

领导力挑战赛

Leadership Challenge

北京大学教育学院
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领导力挑战 THE CHALLENGE

- Your team needs to select a department chair for the Education and Social Policy Department at Peking University. This department has a diverse faculty team, consisting 15 scholars from 3 different countries (China, Netherlands, and U.S.) and obtained their PH.Ds in education, psychology, economics, political science, sociology and mathematics.
- The department educates both undergraduates (60) and graduate students (15 M.A. and 10 Ph.D.), and runs two well-known research institutes—one for education finance and one for global higher education.
- This department ranks No. 6 in national ranking and No. 26 in QS global ranking for education policy.

领导力挑战 THE TASKS

- Your tasks are not simple! Your team has to identify an appropriate candidate for this intercultural and interdisciplinary department and justify your choice. Specifically, your team has to address the following questions in order.

领导力挑战 THE TASKS

- I. Defining the key roles of this department chair and assigning different weights to her/his roles as leader, faculty developer, manager and scholar.
 - 定义系主任的主要角色和任务（四种角色任务的分配）

美国大学系主任管理和领导角色

Carroll J B , Gmelch W H . A Factor-Analytic Investigation of Role Types and Profiles of Higher Education Department Chairs[J]. Administrator Attitudes, 1992:26.

● Leaders

- Coordinate departmental activities with constituents
- Plan and evaluate curriculum development
- Solicit ideas to improve department
- Represent department at professional meetings
- Inform faculty of department, college and university concerns
- Plan and conduct department meetings
- Participate in college and university committee work

● Scholar

- Obtain resources for personal research
- Maintain research program and associated professional activities
- Remain current within academic discipline
- Obtain and manage external funds
- Select and supervise graduate students

● Faculty developer

- Encourage professional development efforts of faculty
- Provide informal faculty leadership
- Encourage faculty research and publication
- Recruit and select faculty
- Develop and initiate long-range goals
- Maintain conducive work climate
- Evaluate faculty performance
- Represent department to administration

● Manager

- Prepare and prose budgets
- Manage department resources
- Assure the maintained of records
- Manage non-academic staff
- Assign teaching, research and other related duties to faculty
- Teach and advice students

领导力挑战 THE TASKS

- II. Describing her/his core competencies as department chair for this intercultural and interdisciplinary department.
- 描述系主任的胜任力特征，关注他或她作为跨文化和跨学科院系领导的特征

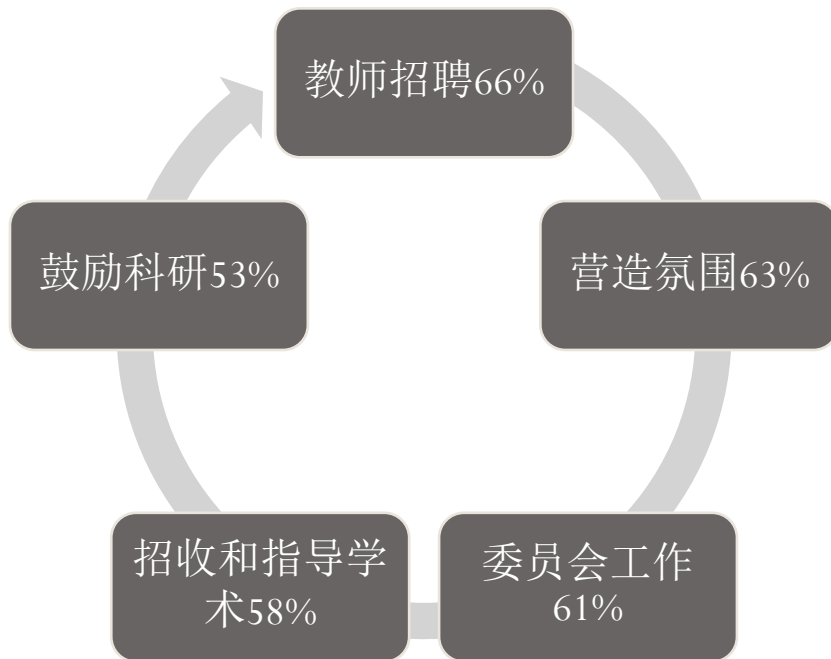
系主任职业发展 Career development of Chairs

王庆辉, 王琪, 刘念才. 研究型大学系主任的职业发展研究——对美国波士顿地区八所研究型大学的调查分析[J]. 现代大学教育, 2013(2).

