Digital academic leadership in the new era

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VUB VRIJE UNIVERSITEIT BRUSSEL

e-teach
Upskilling Digital Pedagogy

Lead2

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Digital academic leadership in the new era

Part 1: What does digital academic leadership mean? What are the related concepts?

Part 2: Digital academic leadership for leading research and digital research collaboration

Part 3: Digital academic leadership for leading education, digital education and collaborative learning

Part 4: Digital academic leadership for leading digital academic branding

Part 5: Digital academic leadership for leading academic networking & digital collaboration (across institutions, countries, continents…)

Need for Digital academic leadership (DAL)

Why is digital academic leadership important?

Academic institutions, staff and leaders are facing challenges in how to lead digital innovations and how to lead the digital new generations.

Not all academic institutions, staff and leaders are ready to lead digital innovations.

Not all academic institutions, staff and leaders are knowledgeable how to play active roles in digital leadership.

Digital leadership is not only applicable for leaders in organisations, but also relevant and important for all actors in organisations and academic institutions.

Digital leadership is more than digital competences and adoption of digital innovations.

Identifying the concepts, vision and approaches of digital leadership is important in empowering all members and related actors in the process of digital transformations in academic institutions.

Need for Digital academic leadership

- The impact of the global pandemic has tremendously increased the necessity for digital transformations (ETHR World, 2020).

- Digital leadership is needed for organisational leaders in the education sector (Iansiti & Richards, 2020).

- The digital transitions in education do not only require digital skills of students, teachers, and staff members, but also more importantly require digital leadership to react and lead actions to deal with changes, come up with new visions, bring new procedures and new ways of collaboration, and achieve new goals (Van Wart, et al., 2019).

Need for Digital academic leadership

- Digital academic leadership is an important leadership dimension of academic members and leaders in academic institutions.

- Leaders and staff need to have a clear understanding of the various aspects & processes of leading digital changes in academic institutions.

- Successful transformations in the digital era largely depend on digital academic leadership.

- This is important for academic leaders and members to lead their organisations, and all stakeholders to foster and implement digital changes relevant to their specific contexts.

- All actors need to understand DAL in the processes of leading the digital processes and the results.

- DAL is important to cultivate an engage an innovative digital culture.

Digital academic leadership (DAL)

What does Digital Academic Leadership mean?

Digital academic leadership

Digital academic leadership involves leadership capacities to create digital vision and strategies and nurture readiness, skills & approaches in academic practices including institutional strategies, teaching & learning processes, research collaboration, academic networking, and academic branding.

Zhu (2023)

Digital academic leadership

- Digital leadership in academic settings

- Digital leadership is urgent for educators, educational leaders and other actors

- Leadership capacity of empowering organisations and individuals

Digital academic leadership

- Digital academic leadership refers to a broader perspective of how academic staff and leaders can lead the digital processes.

- This goes beyond the integration of technology in teaching, learning and other operational activities.

- Lead and create digital strategies, innovations, processes & practices

- Digital transformations in institutional changes, teaching, research & innovations, networking and branding

Digital academic leadership (DAL) & related concepts

Digital leadership

- Digital leadership in a new era can also be referred to as the competence of empowering others to lead and creating self-organized teams (digitally) that optimise their day-to-day operations (Ehlers, 2020).

- In digital leadership, the relationships are more flat within organisations – it needs participation, involvement and contribution from everyone (Yielder & Codling, 2004).

Leadership in the digital age

1) The use of digital tools to develop the skills and capabilities that leaders need to be an effective leader in an era of perpetual change,

2) Developing a new leadership mindset and skill sets required to lead digital transformation in organizations,

3) The capacity of steering an organization towards digital transformation in order to stay competitive and agile in a rapidly evolving digital and social media landscape.

