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Academic Leadership Development in China in the Context of National “Double World-Class” Strategic Plan: Challenges and Possible Solutions

A Case Analysis based on Faculty of Education, Beijing Normal University

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Beijing Normal University / Xinjiang Education Institute

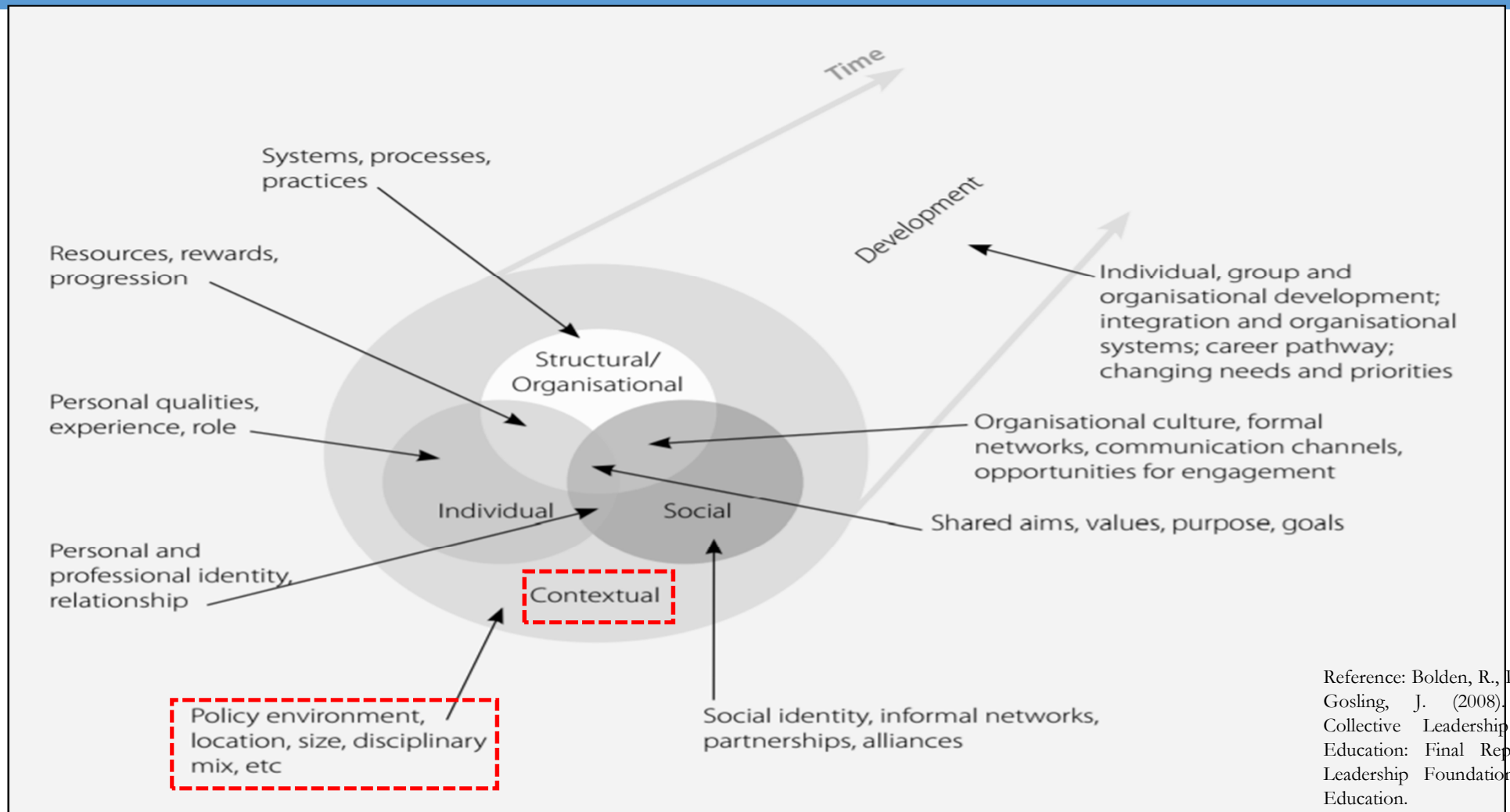
November 13th, 2017

Effective academic leadership

- leadership in **teaching**
- leadership in **research**
- strategic networking and **vision**
- **transformational** and collaborative leadership
- fair and efficient **management**
- development and recognition of **performance**
- and **interpersonal** skills

Reference: Paul Ramsden. (1998). Learning to Lead in Higher Education. London, UK: Routledge, page 4.

