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## LEAD2 FINAL CONFERENCE AND ACADEMIC LEADERS' FORUM

### LEAD2中欧学术领导力研讨班 暨LEAD2项目结项大会

*Cluster 1: LEAD2 Research, LEAD2 Journal, and LEAD2 Online  
Knowledge Base*

第一部分：LEAD2 研究、LEAD2 期刊和 LEAD2 在线知识库

29 November 2022

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## LEAD, LEAD2 Projects and Research

Capacity building, Research, research-based practices

- created a relevant resource for the practitioners, institutions, researchers, academic leaders
- knowledge & experience in specific contexts
- conceptual studies
- case studies
- Specific issues in university governance, academic leadership & academic leadership development



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## LEAD, LEAD2 Projects Overview

### LEAD BOOK

- **Academic leadership and University governance in EU and China:** 19 chapters

### SPECIAL ISSUES

- **European Journal of Education:** 1 editorial, 7 papers
- **Chinese Education and Society:** 1 editorial, 4 papers
- **Research in Educational Administration and Leadership:** 1 editorial, 6 papers
- **Asia Europe Journal:** 1 editorial, 4 papers

### Individual ARTICLES

- **Published in different journals:** 10 articles/book chapters



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## LEAD, LEAD2 Research Overview



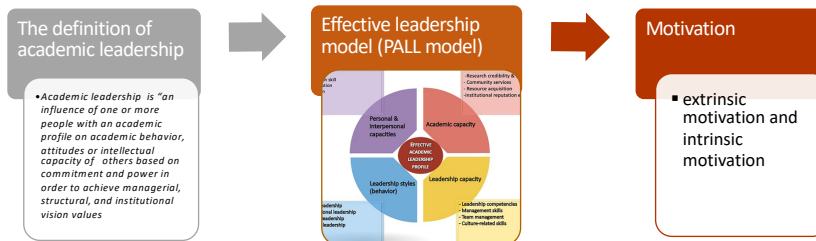
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## RESEARCH RELATED TO CONCEPTUAL ISSUES

**Academic leadership: Perceptions of academic leaders and staff in diverse contexts (Dinh, Caliskan & Zhu, 2021, EMAL)**

- Illustrated the concept of academic leadership
- Provided insights of academic leaders' skill sets
- Examined the motivations to become an academic leader



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## RESEARCH RELATED TO CONCEPTUAL ISSUES

**Exploring Young-Level Academic Leadership: A Thematic Analysis of a MOOC Discussion Forum (Caliskan, Zhu & Dinh, 2021, HEGP)**

- explored the interactions and communications regarding young academic leadership in a MOOC discussion forum

The definition of young academic leadership

- refer to academic talents who perform or take up leadership roles spontaneously and organically with or without a mandate, and who have distributed leadership skills evolving from within a networking group in the changing organizational context of universities.

**Academic Members' Perceptions of Educational Leadership and Perceived Need for Leadership Capacity Building in Chinese Higher Educational Institutions (Cheng & Zhu, 2022, CES)**

- provided a comprehensive educational leadership theory in China

The definition of educational leadership

- a significant impact, based on experience and power, on learners, researchers and other academic members in the ways of mentoring, disseminating scholarship, sharing know-ledge, building active social support networks, promoting innovation in education and providing social services.



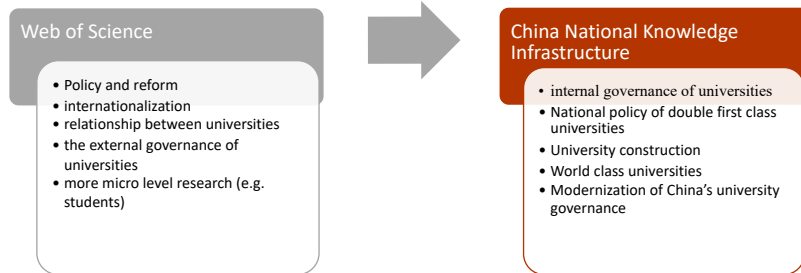
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## RESEARCH RELATED TO GOVERNANCE

### Review of research on knowledge domains in university governance: Mapping literature in English and Chinese (Xue & Zhu, 2022, EJE)

