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LEAD Project Launch Conference & workshops 21-23 March 2016



Vrije
Universiteit
Brussel



Network of Universities
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LEAD Steering Committee for the Launch Conference and 1st workshop:

- Prof. dr. Paul De Knop, Rector, Vrije Universiteit Brussel
- Prof. dr. Jan Cornelis, Vice Rector, International Policy Vrije Universiteit Brussel
- Mr. Anthony Antoine, Executive Director of the Institute for European Studies
- Mr. Jan Den Haese, HR Development Manager, Vrije Universiteit Brussel
- Dr. Jacqueline Couder, Director International Relations and Mobility Office, VUB
- Mrs. Kris Dejonckheere, Secretary General, UNICA
- Ms. Marta Rachlewicz, Project Officer, UNICA
- Prof. dr. Chang Zhu, LEAD project coordinator, Vrije Universiteit Brussel



LEAD Project Launch Conference

21 March 2016, 14:00-17:30

Venue: Vrije Universiteit Brussel

Promotiezaal D2.01

13.30 – 14:00 Registration

14:00 – 15:20 Opening session

Chair: Prof. dr. Jan Cornelis, Vice Rector, International Policy Vrije Universiteit Brussel

14:00 Opening video

14:00–14:10 Welcome & Opening speech, Prof. dr. Paul De Knop, Rector, Vrije Universiteit Brussel

14:10–14:25 Opening speech, Mr. Jianmin LI, Minister-Counsellor, China Mission to the EU

14:25–14:40 Leadership on internationalization, the university context, Prof. dr. Jan Cornelis, Vice Rector International Policy, Vrije Universiteit Brussel

14:40–15:00 Leadership in University Associations, Innovation and Political Context, Mrs. Caroline Gennez, President of the University Association Brussel (UAB), Vice President of Flemish Parliament

15:00–15:20 HEI transformation and specific needs for academic leadership capacity building in the global context, Prof. LYU Peiming, Vice President, Tongji University

Group photo

15:20 – 15:40 Coffee

15:40 – 15:50 The LEAD project presentation & video

15:50 – 17:30 Rectors' Panel Session: challenges and capacity building for academic leadership

Moderator: Prof. dr. Jan Cornelis, Vice Rector, International Policy Vrije Universiteit Brussel

Themes:

- 1) Why does academic leadership matter? Why is it relevant and important for universities?
- 2) What are the challenges for academic leadership? Is there a need for capacity building?
- 3) How EU and China can cooperate in strengthening academic leadership? What is the global context in Europe and China?

Panel:

- Prof. dr. Paul De Knop, Rector, Vrije Universiteit Brussel, Belgium
- Prof. dr. António Rendas, Rector, Universidade NOVA de Lisboa, Portugal
- Prof. LYU Peiming, Vice President, Tongji University, China
- Prof. dr. YU Xiang, Director Chinese-German Institute for Intellectual Property, *on behalf of Prof. dr. CHEN Jianguo, Vice President, Huazhong University of Science and Technology, China*
- Prof. dr. Guido Van Huylbroeck, Academic Director for Internationalization, *on behalf of Rector Prof. dr. Anne De Paepe, Ghent University*
- Prof. dr. Rosette S'Jegers, VLIR Secretary General

17:30 – 18:30 Reception (for all participants)

18:30 – 20:30 Dinner (with invitation)



LEAD Workshops

22-23 March 2016

Venue: University Foundation (Rue d'Egmont n°11, 1000 Brussels)

Room A

Tuesday, 22 March 2016

Moderator: Jan Den Haese, HR Development Manager, Vrije Universiteit Brussel

9:00 – 9:30 Introduction: Structure of the Workshops

Themes:

- University Governance
- Academic Leadership skills
- EU-China cooperation

Learning goals and expected learning outcomes:

- Increased understanding of university governance in the context of innovation and internationalisation and capacity building for academic leadership
- Enhanced cooperation of academic leaders in the EU and China.

