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Factors impacting the imbalance of Middle-level Academic Leaders in China



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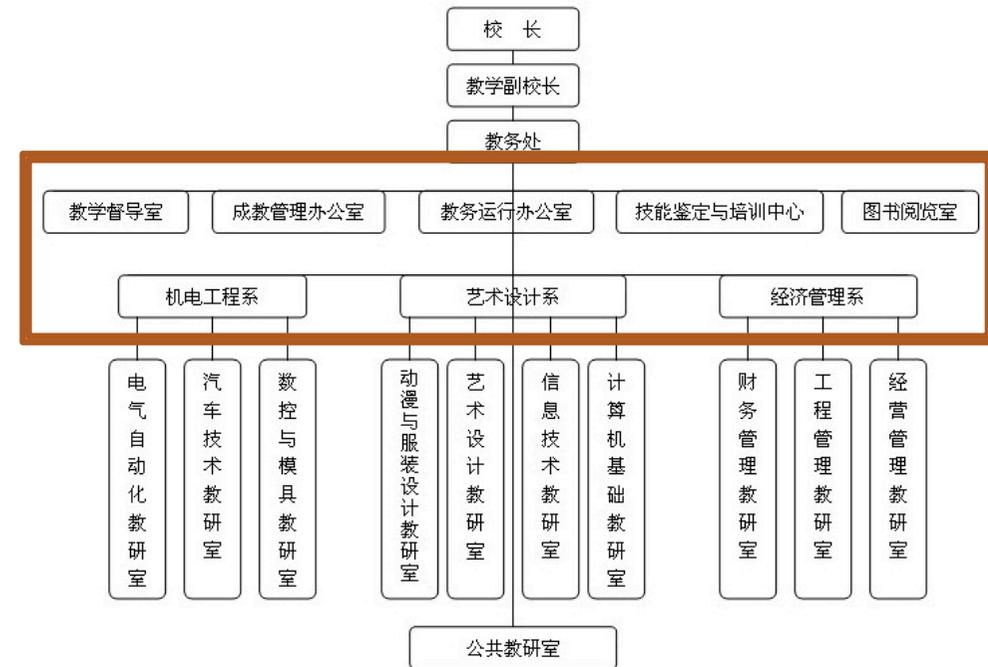
What is the Middle-level Academic
Leaders in Chinese context ?





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Middle-level academic leaders refer to middle-level manager who hold multiple roles in teaching, scientific research, and management. They are not only the executors of the strategy, but also the communicators and leaders of academic organizations.





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The middle-level academic leaders in Chinese universities are usually “double shouldered” teachers. They need to complete the administrative work as managers , and accomplish the teaching and research duties as teachers. Therefore, the imbalance appeared due to the uneven distribution of time and energy.





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In Chinese universities, middle-level academic leaders mainly refer to:

- **Dean**
- **Deputy dean**
- **Department head**



图片来源: Veer图库 www.veer.com



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- **The imbalance between teaching and research of Middle-level Academic Leaders**
- **The imbalance between the managerial work and research of Middle-level Academic Leaders**



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- **1.1 The phenomenon of imbalance**