(Ehlers, 2020)

Digital academic leadership & related concept: *e-leadership*

E-Leadership

E-leadership stresses leadership through the digital means or channels such as e-environments compared to traditional communication channels (Kissler, 2001; Dasgupta, 2011; Roman, et al., 2019; Feeney and Welch, 2012; Avolio et al., 2014)

E-leadership refers to leaders who conduct many of the processes of leadership largely though electronic channels. (Zaccaro & Bader, 2003)
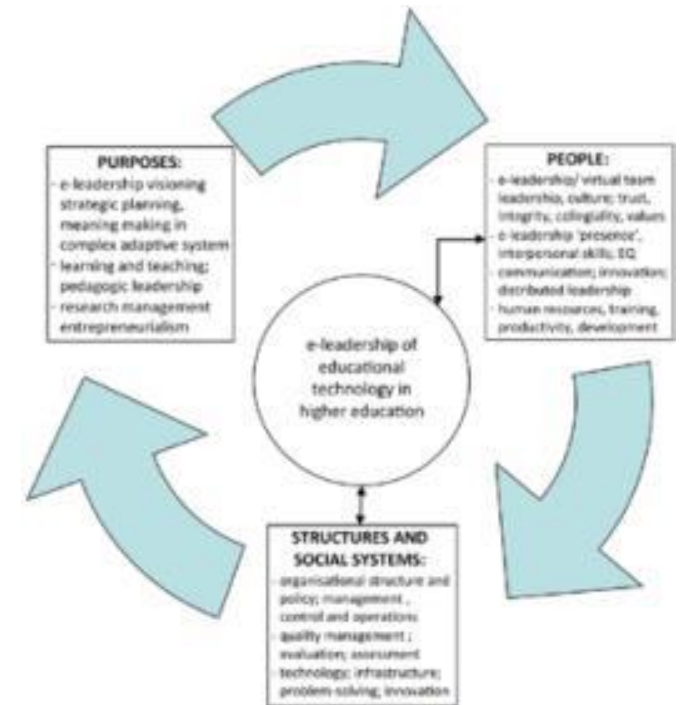
E-leadership is referred as a social influence process, mediated by technologies in order to bring changes and innovations of individuals, groups, or organizations (Dasgupta, 2011; Oh & Chua, 2018).

E-Leadership

- E-leadership refers to the implementation of leadership goals electronically (for example through computer-mediated virtual teams).

- E-leadership is delivered through digital means, or the effective use of blending of electronic and traditional methods of communication (hybrid traditional-virtual communications) (Avolio, Kahai & Dodge, 2000)

- E-leadership is important to
  - Bridge and lead geographically dispersed teams (virtual teams)
  - Communicate effectively with members digitally or in a hybrid way
  - Build trust in digital working environments
  - Lead virtual teams
  - Be aware of multi-cultural issues in digital working environments

E-Leadership

- E-leadership must establish an appropriate social climate through sustained communication, and be able to convey interpersonal skills through technologies. (Gurr, 2004)

- E-leadership poses greater emphasis on dispersed leadership.

- In order to overcome the challenge of e-leadership, people in organizations must participate in leadership at every level. (Pulley & Sessa, 2001)

PURPOSES:
- e-leadership visioning
  strategic planning,
  meaning making in
  complex adaptive system
- learning and teaching;
  pedagogic leadership
- research management
  entrepreneurialism

PEOPLE:
- e-leadership/ virtual team
  leadership; culture; trust,
  integrity, collegiality, values
- e-leadership 'presence',
  interpersonal skills, EQ
- communication; innovation;
  distributed leadership
- human resources, training,
  productivity, development

e-leadership of educational technology in higher education

STRUCTURES AND SOCIAL SYSTEMS:
- organisational structure and
  policy; management ,
  control and operations;
  quality management ;
  evaluation, assessment
  technology; infrastructure;
  problem solving; innovation

Digital academic leadership & related concept: *Virtual leadership*

Virtual leadership mainly refers to the leadership processes needing to take place via an online/virtual or remote working environment

(Zigurs, 2002; Zaccaro & Bader, 2003; Zhong, 2017).

Virtual leadership is playing an increasing important role as advanced technologies can support new models of communication and cooperation (cross time, space, and culture barriers)

Virtual leadership requires new leadership skills for creating and sustaining high-performance groups across diverse boundaries.

