



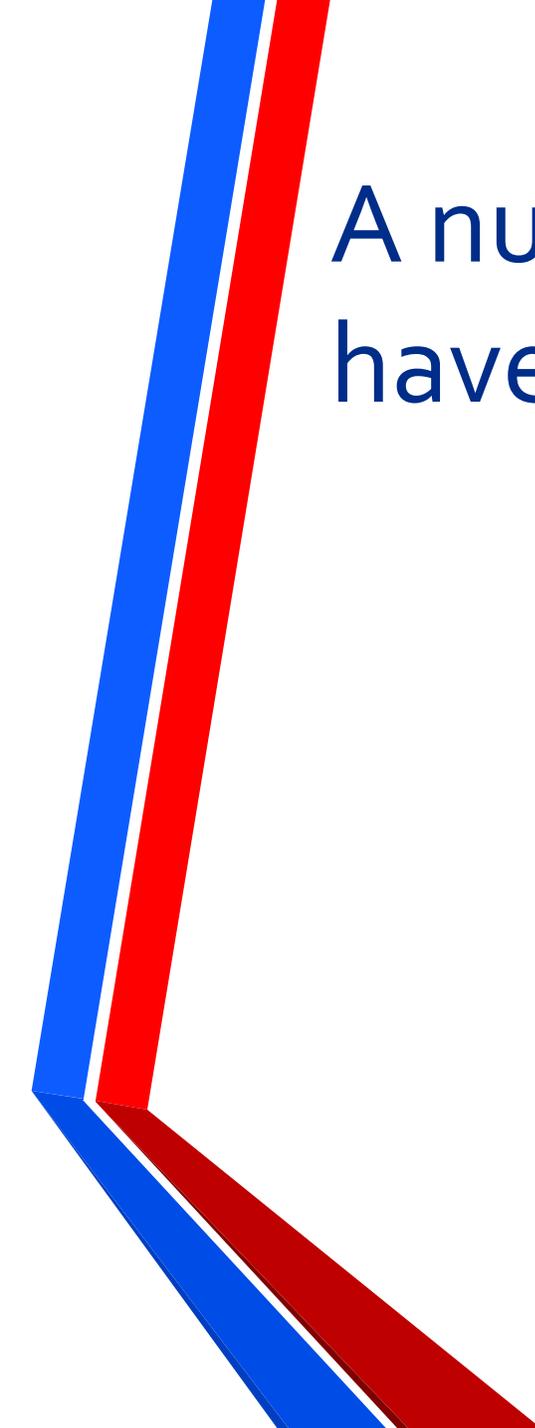
# Capacity building and academic leadership

Gap Analysis

LEAD2 Project

Prof. Dr. Chang ZHU

Aysun CALISKAN



A number of highly complex global forces have impacted on HE in recent years.

