESCO CHAIR IN OPEN AND DISTANCE LEARNING (ODL)

Unisa has a wealth of experience in Open and Distance (ODL) which is recognised worldwide. We are also acknowledged as one of the mega ODL institutions. I thus worked tirelessly in establishing a UNESCO Chair in ODL as a new teaching and research unit at Unisa. We have now made huge advances and Prof Moeketsi Letseka is making a positive impact in ODeL circles worldwide.

B3 THE INSTITUTE FOR APPLIED SOCIAL POLICY ON THE FAMILY

Since the beginning of 2007 I embarked on activities that began to profile the importance of research on social policy on the family. This was followed by the visit of Prof Fiona Williams of Leeds University who presented papers at different fora at the University. This happened at a time when Unisa had immersed itself in fundamental transformation and positioning itself to be on the cutting-edge of relevant research. I argued that applied social policy research on the family is an area that is neglected by our research community in this country and in this Continent. My College was proactive and committed to fill this need and I sought approval to establish the Institute for Social Policy Research on the Family. Let me cite some of the problems that had a negative impact on the family in this country and in this Continent:

- The black family in South Africa was severely affected by apartheid policies resulting in a failure to progress naturally and in a dispersion and disruption of families.
- Labour migration, both within South Africa and from beyond its borders, led to the absence of a higher than normal proportion of adult males from their families.
- There is a high rate of unemployment among young, urban and rural Southern African men and under-employment of young women, as well as a lack of rural development.
- South African families are characterised by a high level of female- and child-headed units.
- Social problems such as crime and other social ills have been exacerbated because the normal social controls have been largely absent.
- Poverty among the young has assumed serious proportions. Poverty also has a gender dimension as women are disproportionately poor.
- Health issues have also been gendered. A large proportion of those affected by HIV/AIDS, for example, tend to be women.

These social problems require urgent attention and intervention by us as a University that serves humanity. The attention and intervention that I am referring to, relate to us assuming the responsibility of conducting applied research with the intention of influencing government thinking and policy on the topic of the family in South Africa, and all our countries on the Continent.

I pursued this commitment even when I became a Pro Vice Chancellor. When I was appointed as a Principal and Vice Chancellor, I applied for the SARCHI/NRF Chair on Applied Social Policy and succeeded. We appointed Prof Jimmy Adesina as our SARCHI/NRF Chair on Applied Social Policy. His productivity and general quality of his work has put UNISA at the cutting edge of social policy research.

B4 HIDDEN HISTORIES

I started a project on Hidden Histories under the auspices of our Department of History in 2005. It became apparent though that we were unlikely to make the desired progress if an important project of this nature cannot get the continuous injection of life and meaning directly from the Executive Dean of the College. We then agreed at our College Management Committee that this project should reside in my Office as it has a huge strategic value for the University. I then hired Dr Raymond Suttner to run this project. This, I must add, is one of the pedestals that shows that our University is serious about its place among all institutions of higher learning in this country and in this Continent.

17 SOME HIGHLIGHTS OF MY LEADERSHIP IN LAST DECADE OF MY TENURE

I assumed office with a leadership philosophy and mandate that I had shared with the university, namely *Servant Leadership*, in terms of which the leader is committed to the advancement and development of the "other" before the "self". I made it clear that my term would be dedicated to take the inherited "new look" extended management, Council and institutional structures, and focused on the establishment of a *new look institution* with a new "DNA", in terms of its culture of academic excellence, its service to its stakeholders and its efficiency and effectiveness, all of which worked in pursuit of transforming Unisa into a high-

performance University. In line with this philosophy, one of the key outcomes of this period was the development of the *Unisa Charter on Transformation* which still stands today, and the inculcation of an ethical, collaborative and inclusive ethos and institutional culture underpinned by the so-called *11 Cs plus one*. I also embarked on a deliberate strategy of stakeholder inclusion and engagement, to a point where this has become virtually mainstreamed into institutional operations.

When I moved into my second term as Vice Chancellor, I immediately set about restructuring the university to change the composition of a number of portfolios in a manner that was calculated at facilitating a more hands-on, operational approach and to enable the implementation of the new post 2015 strategy, i.e. Unisa Strategic Plan 2016–2030.

The crafting of the Unisa 2016-2030 Strategic Plan was informed by wide-ranging consultative processes that included Council, as well as internal stakeholders and extended management. Council approved this strategic plan after a series of workshops and engagements with management. The document therefore represents the cumulative input and reflection of the university and reflects a codified plan of Unisa's collective aspirations and plans.

We needed to give concrete demonstrable effect to our claim of being an African university. The ethos, institutional culture, spirit and service orientation are now inspired by the African philosophy of Ubuntu/Botho which emphasises interdependence of humanity and a humane manner of rendering our services.