Virtual leadership

- Virtual leadership leads distributed work teams whose members predominantly communicate and coordinate their work through the electronic media.

- Virtual leadership needs to inspire people from a distance (geographically separated work places)

- Leading 'virtual teams' (spanning different distances and times..)

- Virtual leadership needs to focus on the interfacing with the digital/virtual environment

Kerfoot (2010)

Virtual leadership

Skills of an Effective Virtual Team Leader

Traditional team leadership skills
- Communication
- Articulating purpose and goals
- Mentoring & inspiring
- Organization

Virtual team leadership skills
- All of the above plus:
- Precision in communication
- Building trust in the team
- Technological skills

Global virtual team leadership skills
- All of the above plus:
- Cultural intelligence
- Logistical skills
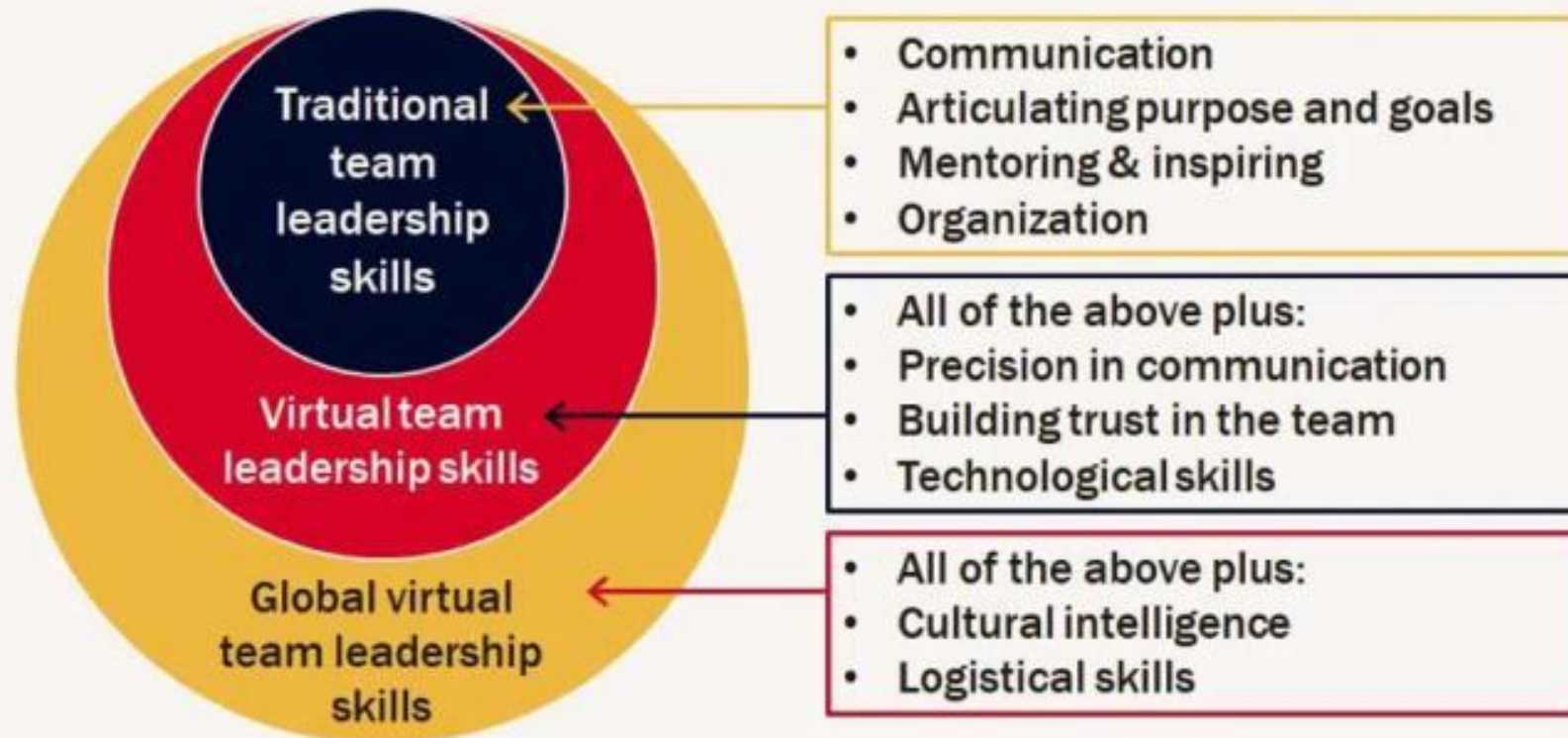
(Symonds research, 2022)