Globalisation

Internationalisation

Massification

# They presented significant challenges to HE structures

resources

budgeting

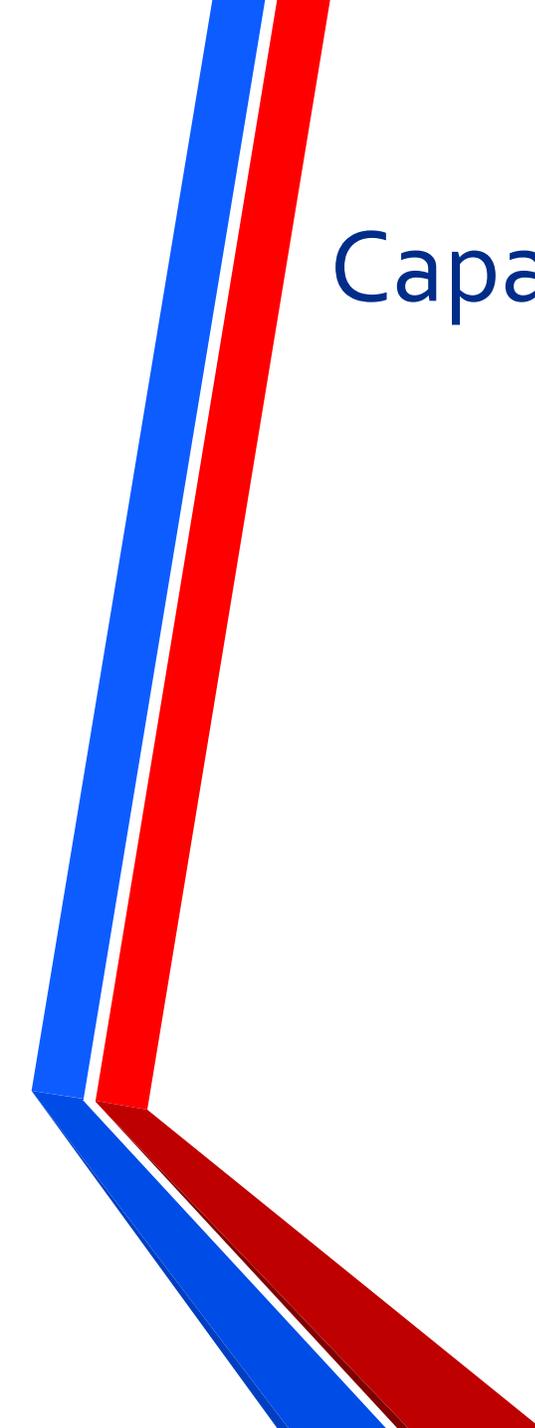
managing

leading a change

promoting teamwork

creating and compelling vision

.....