I have developed what is assuredly a vastly different university, with an entirely new face. There can be no doubt that while the notion of servant leadership and the new DNA that I injected in the community are still growing to their full maturity, the key project of Africanisation of the university through planned transformation has borne much fruit across both the academe and administration. Increasingly evident is a Pan Africanist agenda and institutional links and commitments to the African Union Agenda 2063, a growing focus on collaborations with both government and the public sectors, as well as the growth of a business and innovation focus to generate third stream income and align the university with national, continental and global higher education trends.

It is important to note that, in most of my speeches and writings, I have asserted the primacy of decolonisation, decolonisation of the mind in particular. I hold the view that decolonisation, correctly, is not only directed at the curriculum. It must encompass every aspect of who we are, what we do and how we do it. Curriculum alone will never do that. There needs to be mindset change and culture change within the institution even as we translate the desired end state into our curriculum. I argue that one cannot impose the decolonisation of feelings and attitudes. That results in toxicity, division and resistance. Asking any person to deny everything they know, or have studied, or have been taught and practiced, is asking them in essence, to deny themselves – a painful and impossible task for most. So my view is that people need to be convinced that a change in mindset is simply, *the right thing to do* in the best interests of our university, our students and our country. The rest will, I believe, follow. I am not leaving it to chance but working tirelessly to drive it as part and parcel of bringing about sanity from all walks of life. As far as I am concerned, for decolonisation of the mind to work, it must be inclusive and affirming process and it must apply to everyone. We are all colonised to some or other degree and we all need to change towards finding common ground. Failing such an inclusive approach, I argue, will result in our university community dissolving into divisive and exclusive factions and this will be reflected in the zest, or lack thereof, to develop a curriculum to decolonise feelings and attitudes that are integral to our consciousness.

Finally, I have succeeded to build a university that has a gaze fixed firmly into the future of open, distance and e-learning where we have been bold in re-imagining and re-designing an ODeL blueprint resulting in a comprehensive digital ecosystem.

18 REFERENCES

1 Dr Mathews Phosa

Former Chairperson of Unisa Council
University of South Africa
Pretoria
South Africa

2 Dr Patrick Blessinger

Executive Director: Higher Education, Teaching and Learning (HETL)
New York
United States of America

3 Mr Maxim Jean Louis

President: Contact North
Canada

4 Professor Veronica McKay

Acting Vice Principal for Teaching, Learning and Community Engagement
University of South Africa
Pretoria
South Africa

ANNEXURE

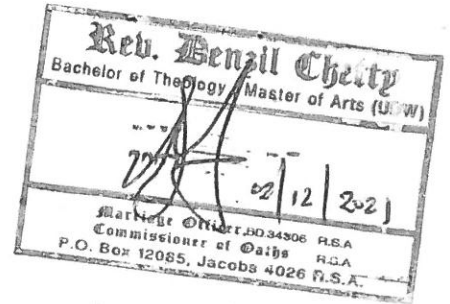
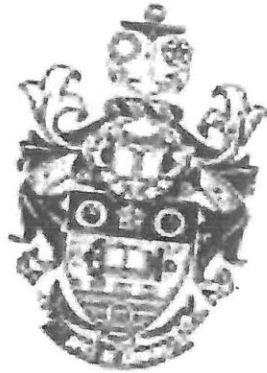
SELECTED SCHOLARLY WORK AND PUBLICATIONS IN THE LAST TWO DECADES