Digital academic leadership & related concept: *Educational technology leadership*

- Educational technology leadership refers leadership promoting the integration of technologies in education. (Hobbs, 2011)

- Digital education leadership

- Digital leadership in education

DIGITAL LEADERSHIP
6 Characteristics of Digital Leadership

01 — Recognizing that digital is not always about scale of flashy projects, it's about transforming people and ways of working

02 — Developing digital skills across the organization, not just within a separate department

03 — Instead of a digital strategy, integrating digital processes and technologies to serve and shape business and artistic strategies

04 — Providing leaders with a mandate and budget to test and embed digital technology and agile ways of working

05 — Starting all programmes and projects with use research and user needs, iterating what you do and how you do it in response to feedback

06 — Inspiring teams and boards about the benefits of digital transformation with tangible proof of concept, even if the successful experiments are small in scale.

Pal (2022)

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Digital academic leadership & related concept: *Digital Leadership in Education*

- Sheninger (2014) indicates that 7 pillars are important for digital leadership
- Areas that digital technologies can play an active role

Pillars of Digital Leadership

Learning Spaces & Environment

Communication

Branding

Student Engagement & Learning

Professional Learning & Growth

Public Relations

Opportunity

Digital academic leadership & related concepts

Digital or digitalisation	DAL
means	Leadership via digital technologies
content	Areas of transformations
process	Processes of transformations
goal	Digital leadership as a goal
product	Digital leadership as an end or a product

(Torre & Sarti, 2020; Zhu, 2023)