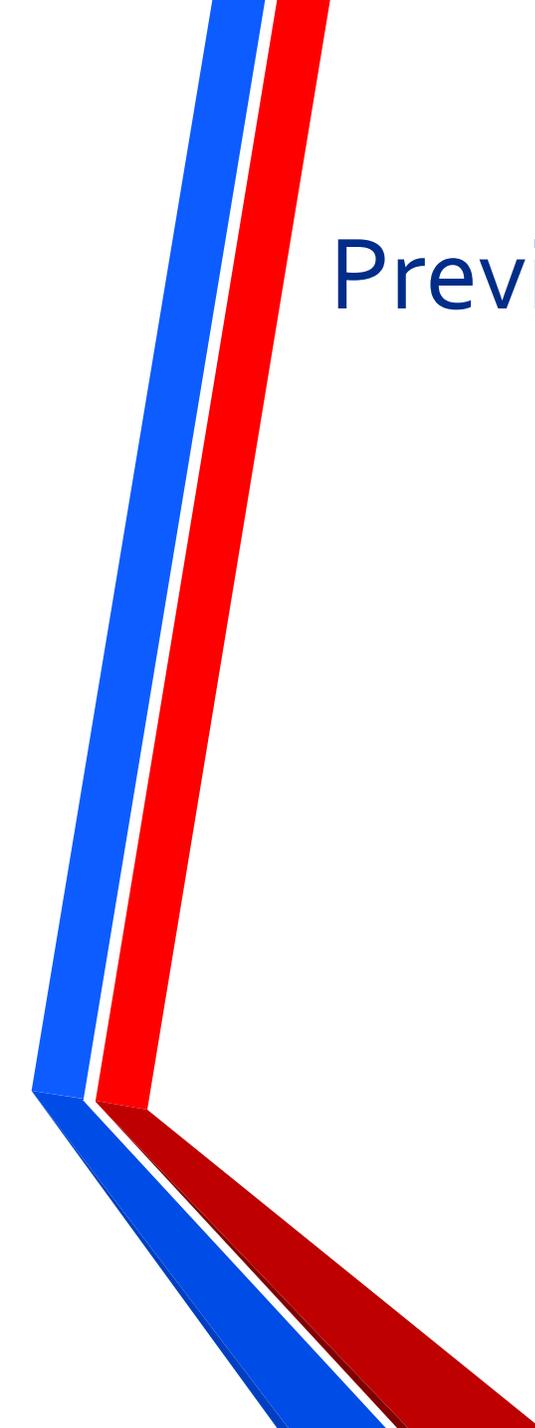
# Capacity building

achieve its goals

fulfil its mission

be stronger and more responsive

build inclusive and diverse societies



Previous studies have focused on

its definition

different interventions

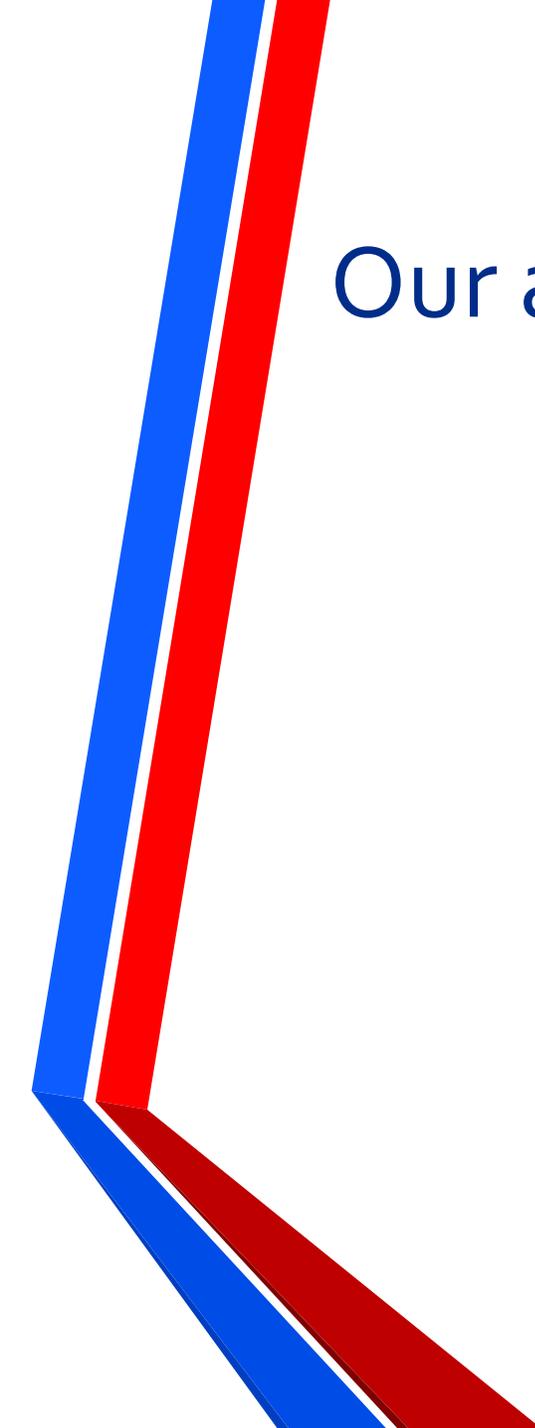
their achievements

governance

management

HR systems

leadership



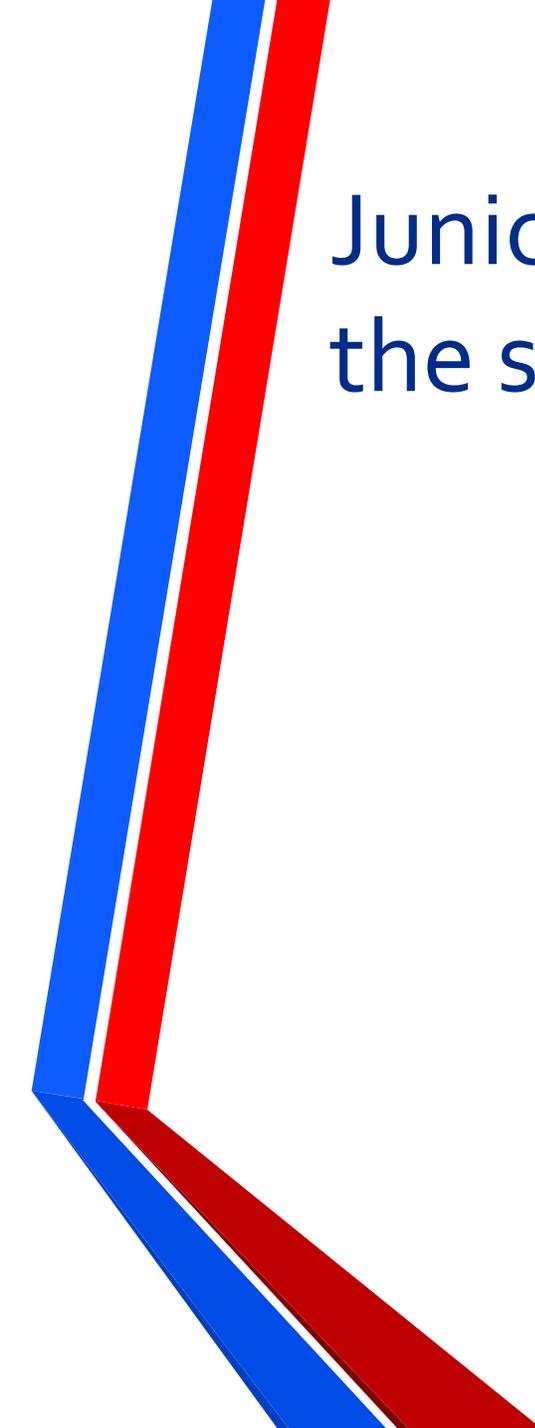
Our analysis focuses on

the challenges that academic leaders in  
different levels face in Europe and China

The challenges that academic leaders in different levels face in Europe and China

The research (gap) on academic leadership

The initiatives in Europe and China



# Junior Academic leaders experience some of the same tensions as Heads of Departments

budgeting

workload modeling

international collaboration

.....

# Supports needed

administrative support

structured individual reflection

interaction with peers

in depth feedback

....

# Middle-level academic leaders are at a crucial position

dualism

workload

formal training

temporary appointments

decision making process

quality assurance

financial policy

leadership style

....

# Supports needed

clarify their role

require inclusive leadership environments

support for the 'managerial' role and 'professional' role

acknowledgement of academic leadership

opportunities to delegate responsibilities

formal training

more time

.....

# The role of a senior/high-level academic leader is complex and diverse

time

workload

limited positions

internationalization

reduction in government funding

complexity of university structure

relevance of administrative positions

.....

# Supports needed

more attractive career

mentoring

help them transit into senior roles

expert advice and technical information

administrative support to gain free time

interaction with peer groups

.....

# Chinese academic leaders

heavy workloads

different systems to choose leaders

different academic policies

allocation of academic resources

balance between leadership & administration

# Chinese academic leaders (challenges)

numerous roles with limited energy and time  
cultural values of collectivism

the concept of shared governance

the dual management systems

finances

....

# Researches in academic leadership (research gaps)

Done	Not Done	Why needed?
Western Leadership principles, Chinese leadership principles, Western and Chinese concepts of leadership are converging.	Extent and influence of this convergence	The implications of this convergence are that Western leadership theories could place greater emphasis on humanistic considerations and thereby influence labor relations and organizational commitment. At the same time, China's increasing adoption of Western leadership techniques is likely to encourage innovation and improve the efficiency of current Chinese businesses.
The difficulties of Western leaders have experienced in Chinese milieus and vice versa.	The holistic approach	It provides a basis for understanding cross-cultural management and for flexibility in responding to situations a leader might encounter.
Chinese moral leadership values	Western's applying Chinese moral leadership values	It is needed to improve leadership practices in general in Western countries.
Universal leadership concepts	The validity of universal concepts	If the concept is found to be valid, future leadership training might be tailored to offer leaders a wider range of situational responses.