- 2000 *South Africa Phrased* - Foreword MBV Consulting: Rosebank.
- 2000 A sociological analysis of crime as a social problem – Introductory chapter. *Journal for Crime Research in South Africa*. Vol. 1, No. 1.
- 2002 What do Teachers do? A Qualitative Analysis of the Role of the Teacher. *Systemic Practice and Action Research*, Volume 15, Issue 2, April 2002.
- 2002 Case studies on Learning at Kalafong Hospital, the Winterveldt and in Male hostels. *Literacy Matters*. Unisa 2002, November.
- 2003 Unwitting action research: An investigation into troubled schools. *International Journal of Adult and Lifelong Education*. Vol 1 No 2, July-Dec 2003.
- 2004 Challenges for Unisa as a tertiary education institution in Africa. Co-authored with V McKay in J van der Elst and CC Wolhuter (eds). *Internationalization and Human Resource Development in the African Union: Challenges for the Tertiary Education Sector*. The Platinum Press, Potchefstroom.
- 2005 Unisa and how it has pioneered distance education. In M Singh and V McKay (eds). *Enhancing Adult Basic Learning – Training educators and unlocking the potential of distance and open learning*. Unesco Institute for Education, Hamburg, Germany and the Unisa Press, Pretoria.
- 2006 Preface to *Indigenous Knowledge, Education and Development: Critical Reflections*. Nekhwevha, F, Rahim, A & Oloyede, O (eds). Lovedale Press: Alice.
- 2006 The importance of basic education in the mitigation of HIV/AIDS among informal sector workers. MS Makhanya and VI McKay. *International Journal of Adult and Lifelong Learning*.
- 2007 Foreword, *Emotional Intelligence in the Classroom*, in Coetzee M and Jansen CJ, Juta: Cape Town.
- 2007 Contributed to *Journey to Freedom Narratives*. Unisa Press: Pretoria.
- 2008 Makhanya, M & McKay, V. Using open and distance learning in the context of development. In Haughty M (Ed.) Athabasca University Press: Athabasca.
- 2019 Singh, D & Makhanya, M. (Eds.) *Essays in Online Education: A Global Perspective*. Unisa Press: Pretoria.
- 2019 Makhanya, M. *Innovation and Staff Development*. In Singh, D. & Makhanya, M. (Eds.) *Essays in Online Education: A Global Perspective*. Unisa Press: Pretoria.
- 2019 Makhanya, M. *The 21st Century University: Quo Vadis?* In Remenyi, D., Grant, K.A. & Singh, S. *The University of the Future*. ACPIL, Reading, RG4 9SJ: United Kingdom.

Chapters in books

- 2018 Introduction to Contexts for Diversity and Gender Identities in Higher Education
- 2018 Introduction to Perspectives on Diverse Student Identities in Higher Education
- 2019 Introduction to Strategies for Fostering Inclusive Classrooms in Higher Education
- 2019 Introduction to Strategies for Fostering Inclusive Campuses in Higher Education
- 2020 Introduction to Integrating Community Service into the Curriculum: International Perspectives on Humanizing Education
- 2020 Introduction to Improving Classroom Engagement and International Development Programs: International Perspectives on Humanizing Higher Education
- 2020 International Perspectives on the Role of Technology in Humanizing Higher Education
- 2020 Developing and Supporting Multiculturalism and Leadership Development
- 2021 International Perspectives on Innovative Approaches towards Teaching and Learning: Humanizing Higher Education
- 2021 Humanizing Higher Education through Innovative Approaches for Teaching and Learning

University of South Africa



We certify that

Mandlenkosi Stanley Makhanya

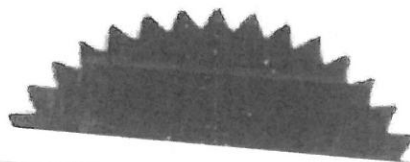
having complied with the regulations and the requirements of the Statute, was issued with the

POSTGRADUATE DIPLOMA IN TERTIARY EDUCATION

at a congregation of the University

on 11 May 1999

Long Mkhel

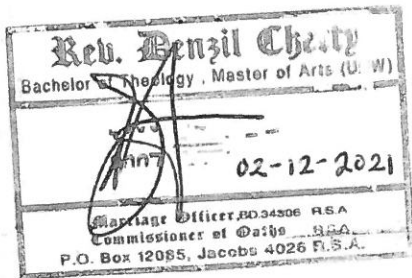


M. Makhanya



UNIVERSITY OF FORT HARE

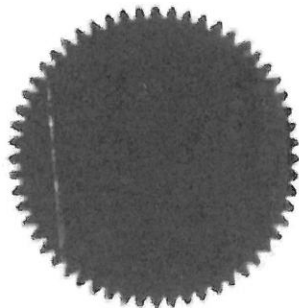
DEGREE OF BACHELOR OF ARTS



THIS IS TO CERTIFY THAT

MATLENGISI STANLEY MWARUYA

WAS THIS DAY AT A CONGREGATION OF THE UNIVERSITY
AWARDED THE DEGREE OF
BACHELOR OF ARTS



4 MAY 1985
DATE

[Signature]
VICE-CHANCELLOR

[Signature]
REGISTRAR (Academic)



UNIVERSITY OF FORT HARE

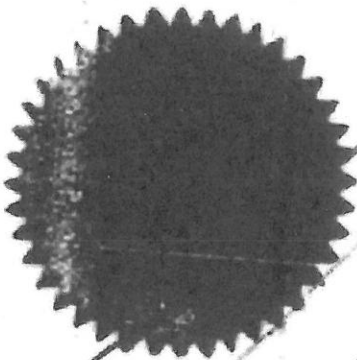
DEGREE OF BACHELOR OF ARTS HONOURS

THIS IS TO CERTIFY THAT

MANDLENGOZI STALEN MAKHAIYA

WAS THIS DAY AT A CONGRGATION OF THE UNIVERSITY
AWARDED THE DEGREE OF

BACHELOR OF ARTS
HONOURS IN SOCIOLOGY



Rev. Benzil Chetty	
Bachelor of Theology, Master of Arts (U. W.)	
Comm	02/12/2021
Marriage Officer, 6034506 RSA	
Commissioner of Oaths RSA	
P.O. Box 12085, Jacobs 4026 F.S.A.	