- Explored the current available research literature in the China National Knowledge Infrastructure and in Web of Science academic journals
- Revealed the current research situation and the differences through the perspective of mapping knowledge domains and visualisation



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## RESEARCH RELATED TO GOVERNANCE

### The Counselor System under the Perspective of Chinese University Governance (Jiang, Li & Luo, LEAD Book, 2019)

- identified the university counselor system in China and presenting the differences between China and other countries

#### Concept of the counsellor system in China

- comparison between China and the US and Europe
- lessons from the management systems in the United States and Europe,
- suggestion for the improvement of the counsellor system

### Comparative study on the internal governance models of Chinese and European universities (Wang, Liu & Chen, AEJO, 2022)

- established an effective internal governance system through reform and innovation to improve the efficiency and competitiveness of University.

#### Internal university governance structure in China & Europe

- China**
- CPC's political leadership system,
  - principal administrative management system,
  - professors' academic consulting system,
  - faculties and staff's democratic system.

- Europe**
- decision-making power allocation
  - enhancement of institutional leadership (rector)
  - the traditional authority of academics and scholars



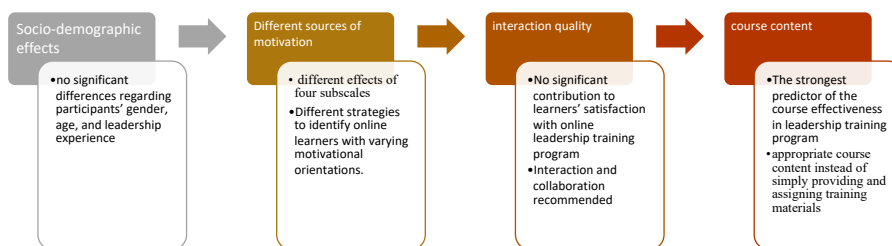
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## RESEARCH RELATED TO ACADEMIC LEADERSHIP AND ACADEMIC LEADERSHIP DEVELOPMENT

### Uncovering factors predicting the effectiveness of MOOC-based academic leadership training (*Dinh, Zhu, Nguyet, Qi, Journal of Computers in Education, 2022*)

- measured the contributing roles of design course factors to the variance on learning effectiveness of MOOC-based leadership programs
- identified the strongest predicting variables to the training effectiveness.



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## RESEARCH RELATED TO ACADEMIC LEADERSHIP AND ACADEMIC LEADERSHIP DEVELOPMENT

### Cultural Transformation and Academic Leadership: The Context of Turkish Higher Education (*Kondakci & Zayim-Kurtay, LEAD Book, 2019*)

- explored if transformational leadership is an effective leadership style to achieve cultural transformation in Turkish HEIs

#### Transformational changes on Turkish universities imposed

- centralized structural characteristics of Turkish HE system
- different missions into research, teaching, and regional development institutions
- Limitations in the wide application of transformational leadership

### Academic Leaders in Leading Chinese Universities (*Jing & Yao, LEAD Book, 2019*)

- generalized the common features of academic leaders in Level-A First-Class Universities of China

#### Characteristics of academic leaders in First Class Universities

- prominent academic backgrounds
- Male
- CPC members
- Around 55 years
- Experts in science and engineering
- PhD from prestigious universities

### Navigating the Covid-19 Turbulence in Higher Education: Evidence from Turkish Faculty Members (*Orucu, Kutlugun, REAL, 2022*)

- presented the experiences of the academic staff and their views on the HEI leaders during the pandemic

#### Turkish Academic leaders during pandemic

- The more care and support systems more trust and cohesiveness during pandemic
- Experienced leaders*: caring, supportive and collaborative
- Inexperienced leaders*: not transparent, high level of control, ambiguous implementations



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## RESEARCH RELATED TO TRANSFORMATION IN HEIs

### A case study of decentralization reform in a Chinese university (Liu, Yao & Xue, 2002, AEJO)

- introduced a case of a Chinese university concentrating on decentralization reform
- presented the main elements and functions of financial management practices in the university-faculty two-level management



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## RESEARCH RELATED TO TRANSFORMATION IN HEIs