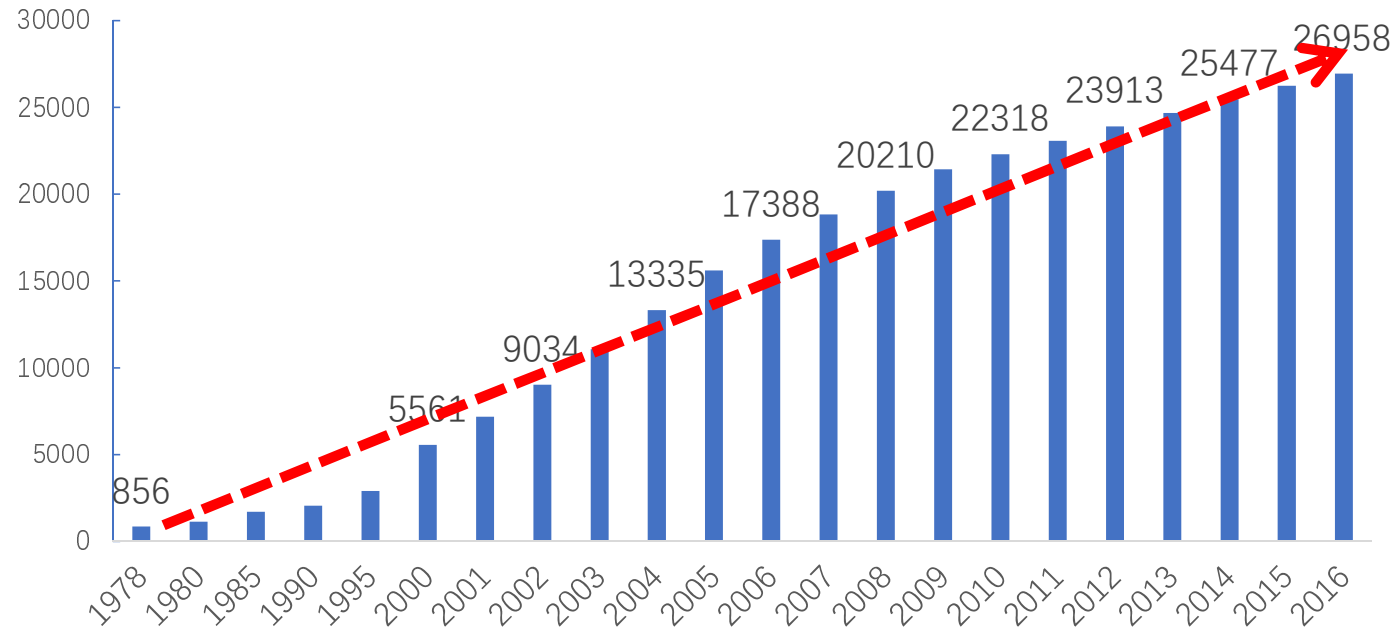
Core of academic leadership



Reference: Bolden, R., Petrov, G. and Gosling, J. (2008). Developing Collective Leadership in Higher Education: Final Report. London: Leadership Foundation for Higher Education.

What dose National
“Double World-Class”
Strategic Plan mean
for academic
leadership

Undergraduates in regular HEIs
(unit 1000 people)



- Higher education in China moves to connotative development
- From followers to leaders
- Competing for a global competitiveness

Dance on a world stage

Enhanced global connectivity / internationalization means:

- Colleges and universities need to evaluate their mission and activities in light of the changing international environment
- Institutions need to ensure that their internationalization efforts align with their institutional mission
- The global marketplace in which graduates now pursue employment requires institutions to expose students to international perspectives and experiences
- International students have become important
- Raise questions about the purpose and priorities of international education

Who am I?



- Assistant Dean at Faculty of Education, Beijing Normal University for Global Partnership and Engagement
- Associate Dean at School of Educational Sciences, Xinjiang Institute of Education for Research and Curriculum Reform

Who are we?