➔ ***Research is more important than teaching***

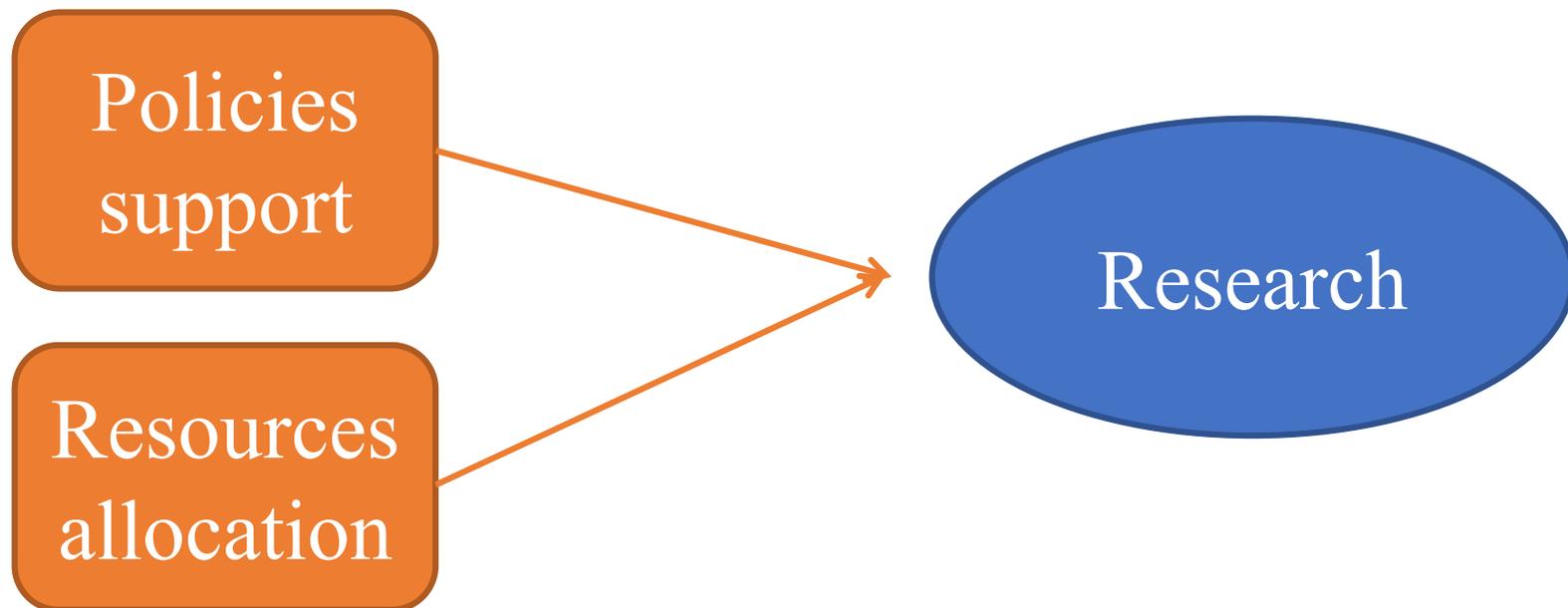
The imbalance between teaching and research of middle-level academic leaders in Chinese universities is highlighted by the fact that “**research is more important than teaching**”. They often throw themselves into research, and it is difficult for them to focus on teaching.



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- **1.2 The factors influencing the imbalance**

- 1.2.1 The Government strongly support university research**





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- **The National Natural Science Foundation of China (NSFC) :**
In 2019, the total number of approved projects exceeding 42,000 , and the approved projects of universities reached 36,123, which was accounting for 86%. Universities have received the majority of government scientific funding.



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- **The National Bureau Statistics : in 2019, a total of 221.436 billion yuan was invested in R&D, of which 179.66 billion yuan was spent on universities, which was increased **23.2%** compared with 2018.**



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1.2.2 Research outcomes are the main evaluation criterion in the ranking of Chinese universities

The research outcomes and related contents are regard as important components of the university ranking system.





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Table 1 Alumni Association 2020 China University Ranking Evaluation Index System

The First- level Indicators	Weights	The Second- level Indicators	Weights	The Third-level Indicators	Weights
Talent Training	(54.00%)	Education and Teaching Quality	(32.00%)	Extinguished Alumni	(20.00%)
				Teaching Level	12% (6.00%)
				Political Education	(3.00%)
		Entrepreneurship Education	(3.00%)		
		High-level Talents	(13.00%)	Outstanding Teachers	(13.00%)
		Advanced Disciplines and Subject	(9.00%)	Advanced Disciplines	(6.00%)
				Advanced Subjects	(3.00%)
Research	(31.00%)	High-level Research Achievements	(21.00%)	High-level Research Achievements	(21.00%)
		Research Base	(5.00%)	Research Base	(5.00%)
		Research Project	(5.00%)	Research Project	31% (2.00%)
				Research Funding	(3.00%)
Social Powers	(15.00%)	School Level	(5.00%)	National Target	(5.00%)
		Social Reputation	(6.00%)	Social Donation	(3.00%)
				Student Competitiveness	(2.00%)
				Media Impact	(1.00%)
		International Impact	(4.00%)	Internationalization	(2.00%)
				International Prestige	(2.00%)

Data Source: https://www.sohu.com/a/363037864_356902



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Normally, the universities with high reputation and top rankings are more likely to obtain resources, for example, to win policy support, attract excellent teachers, and recruit high-quality students. Therefore, middle-level academic leaders in universities will undoubtedly contribute more to the ranking of their universities.