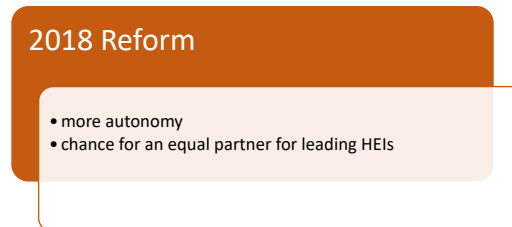
### Transforming Governance of German Higher Education Institutions (Sziegat, 2022, REAL)

- provoked discussion on governance transformation of German Universities of Excellence



### Reform of higher education governance structures in Poland (Waligóra & Górski, EJE, 2021)

- described the context of higher education governance structures in Poland and the mechanisms forcing and shaping their transformation in 2018



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## RESEARCH RELATED TO INTERNATIONAL COOPERATION

### Leading university internationalisation: The future of Euro-Chinese academic cooperation (Matos, Cunha & Berredo, EJE, 2022)

- presented cultural and institutional constraints of internationalization strategies in Europe and China
- analysed their impact on the cooperation and competition
- demonstrated academic leaders' role in this environment



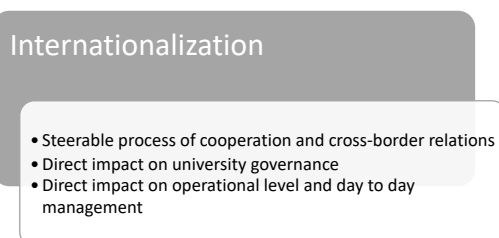
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## RESEARCH RELATED TO INTERNATIONAL COOPERATION

### The kaleidoscopic swirl of internationalization in the context of university-governing structures and transformations (Kovacevic & Dagen, 2021, EJE)

- analysed internationalisation as a process in the transformation of universities to create different policy effects



### International branch campuses of Chinese universities in Europe: Motivations, governance and challenges (Zhang & You, 2021, EJE)

- clarified the motivations of establishing Chinese international branch campuses in Europe, their governance models, and operational challenges



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## LEAD2 JOURNAL HIGHLIGHTS

- **LEAD2 Journal Issue 1:** Daring to be an Academic Leader: Challenges and Ways Forward, *Susanne Weigelin-Schwiedrzik*
- **LEAD2 Journal Issue 2:** The Art of Facilitation: What it takes to be a leader, *Yasar Kondakci*.
- **LEAD2 Journal Issue 3:** Women in Academia: European and Chinese Perspectives, *Melita Kovacevic*.
- **LEAD2 Journal Issue 4:** Young Academic Leaders: Leadership Styles, Challenges and Development Strategies, *Liesbeth De Donder*
- **LEAD2 Journal Issue 5:** Academic Leadership and Governance During Uncertain Times, *Gerard A. Postiglione*
- **LEAD2 Journal Issue 7:** Cooperation And Cultural Identity In A Period Of Pandemics, *Joao Amaro De Matos*
- **LEAD2 Journal Issue 8:** Academic Leadership and Digital Transformation, *Lucas Zinner*
- **LEAD2 Journal Issue 9:** International Exchanges of Universities in the “Era of Fragility”, *Yu Jingtian*.



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## LEAD2 PAPERS

- **LEAD2 Journal Issue 1:** The Value, Challenges, and Practices of University Internal Governance Reform: Based on the Study and outcomes of the LEAD2 Advanced Seminar and Workshops of EU-China University Governance and Innovation in 2019, *Zhang Yuting, Liu Liusheng*
- **LEAD2 Journal Issue 2:** Analysis of the Research Status of University Governance: Visual Analysis Based on Chinese and English Literature, *Yujie Xue, Chang Zhu*
- **LEAD2 Journal Issue 3:** A Portrait of the Academic Leadership of Female Researchers in Chinese Universities, *Beibei Ye and Xiao Caozou*
- **LEAD2 Journal Issue 4:** Exploring Young Level Academic Leadership, *Aysun Caliskan, Chang Zhu*
- **LEAD2 Journal Issue 5:** University Leadership Skills For The Creation Of “Endemic” Opportunities Under Covid-19 Pandemic: A Short Journey of The World Crisis in History, *Ibrahim Yorgun*
- **LEAD2 Journal Issue 6:** The Process and Effects of Strategic Change During the Transformative Development of China University of Geosciences Amid Marketization, *Wang Zhaorui, Gaoxing, Chuzuwang*
- **LEAD2 Journal Issue 7:** Constructing A Leadership Development Model in New Higher Education Context: A Co-design Approach, *Khuyen Dinh, Chang Zhu, Zhengwen Qi*
- **LEAD2 Journal Issue 8:** Transforming Governance Of Universities Of Excellence in Germany, *Hongmei Sizegat*
- **LEAD2 Journal Issue 9:** Academic Leadership Development: An Exploratory Study On The Impacts At The Institutional Level Based On An Erasmus+ Capacity Building Project, *Ngoc Bich Khuyen Dinh, Chang Zhu, Aysun Caliskan, and Zhao Cheng*