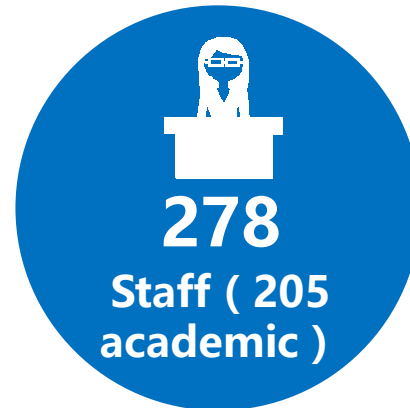


Faculty of Education, Beijing Normal University

- An entity merging from all the educational schools and institutions in 2009
- One of the 17 national pilot colleges
- Be in the list of national “Double World-class” Strategic Plan



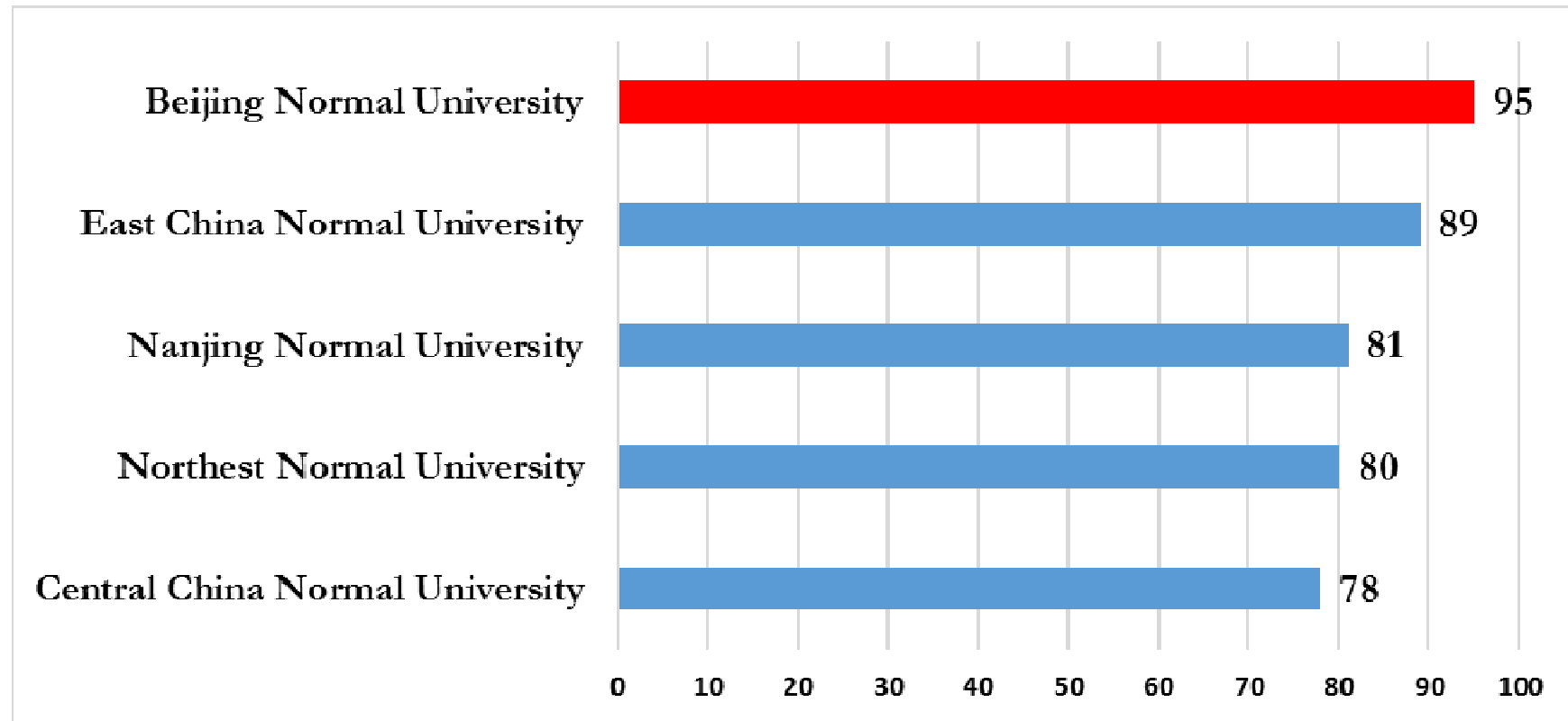
237 international students



7 international staff



Our local presence



National Overall Ranking in Education(2012)

Our global presence

University	2017	2016	2015	2014	2013
Institute of Education, University College of London	1	1	1	1	7
Harvard University	2	2	2	3	1
Stanford University	3	3	3	5	4
...		
Beijing Normal University	30	51-100	42	43	51-100