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2. The imbalance between the managerial work and research of middle-level academic leaders

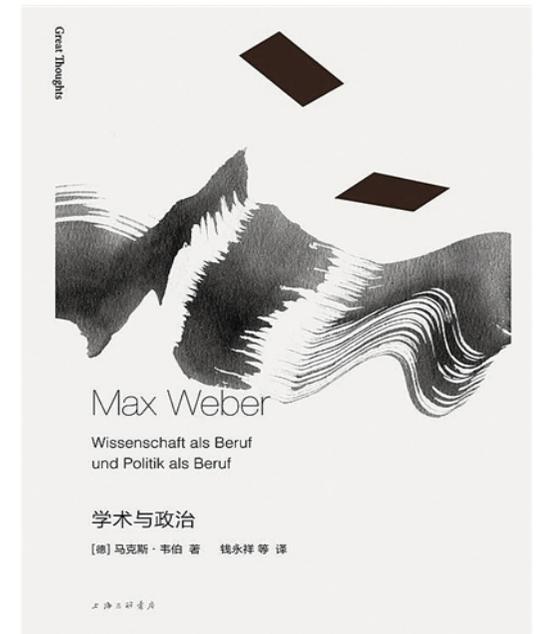
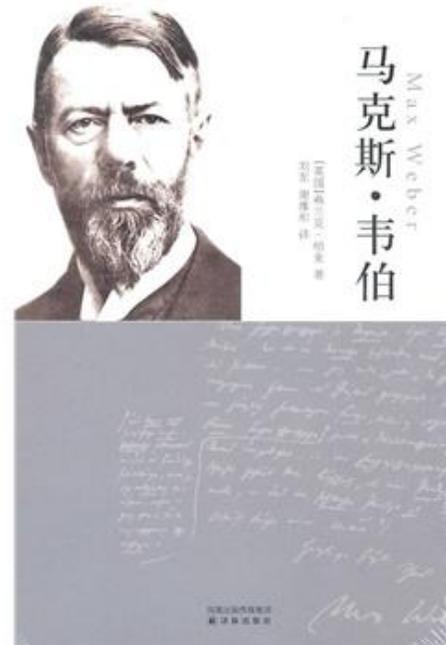
- **The influence of individual career pursuit**
- **The influence of personal characteristics**
- **The conflicts caused by dual roles**
- **The evaluation system for middle-level academic leaders**



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2.1 The influence of individual career pursuit

Science Oriented
Or Politics Oriented ?





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Those who pursue “**science oriented**” focus on making contributions in the field of research, devoting more time and energy to teaching and research.

Those who are “**politics oriented**”, tending to pursue higher-level managerial positions, they will spend more time and energy to improve their managerial skills, so that they could probably become high level managers in the future.



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2.2 The influence of personal characteristics

Different people hold different characteristics, as for Middle level academic leaders, some of them shows excellent leadership capacity, some of them hold academic potential.

excellent leadership capacity Or High academic potential ?