Digital academic leadership (DAL)
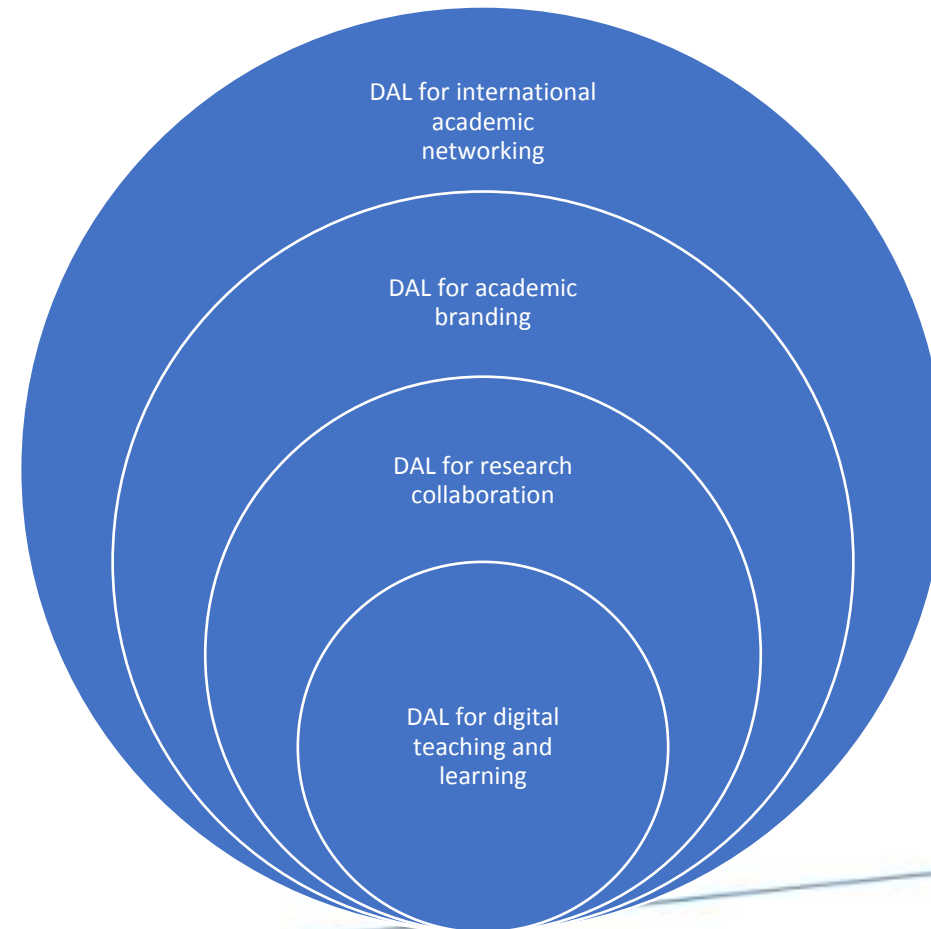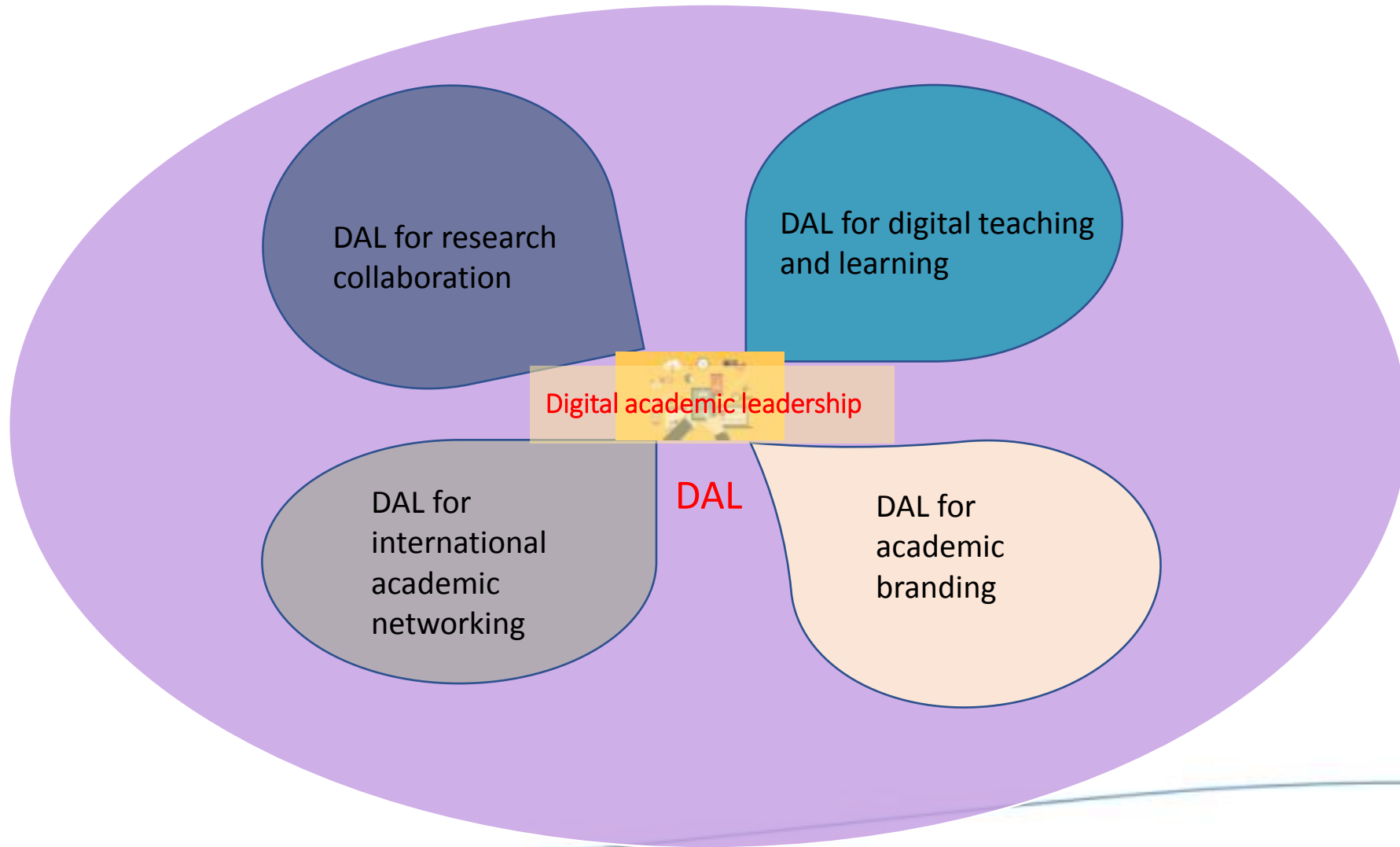
DAL for for leading research and research collaboration: case