QS Ranking in Education

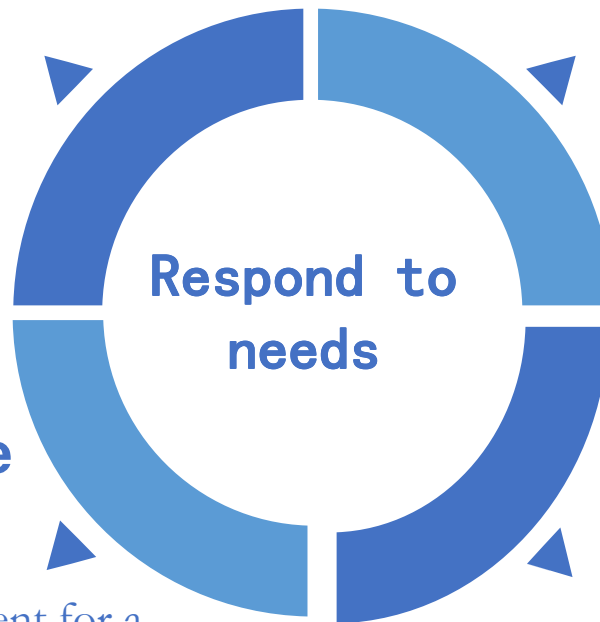
Why do we need to internationalize?

The needs of national strategic development

- “Double World-class” Strategic Plan
- demand for international talents

The needs for cultivating innovative talents

- The society's new requirement for a talent
- university reform in talent-cultivating mode



Respond to diverse social needs

- Study abroad “*locally*”
- to be internationally educated

The needs of discipline development

- Promote international research collaboration
- enhance the international influence of discipline

Challenges ahead

- **The pressure of taking a leading role**

- What is world-class?
- How to adjust the mission of the faculty
- How to collaborate staff as an academic leader

- **The imbalanced development of global engagement of 14 affiliated institutions**

- International activities participation varies among affiliated institutions
- Holding international academic conferences
- English-taught course development
- Inviting international academia to teach or visit
- Publications in top international journals



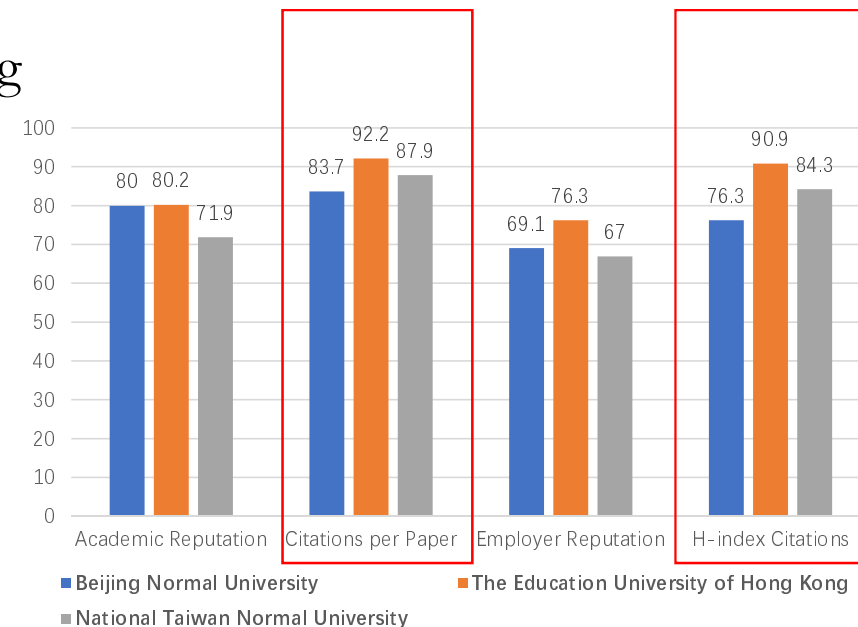
Challenges ahead

■ Low percentage of international students and programs

- Currently four English taught programs covering comparative education and higher education
- Low percentage of international students
- Very few international cooperative education programs (e.g. joint-supervision, double/dual degree, joint degree, mutual conferring of degree)

■ Bottleneck of global research collaboration

- Lack of world renowned research output
- Lack of deep cooperation with the global network