9:30 – 10:40 University Strategy development, Prof. dr. Paul De Knop, Rector VUB

Questions for the workshop:

- Why did you do the strategic planning for the university? What are the major drives?
- How did it work? What are the benefits and pitfalls, and effect on the university?
- Why does the university reform the governance structure?
- What are the achievements, pitfalls, and effect?

10:40 – 11:00 coffee break

11:00 – 12:30 University Governance structure

Contributions:

- Thomas Estermann, Director for Governance, Funding & Public Policy Development at European University Association (EUA)
- Prof. dr. António Rendas, Rector of Universidade Nova de Lisboa
- Results of the LEAD needs analysis of European and Chinese stakeholders, Prof. dr. Chang Zhu, VUB

12:30 – 14:00 Lunch

14:00 – 17:00 Workshop on University Governance

(15.30-15.50 coffee break)

Moderator: Prof. dr. Abigail Levrau, Research Director, Guberna

Co-facilitated by Dr. Liu Qiang, Beijing Normal University

Expert contributions:

- Prof. dr. João Sàágua, Vice Rector, Universidade NOVA de Lisboa
- Anthony Antoine, Executive Director of the Institute for European Studies (IES)

Wednesday, 23 March 2016**Moderator: Prof. dr. Roland Pepermans, Dean, Faculty of Psychology and Educational Sciences, VUB****9:30 – 12:30 Academic Leadership Skills**

(10.40-11.00 coffee break)

Key questions:

- What major competences an academic leader should have?
- How to develop academic leadership skills?

Expert contributions:

- Academic Leadership and change management, by Prof. dr. Melita Kovacevic, Former Vice Rector for Research and Technology, University of Zagreb, EUA CDE Steering Committee Chair
- Prof. dr. João Sàágua, Vice Rector, Universidade NOVA de Lisboa
- Mr. Anthony Antoine, Executive Director of the Institute for European Studies
- Prof. GUO Jianru, Professor in Management of Higher Education, Institute of Economics of Education, Peking University

12:30 – 13:30 Lunch**13:30 – 16:00 EU-China Cooperation on Academic Leadership Capacity Building****Moderator: Kris Dejonckheere, Secretary General, UNICA**

(15:00 – 15:20 coffee break)

Key questions:

- Are there specific cultural issues related to academic leadership?
- Is intercultural awareness or competence needed for academic leaders?

Expert contributions:

- Prof. dr. YU Xiang, Huazhong University of Science and Technology
- Prof. dr. João Amaro de Matos, Associate Dean for Institutional Relations and International Development, Universidade NOVA de Lisboa
- Prof. dr. Yuzhuo Cai, University of Tampere
- Prof. Shengrong Yang, Shanghai Jiao Tong University

16:00 – 17:00 Wrap up and conclusions session

Representatives of VUB, UNICA and Chinese partners

Kris Dejonckheere, Secretary General, UNICA

Mr. Fan Pingjun, International Cooperation, NAEA

Prof. dr. Jan Cornelis, Vice Rector International Policy, Vrije Universiteit Brussel

Workshop on University Governance 22 March 14:00 – 17:00

Themes and questions proposed by Prof. dr. Abigail Levrau

1) Good governance at universities: what's in the name?

What does *good governance* mean at your university?

- What are the basic principles for your university?
- What reference framework does your university use e.g. Code of Good Governance?

Why is *good governance* important at your university?

- How and to what extent does good governance contribute to academic leadership, innovation and internationalisation?

What are the challenges and barriers for implementing good governance at your university?

2) The governance tripod: division of power

How do you picture the governance tripod at your university?

- Is there a clear division of responsibilities between the various bodies?
- What are the lines of reporting and accountability?
- Are there mechanisms in place to prevent/deal with conflicts of interest and concentration of power?
- Do specific 'stakeholder' groups (students, faculty etc.) hold specific 'powers' (participation in the decision-making or advisory role)?
- How is monitoring organised? What kind of control mechanisms are installed?

What could be examples of "best practices"? What practices should be avoided?

3) Effective board governance

To what extent does the composition of the Board also reflect diversity in terms of competencies/expertise (>< representation model)?