- Collaboration in Research

- Digital collaboration in Research

- Leading research and digital research collaboration

Introduction: Statement by Vice-Rector Ronald Maier and documents on the Strategy

"" I am very glad to be able to offer you this Digitalisation Strategy as a roadmap for our exciting journey to implement digital innovations in the University of Vienna.

With this Strategy, we can unlock the enormous potential from the quality, diversity and networks at the University of Vienna for a self-determined, resilient and human-centred digital transformation.

Let us enable a fruitful digitalisation together.

Best regards,

Ronald Maier
Vice-Rector for Digitalisation and Knowledge Transfer

Videostatement

Find out more about the Digitalisation Strategy:

→ Digital Strategy brochure (EN)

→ Presentation on the Digital Strategy (in German)

→ Chapter on digitalisation in the Development Plan

DAL for for leading research and research collaboration

- Research teams across locations, institutions, borders, timeframes…

- Research communities

- Sharing of research planning, data collection, data, experiments…

DAL for leading digital education and collaboration: case

- DAL for leading education
- Leading digital education
- Leading digital education and collaborative learning

Blended learning: the new normal for academic year 2021-2022

In the 2021-2022 academic year, VUB will organise teaching on campus whenever possible. We hope to welcome students again freely in our auditoriums and classrooms. Of course, the public health measures imposed by the experts and the government will be taken into account.

Blended learning

In addition, VUB is fully committed to blended learning – the integration of face-to-face and online teaching, with the two methods reinforcing each other. Over the past year, VUB has undergone an accelerated innovation in its teaching due to the pandemic. Using media and technology in synergy with physical forms of education is a way to improve learning, so we embrace this combination of online and on-campus teaching.

Vice-rector for Education and Student Policy Jan Danckaert: "The starting point is to strengthen contact education with digital support and to find out the most important reasons to see the students. We strive for the optimal mix for each course. In any case, face-to-face teaching continues to play an important role in VUB's socialising, networking and inclusive objectives. This also applies to the close relationship that teaching at VUB has with its immediate surroundings: Brussels."

DAL for leading digital education and collaboration

- DAL for leading education
- Leading digital education
- Leading digital education and collaborative learning

DAL for leading academic branding

- Digital branding

- Digital Tools for Academic Branding

- Digital Tools for Self-Promotion

- Digital branding and bonding

- Strategies of digital branding

- Use analytics and insights to optimize

- Digital branding and academic reputation

- Social media

- Multiple engagements of multi actors

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DAL for leading academic branding : case