[Signature]
VICE-CHANCELLOR

[Signature]
REGISTRAR

21 JUNE 1986
DATE

Universitas Nataliensis

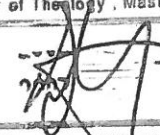


hoc scripto nos, Universitatis Nataliensis
Vice-Cancellarius, Registrarius, testamur

MANDLENKOSI STANLEY MAKHANYA

Gradum Artium Magistri

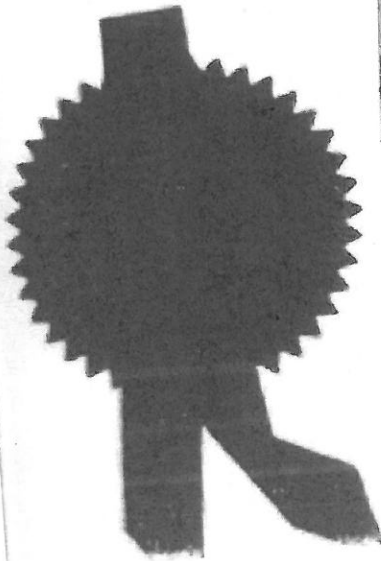
alligasse


Rev. Benzil Chetty Bachelor of Theology, Master of Arts (U. W.)
 02/12/2021
Marriage Officer 30034306 RSA Commissioner of Oaths RSA P.O. Box 12085, Jacobs 4026 F.S.A.

P. van Rooyen
Vice-Cancellarius

[Signature]
Registrarius

a.d. XV Kal. Mai. MCMLXXI



Rev. Berril Chetty
 Bachelor of Theology Master of Arts (UJWU)

 02/12/2021
 Marriage Officer/Registrar R.S.A.
 Commissioned at 02:18h. R.S.A.
 P.O. Box 12085, Jacobs 4026 (T.S.A.)

NOTICE OF PERSONAL PARTICULARS

1. Any changes to the personal particulars in your ID Book must be communicated to all relevant parties.

NOTICE OF CHANGE OF ADDRESS

1. Keep the **NOTICE OF CHANGE OF ADDRESS** form in this pocket to report a change of address or a change in particular of your present address e.g. name of street and/or street number etc.
2. Hand in at or post to the nearest regional/district office of the **DEPARTMENT OF HOME AFFAIRS**

.....
 S.A. CITIZEN

SURNAME
MAKHANYA

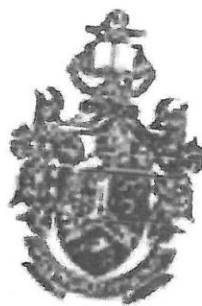


FORE NAMES
MANDLENKOSI STANLEY

COUNTRY OF BIRTH
SOUTH AFRICA



ISSUED BY AUTHORITY OF
 THE DIRECTOR-GENERAL
 HOME AFFAIRS



University of Pretoria

The Council and Senate hereby declare that
at a congregation of the University the degree of

Doctor Philosophiae

with specialisation in
Sociology

with all the associated rights and privileges
was awarded to

MANDLENKOSI STANLEY MAKHANYA

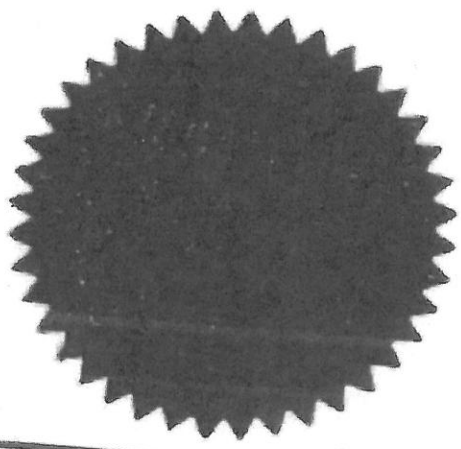
in terms of its Act and Statutes

On behalf of the Council and Senate

Vice-Chancellor and Principal

On behalf of the Faculty of
Arts

Dean



Rev. Benzil Chetty
Bachelor of Theology . Master of Arts (U.W.)
02/12/2021
Marriage Officer, 5034206 RSA
Commissioner of Oaths RSA
P.O. Box 12085, Jacobs 4026 S.A.

Registrar