Is there sufficient alignment between the composition and the role/tasks of the Board?

What kind of decision-making model is applied at the Board? What is the role of the Chairman?

How is dealt with the concept of 'independence' in the Board?

What qualifications are considered as being fundamental for an individual director? What is expected from an individual director (e.g. "Code of Conduct")?



Leadership is
the capacity
TO TRANSLATE
VISION INTO
reality.
- Warren G. Bennis -
WWW.LEADERSHIPQUOTES.BIZ

To lead yourself, use your head;
to lead others, **use your heart.**

Always touch a person's heart
before you ask him for a hand.

- John Maxwell

*"Leadership is unlocking people's
potential to become better."*
Bill Bradley
ALAME LEADERSHIP
Building • Engaging • Transforming

If your actions inspire
others to dream more,
learn more, do more
and become more,
you are a leader.

John Quincy Adams
www.jqaquotes.com

The more you inspire,
the more people
will inspire you

Simon Sinek

Leaders become great, not because of
their power, but because of their
ability to empower others.

~John Maxwell

www.oatrow.com



Prof. dr. Paul De Knop is currently the rector of the Vrije Universiteit of Brussel. He was dean of the Faculty of Physical Education from 2006 to 2008. From 1997 to 2008, Dr. De Knop was professor at the University of Tilburg, and Chairman of the Board of the Flemish Community Education (GO!) from 2002 to 2008. Prof. De Knop teaches sport sociology and sport management. In addition to his position as rector, he was the president of the Flemish Fund for Scientific Research from 2009 to 2010 and Chair of the Flemish Rectors Council (2013-2015). Prof. Paul De Knop has received several awards for his academic work. In 2004, he was the winner of the Sport Management Excellence Award from the European Association for Sport Management. De Knop was also the winner of the Best Practice Award in Sport and Recreation Management in 2005, awarded by The Institute of

Sport and Recreation Management. In 2013 he received an Honorary doctoral degree at the Antwerp University. He has been 6 times the chair of review committee's for educational programs in the Netherlands.



Mr. Jianmin Li is Minister-Counsellor, Head of Education and Culture Office of the Mission of the People's Republic of China to the European Union. In 2011, Jianmin Li took up his post as Minister-Counsellor and Head of the Education and Culture Office at the Mission of the People's Republic of China to the European Union. Prior to this position, from 2006 to 2011, he worked as Deputy Secretary-General of the China Scholarship Council. In the period from 2001 until 2006, Jianmin Li held the position of Education Counsellor, Head of Education Office, at the Consulate-General of the People's Republic of China in Sydney, Australia.



Mrs. Caroline Gennez is the president of Brussels University Association (Universitaire Associatie Brussel-UAB) since December 2013. She got her Master in Political Sciences from KU Leuven. She is Member of various Belgian Parliaments since 2003. She is also the Vice-President of the Flemish Parliament and Vice-President on the Education Committee. Since 2015, she is also member of the Board of the Institute of European Studies (IES).



Prof. dr. Jan Cornelis is Vicerector International Policy of VUB since October 2012. He is also Chairman of the VLIR commission on international policy.

In 2001-2008, he was Vicerector for R&D at VUB, in 2009 he became deputy head of cabinet in the Ministry of Science Policy and Innovation for 6 months, he then acted as academic coordinator Knowledge Innovation and Technology Transfer at VUB. He received in 2015 the

Chinese state friendship award and previously a similar award of the province of Shaanxi for his early involvement in cooperation with Chinese universities including technology transfer. Prof. dr. Jan Cornelis is professor in digital image processing, medical imaging and electronics, coordinator of research group IRIS (computer vision, image processing). His current research interest covers image and video compression, and medical imaging. Prof. Jan Cornelis is author or co-author of more than 500 international publications in journals and conference proceedings, promoter of 30 PhDs and (co)inventor in 4 patents. He is co-initiator and board member of the interuniversity Qbic Fund, where he also presides the strategic committee.