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# TOPIC MODELLING

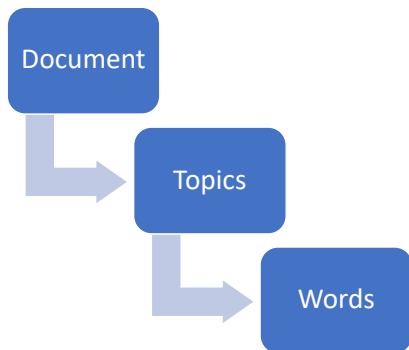


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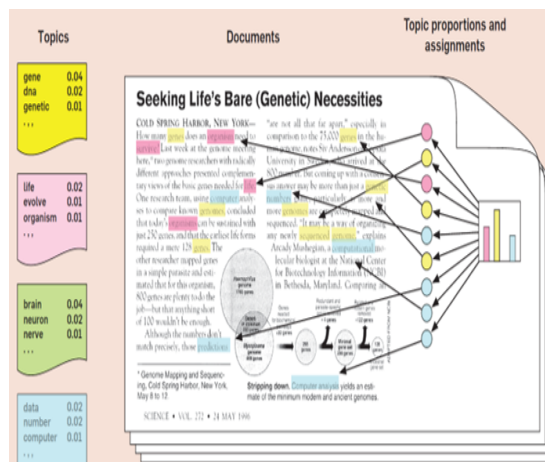
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# TOPIC MODELLING



	Word1	word2	word3	word4	.....
Topic1	0.01	0.23	0.19	0.03	
Topic2	0.21	0.07	0.48	0.02	
Topic3	0.53	0.01	0.17	0.04	

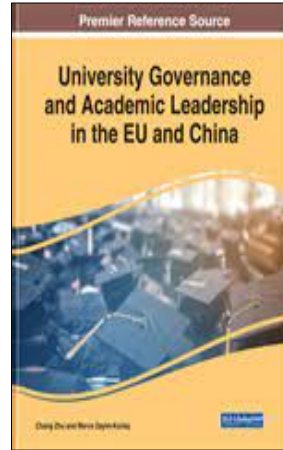
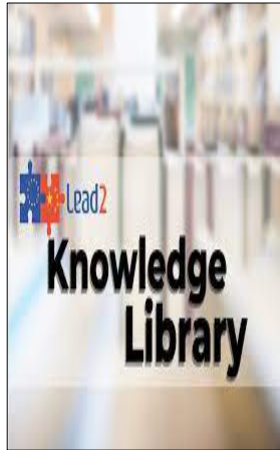


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## DATA SET includes 405 research items