- 美国系主任花费时间最多的工作 most time-consuming work of chairs

系主任通过服务师资发展、建立愿景和营造氛围作用于学系的发展

Chairs contribute to the growth of departments by faculty development, mission creation, and managing ethos



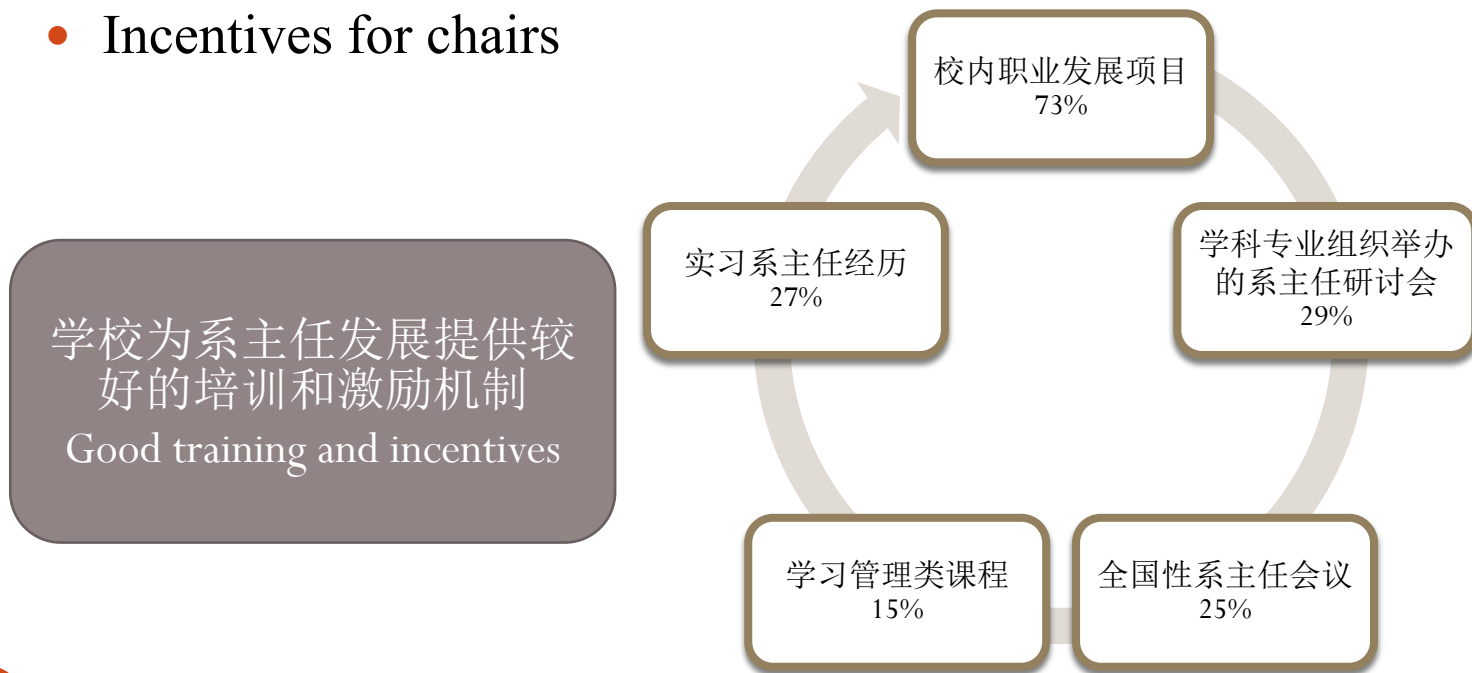
领导力挑战 THE TASKS

- III. Planning an incentive package for her/him for the first three years of her/his duty as department chair. Please assign weights for economic and non-economic incentives.
- 为系主任设计激励机制，包括未来的经济和非经济激励