Prof. dr. António Rendas is Rector of the Universidade NOVA de Lisboa since January 2007. He obtained his PhD at the Cardiothoracic Institute of the University of London, in 1977. He was Research Associate in Pathology at the Harvard Medical School and at the Children's Hospital Medical Center, in Boston, USA, between 1977-1978. He is Full Professor of Pathophysiology, since 1982 at the Faculty of Medical Sciences (FMS). He was Director of the Institute of Tropical Medicine (1983-1986), Dean of the FMS from 1996 until 2006. In March 2010 he was elected President of the Portuguese Council of Rectors a position he held until September 2014. He is also advisor of the Consultative Council for Scholarships of the Calouste Gulbenkian Foundation. His main scientific areas of activity involve respiratory physiology and pathophysiology,

biomedical aging and medical education. In the last two decades he developed expertise in university government and management at European level as member of the Council of European Universities Association and member of the UNICA Steering Committee.



Professor LU Peiming is Vice President for Human Resources and Facility Management of Tongji University. Before his function as Vice President, he was Deputy Dean for the School of Foreign Languages of Tongji University, and Deputy Director for International Exchange and Cooperation Office of Tongji University. From Feb. 2004 to July 2006, he was Consul for Education, the General Consulate of P.R. China in Houston, Texas in USA.

He specializes in English language, and his research interests cover Intercultural Communication and Sustainable Development in Higher Education.



Prof. dr. “Rosette S’Jegers (PhD in economics, 1982, Vrije Universiteit Brussel) has a particular interest in higher education policy in Flanders/Belgium, indicated by her former mandate as vice rector for education (2000 – 2008) at Vrije Universiteit Brussel and her present position as secretary general of the Flanders Rector Conference VLIR (Vlaamse Interuniversitaire Raad). VLIR serves as a platform to facilitate interuniversity cooperation and represents all Flemish universities in the interaction with the Flemish government. She teaches economics and has a particular interest in the services

sector. She has managed various projects relating to changing competitive conditions in banking, transport, communications and other industrial activities. Professor S’Jegers is recognized for her experience in the non-academic world and holds various management and board functions. She was vice president of the board of the Belgian Post Company (De Post/La Poste) between 2000 and 2006 and thus witnessed the transition of the national postal service to an autonomous company now listed on the Belgian stock market. In 2007 she was nominated and today she still acts as a member of the Board of a public holding PMV (Participatie Maatschappij Vlaanderen) allocating a fund of more than one billion euro to innovative projects in the Flemish economic and research activities.



Prof. dr. Guido Van Huylenbroeck is the Academic director for Internationalisation of Ghent University. He has developed academic experience in the following fields: economic valuation of land consolidation and rural development project, environmental economics, agricultural and rural policies, and institutional economics. He is co-author of over 350 refereed articles book chapters and has a lot of experience as coordinator of an Erasmus Mundus International Master course in Rural Development with partners of 14 different countries among which CAU and NAU from China. Further he conducted PhD projects in Ecuador, Tanzania, Zambia, Tunisia, Philippines, India and South Africa. Prof. Guido Van Huylenbroeck

also has ample experience in management as Faculty Chair for internationalisation (2002-2008), Dean of the Faculty of Bioscience Engineering (2008-2015) and since October, 1st 2015 as Academic Director for Internationalisation for Ghent university.



Prof. dr. João de Deus Santos Sàágua is currently Vice-Rector for Academic Management and International Affairs. Previously he was, for eight years, Dean of Faculty of Social and Human Sciences (FSHSc). Since the governance of NOVA University is highly decentralized he was accountable for managing a budget of around twenty million euros per year. During his two mandates as Dean FSHSc became the leading school in the area at national level, and a competing candidate in several fields at European level. He was also Vice-dean of FSHSc for three years, President of the Scientific Council of FSHSc. He is for more than 20 years member of the Direction Board of Nova University Institute of Philosophy, a research unit that is evaluated with “Excellent” since 1995, by international

panels appointed by the Portuguese Foundation for Science and Technology.