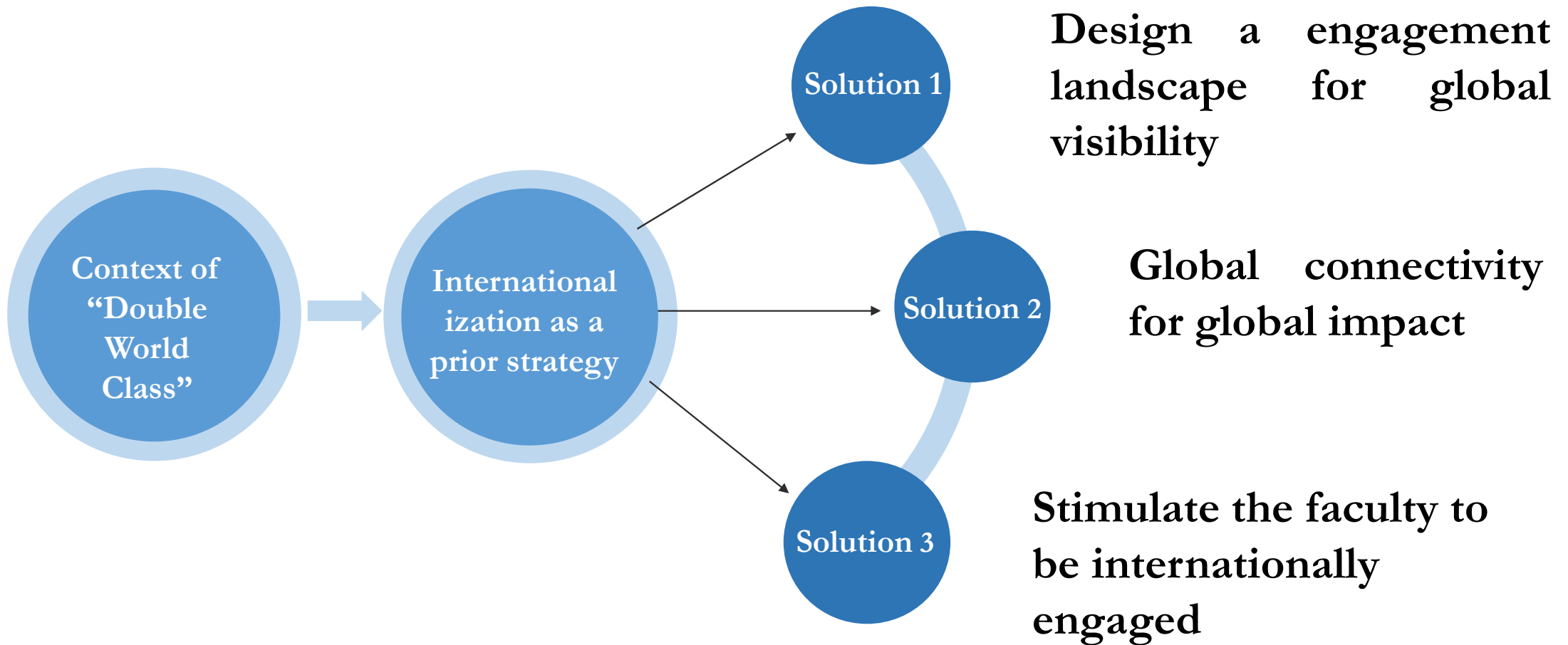




Challenges ahead

- **Partnership with international organizations**
 - Role in the educational decision making in Asia-pacific area
 - The cooperation with major organizations such as UN, UNESCO and the World Bank
 - The international invisibility
- **Challenges of the supporting system**
 - Leadership team
 - Working process
 - Rules and regulations
 - Information synthesis
 - Performance evaluation

Logic Framework for Solutions



Solution: Make internationalization as an institutional mission



北京师范大学教育学部国际化战略报告
(2015-2020)

Internationalization Strategy of
Faculty of Education

- Internationalization as a prior strategy of the faculty

Promote the integration of internationalization with students cultivation, scientific research and social services.....take a more proactive attitude on international engagement.....further enhance the international visibility, competitiveness and influence and build the FoE into an international strategy maker and global leader in the educational discipline.

