

# *DIVERSIFIED ACADEMIC LEADERSHIP*

## 多元化学术领导力

Univerza v Ljubljani



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LEAD2 Zoom Webinar, 25. 11. 2020





- ACADEMIC LEADERSHIP (AL)= creation of a conducive environment for **personal academic growth and institutional development by senior academics and administrative leaders.**
- 学术领导力：由高级别学术领导者和行政领导者创造有利于个人学术发展和机构发展的环境。
- DIVERSIFIED AL = aims to achieve **social diversity of staff and students similar to social diversity of the environment** a university is situated in.
- 多元化学术领导力：旨在实现类似大学所处的社会多元化环境的教职员工和学生的社会多元化。

## Definitions

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- Gender
- Race
- Ethnicity
- Age
- Disability
- Education experience
- LGBTQ
- Religion
- Marital status
- Socioeconomic background

Depending on socio-cultural and economic context that university is situated in and that students are educated for  
取决于大学所处的以及学生所接受教育的社会文化和经济环境

## Which diversities matter?



- To reflect societal realities and achieve balance between higher education and society – to **create an authentic social environment** for work and study.

为工作和学习创造一个真实的社会环境

- To enhance intellectual competitiveness, innovation and synergy.

提高智力竞争力、创新能力及协同水平

- To reduce social inequalities.

减少社会不平等

- To change traditional (masculine) organisational culture.

改变传统的（以男性为主导的）组织文化

## Why Diversified AL?

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- Developing institutional **pro-diversity culture**, strategy, strategic plans and initiatives  
制定机构层面促进多元化文化的战略、计划和举措
- Management of **recruitment, mentoring and promotion of staff**, e.g., every second new employee should be recruited with special accent on diversity (K Newman)  
职员招聘、指导与晋升管理
- **Recruitment and admission of students** respecting diversity principles  
尊重多元化的原则招录学生
- **Training of scientific leaders** for diversified leadership  
培训科研领导者以实现多元化领导
- Establishment of **diversity offices** and employment of **diversity officers** to provide diversity support services  
建立多样性办公室，雇佣多元化职员以提供多样化服务

## Approaches to diversified AL

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- Which **style of leadership** to use? Transformational, systemic  
采用哪种领导风格
- Weakening of **meritocratic and competence principles**, scientific productivity  
按优择能原则的减弱
- Weakening of **inbreeding**  
学术近亲繁殖的减弱
- From **elite to inclusive** universities  
从精英到包容性大学
- Centrality of male work ethics and conservative organisational culture  
男性为主的工作道德观及保守的组织文化

## Challenges to diversified AL

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- Which are your arguments **for** and which **against** diversified AL?

您支持和反对多元化学术领导力的理由是什么？

- Could you present **examples of good diversified AL practice?**

您是否有关于多元化学术领导力实践的优秀案例？

- What kind of diversified AL is appropriate for universities that have big number of **students from non-native cultures?**

对于拥有很多非本土文化生源的大学来说，什么类型的多元化学术领导力是合适的？

## Discussion questions

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# Thank you for your attention