Prof. Dr. Xiang YU is Director and Professor of the Chinese-German Institute for Intellectual Property, and Director of the International Office of Huazhong University of Science and Technology (HUST) in Wuhan, China. He is also a German Humboldt Scholar and a member of the European Academy of Sciences and Arts. He teaches patent related courses in many universities in different countries and has published about 120 research articles in the fields of intellectual property in English, German, Japanese, and Chinese language. He is now acting as Director of the Chinese IP Group for the US-China CERC Project, as well as Director of the Chinese IP Group for the China-EU/EEA NZEC-CCS Project.



Mr. Thomas Estermann is Director for Governance, Funding and Public Policy Development with responsibilities for EUA's work aimed at strengthening universities' autonomy, governance, management and their financial sustainability. Before joining EUA in July 2007, Thomas Estermann was Deputy Head of Strategic Development and Deputy Head of Administration at the University of Music and Performing Arts, Vienna, a member of the universities' senate and involved in the last two reforms in higher education in Austria. Before entering the University in 1997, he pursued a career as a lawyer. Thomas Estermann was previously member of the Executive Committee of HUMANE (Heads of University Management & Administration Network in Europe) and founding chairman of WSAN, a network of senior university managers in Europe. He is also a member of the editorial board of the UK-based journal 'Perspectives', which focuses on policy and practice in Higher Education.



Mrs. Kris Dejonckheere is Secretary-General of Network of Universities from the Capitals of Europe since 2001. As head of the general secretariat of an international network of 44 universities, she has a profound understanding of the European Higher Education Area and extensive knowledge of higher education policy consulting, team leadership and management of European projects, especially those funded by the European Commission. Kris has wide experience in leading dissemination activities and can provide advice on how to reach the widest target group in the most successful and efficient way.



Prof. dr. Yuzhuo Cai is professor at the Higher Education Group, School of Management, University of Tampere, Finland. He is also the Executive Deputy Director of the Chinese Education Research & Exchange Centre (CEREC), University of Tampere. His main research areas are Higher Education policy and management, internationalization of higher education and transformation of higher education in innovation systems. He has also been long time engaged in Chinese and European higher education cooperation as an initiator or key player in a variety of activities.



Prof. dr. Abigail Levrau is Research Director and Member of the Management Committee of GUBERNA (Belgian Institute of Directors). She joined the Institute in 1997. She is responsible for the multiple research projects and benchmark studies conducted by GUBERNA. She is also a key actor in board evaluation exercises at listed and non-listed companies. Besides, she designs the training offer of GUBERNA and frequently lectures in Belgium and abroad.

Furthermore, she heads the Centre for Listed Companies and is actively involved in the activities carried out within the Centre for Public Governance. She is a member of the Education and Development Committee within ecoDa (European Confederation of Directors' Association). She is a Guest Professor at Ghent University and Mathias Corvinus Collegium (Hungary). In 2014, she has been appointed to the board of directors of a family-owned SME as a non-executive director. Abigail Levrau holds a degree in Applied Economics from Ghent University and, next, obtained her PhD with a thesis on 'board effectiveness' in 2007. She has published various articles on this topic.



Mr. Anthony ANTOINE has been the Executive Director of the Institute for European Studies (IES) at the Vrije Universiteit Brussel (VUB) since 2002. Anthony holds a degree in Political Science and studied at the Vrije Universiteit Brussel, the University of Central Lancashire (Preston, UK) and the Université Libre de Bruxelles (Centre d'Etudes en Relations Internationales et Stratégiques). As a researcher, he was linked to the Centre for Peace and

Security Studies of the VUB's Politics Department. As assistant to Prof. Dr. Gustaaf Geeraerts, he was responsible for the course "European Security" at the VUB. Within the Euro-Atlantic Foundation, an NGO created under the auspices of the NATO Parliamentary Assembly, he was Project Director and consultant for internet-communication for parliaments in Central and Eastern Europe (1997-2002). Having worked for NATO's Office for Information and Press (1995-1997) he became CEO of the companies Allied Consultants and Dune Enterprises (1997-2002), where he dealt with electronic (crisis-) communication at the North Atlantic Treaty Organisation (NATO), the Western European Union (WEU), the High Representative for Bosnia and Herzegovina, various international Parliamentary assemblies, and the Belgian Federal Government.