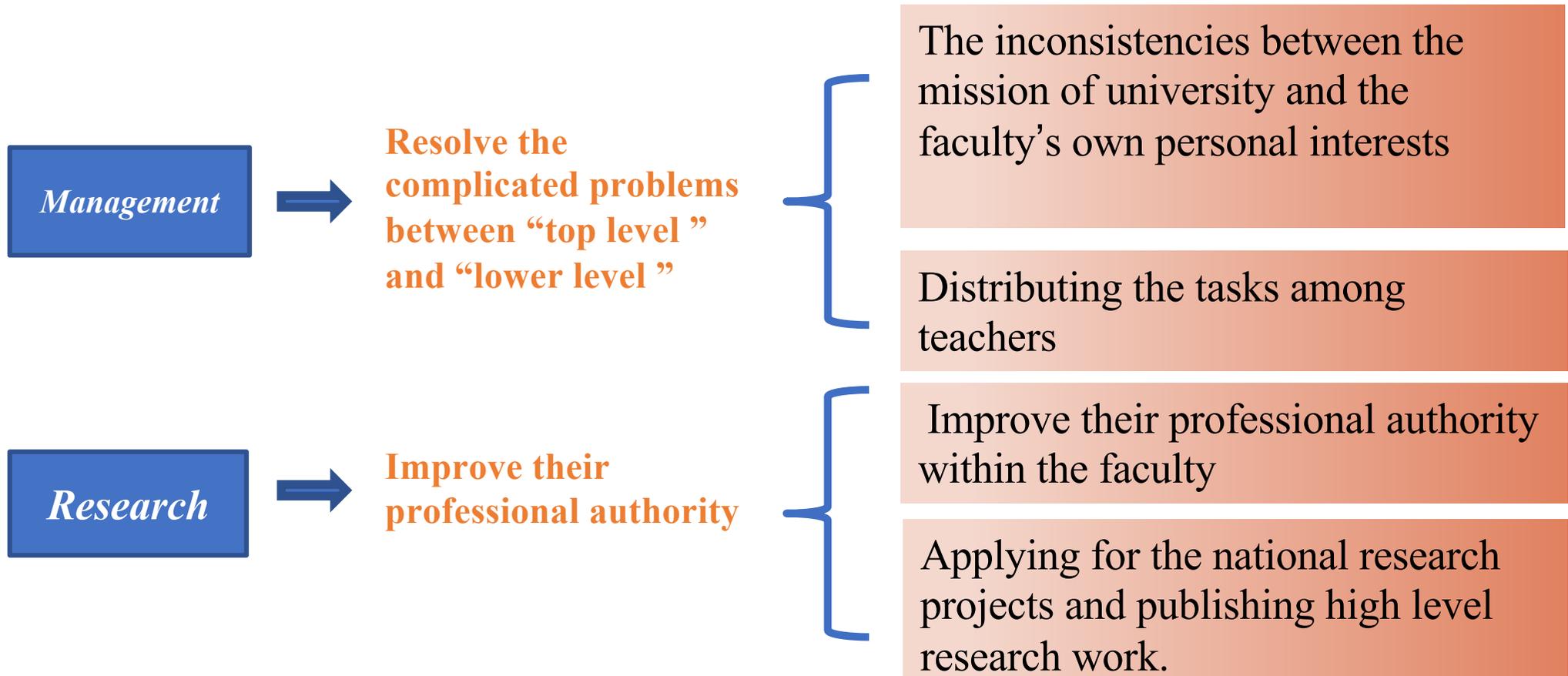
Management

Research



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2.3 The conflicts caused by dual roles





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2.4 The evaluation system for middle-level academic leaders

There is lacking in evaluation system that is suit for middle-level academic leaders in Chinese universities.

It is common that put middle-level academic leaders in the faculty series to assess their working performance.



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In terms of **evaluation criteria**, the research criteria are easier to be quantified, which based on the published papers, undertaken projects and research awards. However, the managerial criteria lack in quantitative standard and targeted system.

In 2019, about **61%** of middle-level academic leaders in Chinese universities received the subsidy from one position, and only **a few** of “double shouldered” teachers only got a small extra portion of the subsidy because of the managerial work.



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OPEN DISCUSSION

- **In the context of breaking the traditional “five pursue”(publication ,title, professional qualification, degrees and diplomas , awards), what kind of influence will put on the middle level academic leader?**

2018年11月教育部办公厅印发《关于开展清理“唯论文、唯帽子、唯职称、唯学历、唯奖项”专项行动的通知》，决定在各有关高校开展“唯论文、唯帽子、唯职称、唯学历、唯奖项”（以下简称“五唯”）清理。



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Thank You!