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## DOMINANT TOPICS



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## DOMINANT TOPICS

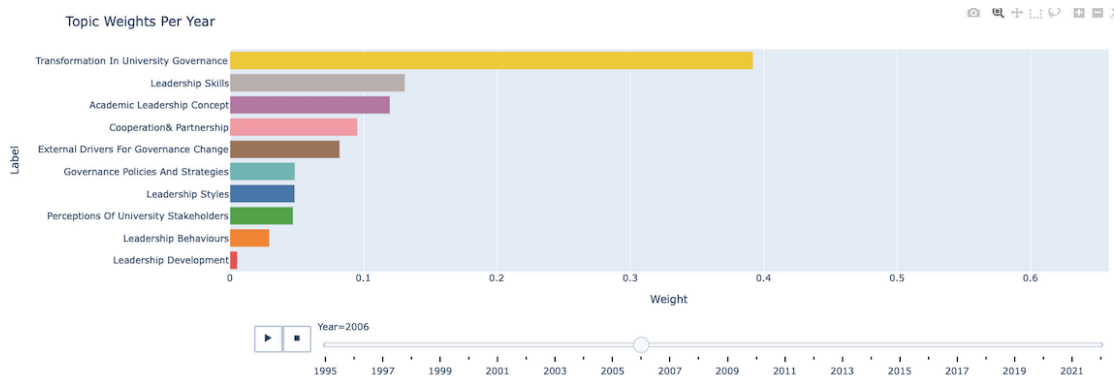
<b>TOPIC 1:</b> Perceptions of University Stakeholders	<b>TOPIC 6:</b> Coopertaion and Partnership
<b>TOPIC 2:</b> External Drivers for Govrnance Change	<b>TOPIC 7:</b> Leadership skills
<b>TOPIC 3:</b> Governance Policies and Strategies	<b>TOPIC 8:</b> Leadership Behaviours
<b>TOPIC 4:</b> Leadership Styles	<b>TOPIC 9:</b> Transformation in University Governance
<b>TOPIC 5:</b> Leadership Development	<b>TOPIC 10:</b> Academic Leadership Concept



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## TOPIC WEIGHTS PER YEAR



[Topic weights](#)

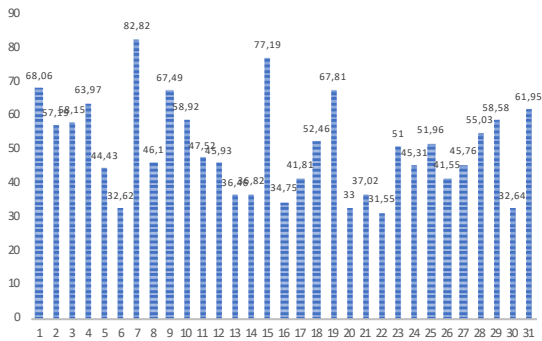


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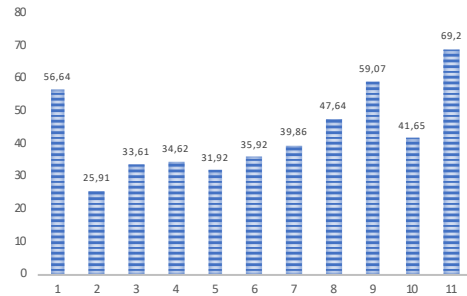
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## LEAD, LEAD2 Research Contribution

TRANSFORMATION IN UG



GOVERNANCE POLICIES



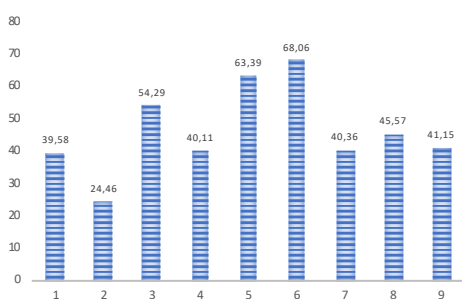
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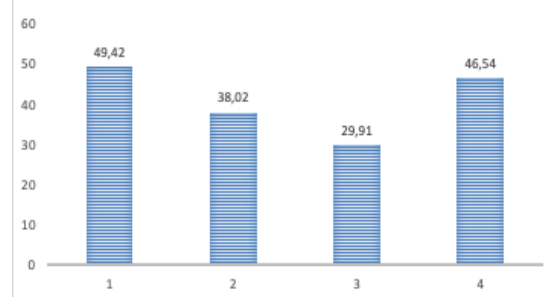
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## LEAD, LEAD2 Research Contribution

