



## 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")?