# Researches in academic leadership (research gaps)

Done	Not Done	Why needed?
The major features of Level-A DFC universities in China	Development of Chinese colleges and universities in terms of management system from the historical starting point to the development context, and from policy initiatives to consequences.	It is needed to increase academic diversity and avoid academic inbreeding, Attention should be paid not only to the deficiencies of this system in terms of the lack of democratic participation and transparency of processes, and so on but also to the achievements it has made and the positive impact it has brought
Academic leadership training themes for university and middle-level leaders; deeply explore the capacity building needs and areas for learning in relation to the challenges reported.	More samples can be presented to increase the number of participants to use interviews to	To show the differences in the training needs among the European countries, to ensure representation to strengthen the generalizability of the findings. to go deeper into the issue,
The performance management system in the Chinese higher education sector by revealing its unique characteristics underpinned by competing rationalities and demands on academic leaders	<ul style="list-style-type: none"> <li>- Empirical studies on the impacts of performance evaluation, the university's PE practice (i.e. the dual PE system for academic middle managers) and the work environment of academic middle managers (i.e. working in teams)</li> <li>- Examine how to link team performance of Chinese middle managers with performance at the individual, team and organizational levels</li> </ul>	To build world-class universities and world-class disciplines, this is significant
Academic leadership skills	High-quality academic leadership competencies	Prerequisite for changed academic environment.

# Researches in academic leadership (research gaps)

Done	Not Done	Why needed?
Key challenges faced by leaders in higher education attending succession leadership development program	Challenges of the leaders not attending succession leadership program	Reveal whether leadership programs are really beneficial
The importance of middle managers in making a significant contribution to the management literature albeit somewhat unrecognized by senior management, to radical organizational change.	The managerialist/collegiality dualism by mis-describing the complexity and range of possibilities for conceptualizing developments in higher education	It helps to recognize the ways in which middle managers may operate to limit some of the more dysfunctional consequences of both executive action and external policy.

# Past & existing initiatives in Europe

Year	Europe
2005	The Graz Declaration in Austria encourages university leaders to foster co-operation between universities and community stakeholders
2008	The German Research Foundation (Deutsche Forschungsgemeinschaft 2008) is aimed at strengthening the international competitiveness of (specifically selected) German universities.
2008-2011	MODERN project, European Platform Higher Education Modernisation aims to create an open platform as a key instrument for innovation, state-of-the-art knowledge, dissemination of good practice and joint action on university leadership, governance and management for the professionalisation of the sector.
2009	The Turin Declaration in Italy aims to Support, inform, encourage and share good governance and policy making based on sustainable and responsible development principles;
2016-2018	USTREAM Project examines three thematic dimensions: <ul style="list-style-type: none"><li>- efficiency in professional, operational and support services</li><li>- efficiency in academic matters, and</li><li>- efficiency through strategic governance.</li></ul>

# Past & existing initiatives in China

Year	China
1994	China's agenda 21 plan to promote sustainable development
1996	211 Project aims to grow the research capability and international reputation of its best universities rapidly
2006	985 Project aims reinforce the development of high-quality education resources and enhance the strength and innovation of China's education
2011	2011 plan a national plan to enhance the innovation capacity of universities by promoting collaborations between universities, research centers, industries and other related stakeholders
2011	CGUN Green University to communicate and develop the green campus context
2015	<i>The Double First-Class Initiative is now underway in a number of Chinese universities, of which about 36 are designated as level-A first-class universities of China</i>
2018	Belt and Road (BRI) international HE hub to play a more positive role in international HE arena
	Initiatives and plans under Ministry of Education (China) and NAEA (training programs)