Solution: Design an engagement landscape for global visibility



- Maintain the current relationship and expanding the **partnership in the global network**
- Encourage the afflicted institution to get connected with the world-class HEIs to form an **academic collaboration community**
- To establish 4-5 **international joint research center** to promote the actual research collaboration
- Expand the influence by setting up Global Educational College Dean Dialogue Forum, Global Education Forum, APEC Education Forum, Belt and Road Education Forum etc. with high level



Chen Baosheng, the Minister of Education of P.R.China



第十六届世界比较教育大会在北京师范大学成功举办！

The XVI World Congress of Comparative Education Societies was successfully held at Beijing Normal University

Solution:

Global connectivity for global impact

- Cooperate with foreign governments, educational institutions, enterprises and international organizations
- Set up an **international training promotion office** in **Principal Training Centre** to offer international training programs targeting at foreign education officials and teachers
- Aligning with the national diplomatic layout, set up a number of **international education research centres** (“Belt & Road” Educational Center, BRICS center) to provide international policy advisory
- build bridges for cooperation between international and domestic education institutions (Sino-Finnish Education Research Center)



INEI (International Network of Education Institutes)

- **China:** Faculty of Education, Beijing Normal University
- **Australia:** Melbourne Graduate School of Education, University of Melbourne
- **Brazil:** Faculty of Education, University of Sao Paulo
- **Canada:** Ontario Institute for Studies in Education, University of Toronto
- **Denmark:** Department of Education, Aarhus University
- **Singapore:** National Institute of Education, Nanyang Technological University
- **South Africa:** School of Education, University of Cape Town
- **South Korea:** College of Education, Seoul National University
- **United Kingdom:** Institute of Education, University of London
- **USA:** Faculty of Education, University of Wisconsin-Madison





2017

5/12 - 5/13

6th BNU/UCL IOE International Conference In Education
北京师范大学-英国伦敦大学教育学院第六届教育国际研讨会

Theme: Education and Mobilities: Ideas, People and Technologies

主题：教育与流动——思想、人员与科技

Venue: Beijing Normal University, Beijing China

地点：中国北京（北京师范大学）

Solution:

Stimulate the faculty to be internationally engaged

- Supporting inbound and outbound faculty and students exchanges with secure funding
- Engage the faculty and students in the competition of a key role **in international academic associations**
- Implement the **international paper publishing boost program**
- Invite international renowned scholars to develop and give courses **together with local teachers**
- Encourage faculty teachers to conduct joint research with international scholars and **publish together**