Prof. dr. Roland PEPERMANS is Professor at the Research Unit for Work and Organizational Psychology (WOPs) at the Vrije Universiteit Brussel (BE). He took up the Dean's position of the Faculty of Psychology and Educational Sciences as from Fall 2015. He teaches on human resource management, organizational behavior and managerial psychology. In his research he attempts to build bridges between the profit and non-profit sectors with

projects on talent and career management, motivation, psychological contracts, reward management, and political skills. Prof. dr. Roland Pepermans authored a wide set of publications in international journals such as *Voluntas*, the *Journal of Organizational Behavior*, the *Journal of Vocational Behavior*, the *European Journal of Work and Organizational Psychology*, the *Human Resource Management Journal*, the *Human Resource Management Review*, the *Nonprofit and Voluntary Sector Quarterly*, and the *Journal of Occupational Health Psychology*.



as an expert in several
Higher Education area.

Mr. Jan Den Haese is HR Development Manager at the Vrije Universiteit Brussel, Belgium. Before joining the university, Jan developed a career as a management consultant, designing and implementing major change programs addressing operational, organizational and strategic challenges for local and international clients, such as: Pfizer, Aventis, T-Mobile, Philips, Atlas Copco, Agfa, Swarovski and KLM. Jan has built expertise in HR strategy, HR process optimization, organization design, talent management and employee engagement. He advises the Public Administration of Flanders on a number of HRM related topics and has been invited



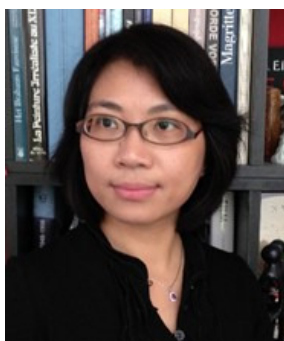
European projects focusing on human resource management in the
as an expert in several
Higher Education area.

Prof. dr. Melita Kovačević is EUA-CDE Steering Committee Chair. Prof. Kovačević initiated the establishment of a joint program on master level Middle European Interdisciplinary Master Program in Cognitive Science on the level of the University of Zagreb. Prof. Kovačević has been involved in Higher Education reform on university, national and European level. She has been a member of numerous national and EU bodies, working groups as well as she organized and participated in related activities. Prof. Kovačević has worked in a multitude of European and American universities as a

researcher, senior scholar or as invited lecturer. Her main research interests are cognitive psychology, psycholinguistics, neurolinguistics, cognitive neuroscience and language pathology.



Prof. dr. JOÃO AMARO DE MATOS holds a PhD in Physics (USP, Brazil, 1988) and a PhD in Finance (INSEAD, 1995). Besides his productive academic and research international activity in Europe and Latin America he is the Associate Dean for Institutional Relations and International Development at Nova School of Business and Economics, Universidade Nova de Lisboa, since 2005. He is a CEMS Executive board member since 2008 and has been appointed by EFMD as expert supporting business education development in Cuba.



is leading the MOOC project at VUB, which creates the first MOOC courses of VUB, and is also coordinating the MOOC component of the LEAD project by creating an online access of training and knowledge repertoire for all stakeholders who are interesting in enhancing their competences in University Governance and Academic Leadership.

Prof. dr. Chang Zhu is the LEAD Project Manager. She is professor in Educational Sciences at the Vrije Universiteit Brussel. Chang Zhu coordinates the LEAD (Erasmus+ Capacity Building in Higher Education) project as well as the EU-China DOC project (Erasmus Mundus) with a wide range of European and Chinese partners. She is also promoter for key research projects in the field of higher education, online and blended learning, as well as ICT integration and ICT for social-inclusive learning. Prof. Chang Zhu is director of the EU-China Higher Education Research Center (ECHE) and the Online and Blended Learning Competence Center at the VUB. She