


Academic Leadership Capacity Building under Globalization and HEI Transformation


-A Chinese University Perspective

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Rethinking Education

Towards a global common good



UNESCO

- For these are turbulent times. The world is getting younger...
- Societies are more connected than ever...
- New power hubs are emerging...
- Opportunities for sustainable and inclusive development are vast, but challenges are steep and complex.

The world is changing - education must also change

PART ONE

The Call for Transformation in Education




A Changing World Calls for Changes in Education

Social Changes

Advances in Sci. and Tech
—Respect for Life
Economic Growth
—Income Disparity

Technological Development
—Interconnectedness
Mobility of People
—Cultural Conflicts



Key Concerns

Human nature and Human Rights
Sustainable Development
Cultural Diversity
—
International collaboration and responsibility sharing

Responses to Social Changes in Education

Humanitarian Education
Education in Sustainable Development
Education and knowledge as common interest
Collective governance of education globally

HEI transformation resulting from changes of the world

Globalization—cooperation and conflicts
Internet—connected and sharing
Openness—culture and quality
Community—sustainable development

Changes in external environment

—Redefining university missions
—Attention to Global education and social responsibility
—Participatory decision making

Learning environment—traditional vs. 3D
Learning Content—diversified and renewed
Learning subjects—Mobile and Lifelong
Quality Assurance—accreditation and assessment

Changes in internal environment

—Capacity building for university leadership
—Capacity building for staff
—Assessment of teaching and research

HEI Governance structure **Academic leadership**

PART TWO

HEI Governance and Academic leadership in China

Challenges and Tasks for Chinese Universities

Learn to understand Learn to do things Learn to survive Learn to co-exist

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Development Concept Higher Education

China

Innovation Coordination Reform in governance and administration
Greening Openness Sharing Quality uplift through assurance and assessment
Development world class universities and disciplines
(known as "Two Excellences")

University Governance Structure in China

Change from hierarchical ruling to Participative governance

Rigid Ruling as in Chess Flat governance as in Chinese Weiqi

Overall strategy in higher education reform:
rational distribution of power among government, HEIs, and the public

Government—less ruling, legitimate administration HEIs—Running by university charter, more emphasis on academic leadership Public—participation and public supervision

Understanding academic leadership

Robert Birnbaum
How Academic Leadership Works: Understanding Success and Failure in the College Presidency

An ideal president: someone like a Charisma, a leader having symbolic leader influence rooted in emotional and ideological foundations.

In reality: academic leadership is not the job of only the president, but requires the participation of leaders at various levels and of faculty and staff.

Even a Charisma President needs some helping hands!

Governance Structure in Tongji University

University Charter → Governance structure: Academic leadership capacity building

Academic Committee: Academic Planning, Academic Standards, Academic Assessment

General Principles: President Responsibility, Academic orientation, Faculty Dominance in Academics, Democratic Processes

Power Division: Schools, T & R Groups

President Responsibility: Development Orientation, Academic Policies, Interaction and Communication

Academic Leadership- A Tongji Model

A university is an organization of culture with the characters of a living creature, ... And it also evolves forward like the other creatures. So every kind of university is the product of genetics and environment. —by Eric Ashby

Academic Leadership

University Leadership: Planning, Regulations, Standards, Administration, Evaluation, Supervision

Deans

T. & R. Teams


An internal third-party focusing on university situation study and evaluation, serving as:

Think-tank for the president Support for Management Assurance of Quality

PART THREE

Proposals for the LEAD Project

Attitude toward Global Education by Chinese Government




Greater exchanges and mutual learning among civilizations can further enrich the colors of various civilizations, heighten people's enjoyment of cultural life, and open up a future with more options.

Achieving harmony while maintaining differences.

—by President Xi during his visit to UNESCO Headquarters.

Through cultural exchanges, equality in education, spreading of sciences, elimination of gaps, biases and hostility, the seed of peace can be planted.

Proposed Principles for LEAD



- Respecting Differences
- Sticking to collaboration and win-win results
- Focusing on common interests
- Promoting resource sharing
- Fostering synergy and innovation

Proposed areas and activities for LEAD (1)

Areas of Collaboration


Respecting differences		Sticking to collaboration and win-win situations			
Cultural exchange	Academic Forums/workshops	Joint Appointment of Faculty Members	Shadow Project	Academic standards	Academic Evaluation
Summer schools	Mobile Campuses	Training Experiencing	University Ranking Quality Assurance System	Testing of Learning Results Quality of Education	

Proposed areas and activities for LEAD (2)

Areas of Collaboration

Focusing on Common Interests		Realizing Resource Sharing	Fostering Synergy and Innovation	
Humanistic Education	Sustainability Education	Joint Course Offering Data and Info Sharing	Governance Structure	Academic Leadership
Credit transfer	Joint curriculum Design	Global Education Governance Academic Leadership Practices	Bologna Process Power distribution among government, HEIs, and the public	

THANKS



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