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- 美国系主任激励机制
- Incentives for chairs



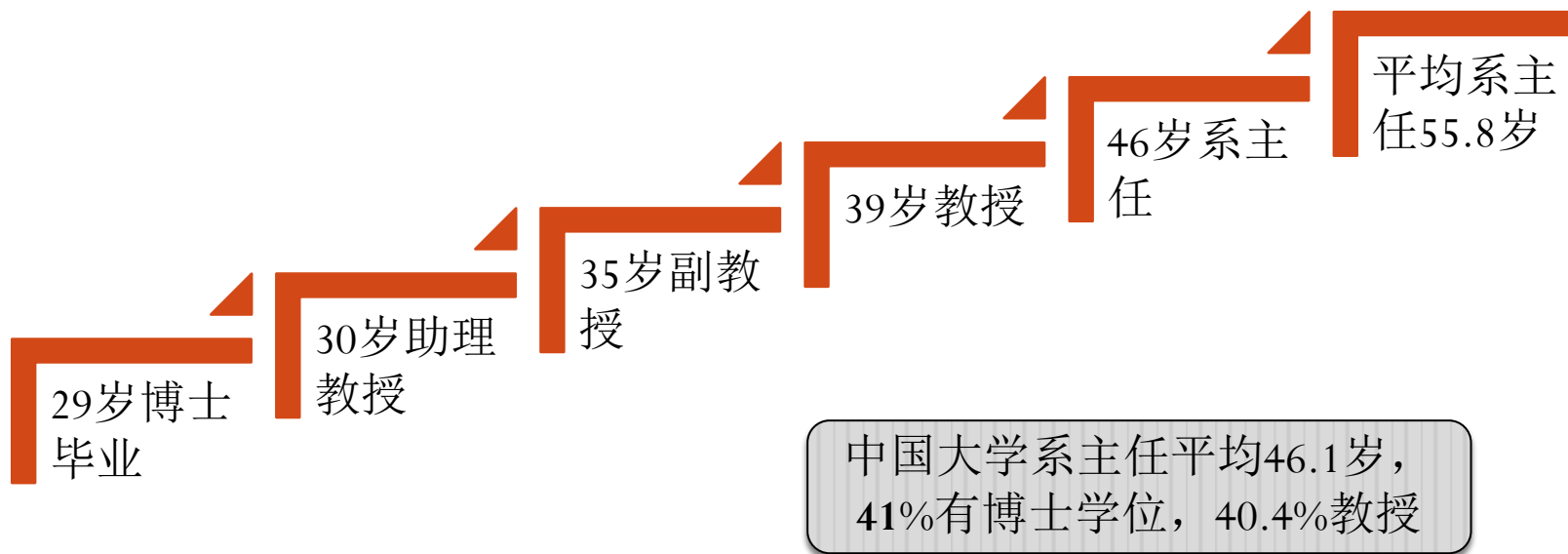
领导力挑战 THE TASKS

- IV. Planning her/his demographic characteristics, educational and professional background, and her/his career path.
- 跨文化团队的系主任特征和职业发展路径

系主任职业发展 career development of chairs

王庆辉, 朱军文. 美国大学系主任职业发展研究述评[J]. 教育学术月刊, 2013(5):28-32.

- 美国系主任发展典型路径 (Carrol, 1991) American pathways for department deans



领导力挑战 THE DEBATE

Time for preparation and discussion

- 15 minutes for discussion
- 5 minutes for summarizing

领导力挑战 THE DEBATE

Time for presentation and debate

- 7 minutes for presentation
- 3 minutes for Q&A