ACADEMIC LEADERSHIP CONCEPT



LEADERSHIP DEVELOPMENT

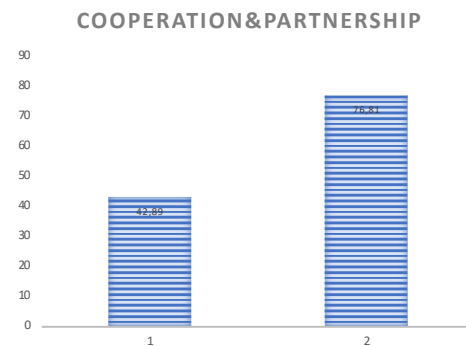
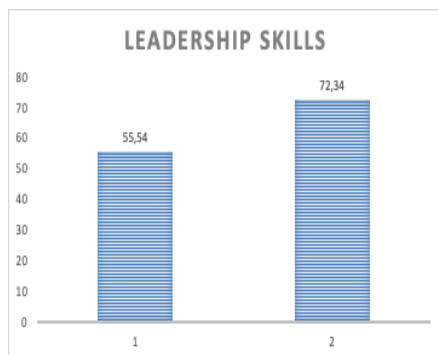


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## LEAD, LEAD2 Research Contribution



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## LEAD2 Research: Digital academic leadership in the new era

- What does digital academic leadership mean? What are the related concepts?
- Digital academic leadership for leading research and digital research collaboration
- Digital academic leadership for leading education, digital education and collaborative learning
- Digital academic leadership for leading digital academic branding
- Digital academic leadership for leading academic networking & digital collaboration (across institutions, countries, continents...)

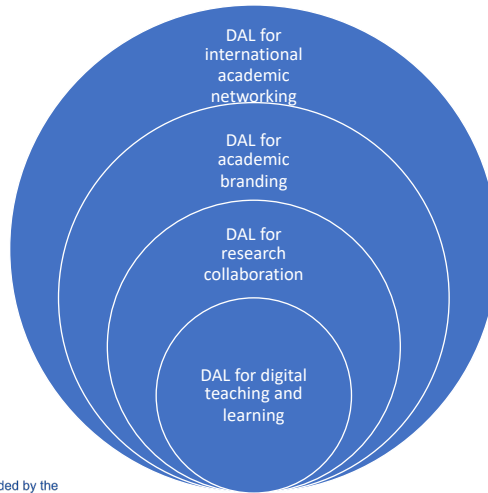


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## Digital academic leadership in the new era



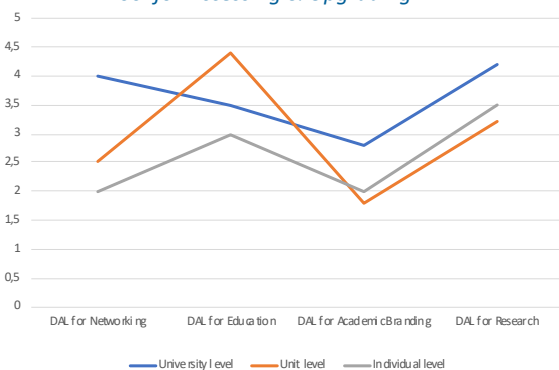
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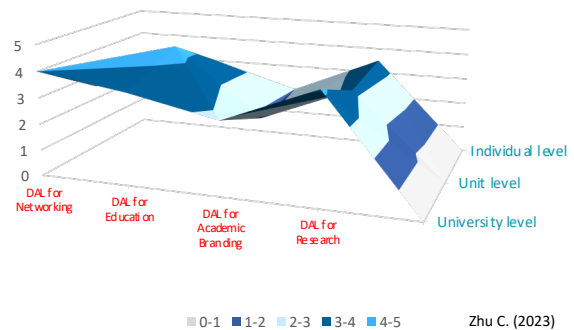
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## Digital academic leadership in the new era

*Tool for Accessing & Upgrading DAL*



*Tool for Accessing & Upgrading DAL*



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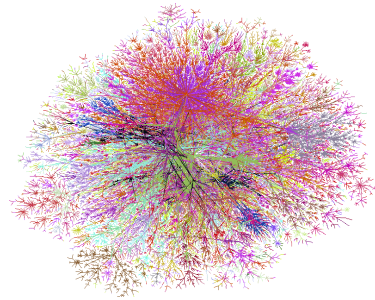
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## Digital academic leadership in the new era

### Proposed topic

- LEADING Networking for Digital Academic Leadership



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