

**Traits of Leadership and Management in Teaching and Learning,
Research and Innovation and Community Engagement in
Universities of South Africa****Takalani Mashau*, Peter Mulaudzi, Lufuno Kone and Humblani Mutshaeni***University of Venda, P/Bag 5050, Thohoyandou, 0950, Republic of South Africa***KEYWORDS** Leadership and Management. Teaching and Learning. Research and Innovation. Community Engagement. Governance

ABSTRACT Since 1994, there has been a paradigm shift in South African education landscape. The Department of Education was divided into two departments in 2009. This division evolved into the Department of Basic Education and Department of Higher Education. Before 2009, there was a process of merging public institutions of higher education (universities), and this process was completed in 2005 and resulted into South Africa having twenty three public institutions of higher education. The public institutions of higher education have several structures of leadership as per Higher Education Act No. 101 of 1997. Public institutions of higher education in South Africa, like any other country in the world, obviously seem to be involved in teaching and learning, research and innovation, and community engagement. In most cases, teaching and learning becomes the main priority as compared to research and innovation and community engagement by some leaders of universities. However, leadership and management are definitely sought after elements on how to manage and lead the personnel that are involved in teaching and learning, research and innovation, and community engagement as an add-on component to teaching. This conceptual paper aims to explore and discuss gaps on leadership and management traits on teaching and learning, research and innovation, and community engagement as pillars of public institutions of higher education or universities and come out with fruitful significant recommendations.