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OF TAMPERE

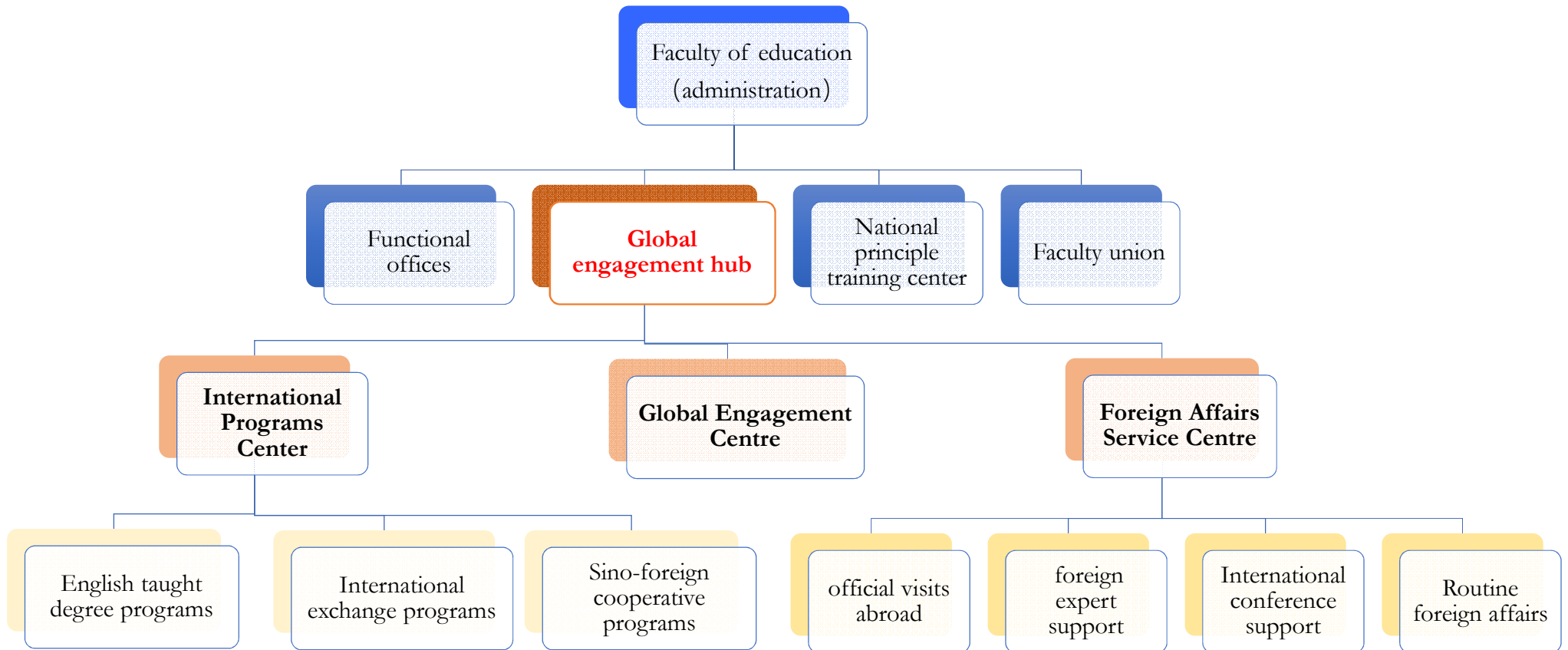


北京師範大學
BEIJING NORMAL UNIVERSITY



Hochschule Osnabrück
University of Applied Sciences

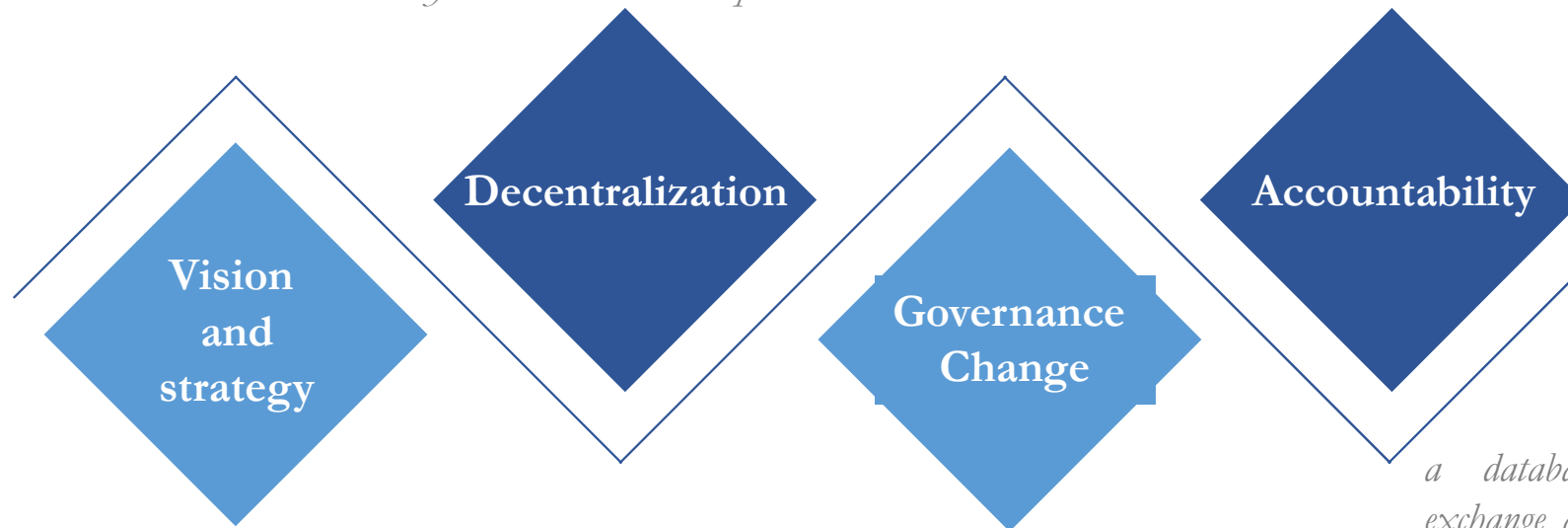
Solutions: Organization reform



Solutions recap

- Delegating powers
enhancing vitality and mobilizing the enthusiasm of various faculties to carry out international cooperation.

- Target
- Indicators
- Evaluation



- priority
- Landscape
- Integration

a database for international exchange and cooperation projects has been established to conduct management of the cooperation projects by levels and categories.

THANK YOU

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