Social used daily by prospective students: Snapchat, Instagram, YouTube & Facebook
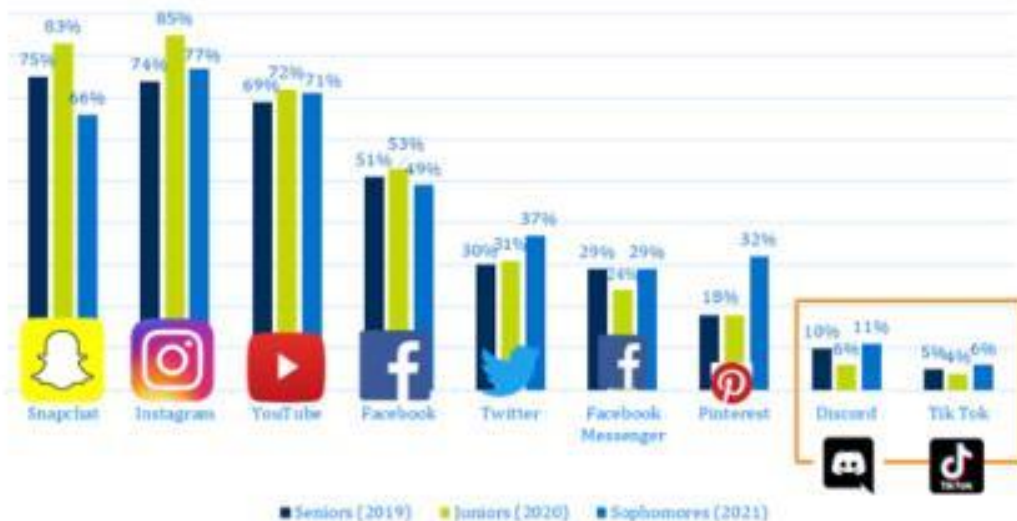
10 best UK universities according to social media

DAL for leading academic branding: case

USAGE OF DIFFERENT ONLINE RESOURCES

What do you use each online resource for when researching universities and courses?

Source: Students Online: Global Trends 2014, www.TopUniversities.com

Best University Social Media Accounts 2020
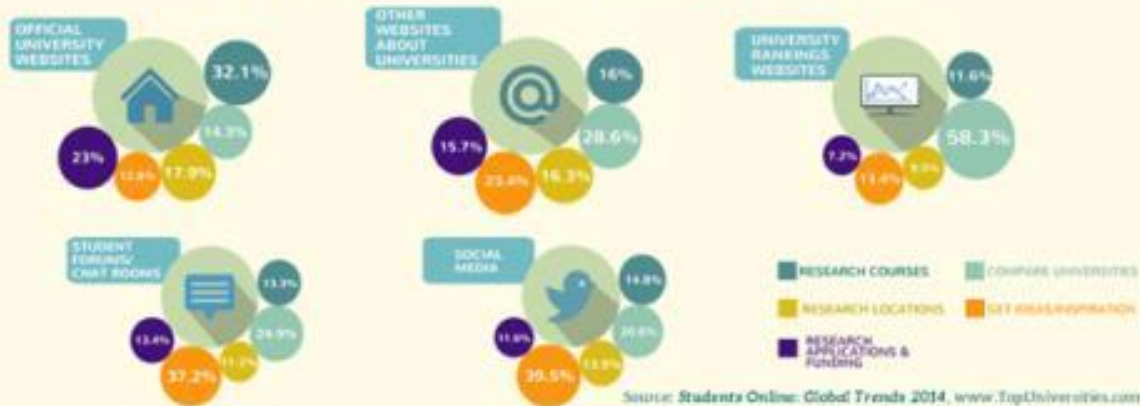
1. Harvard University

If size is anything to go with, Harvard University takes the cake. With over 5 million Facebook likes, 1.6 million Instagram followers, and 1 million followers on Twitter, there are a lot of eyeballs on Harvard's content. However, beyond the numbers, what stands out the most is their consistent showcasing of student stories. Nearly every post highlights a student's experience at the college and uses that student's photos and words to do so. This is a great way to show prospective students what their experience can be like too.

DAL for leading academic branding: case

DAL for leading academic branding

USNews EDUCATION

Education and Educational Re...

Best Global Universities for Education and Educational Research

POWERED BY
Clarivate

Education and educational research spans the full spectrum of education, from theoretical to applied, and from nursery school to Ph.D. This category includes resources on pedagogy and methodology as well as on the history of education, reading, curriculum studies, education policy, and the sociology and economics of education, as well as the use of computers in the classroom. These are the world's top universities for education and educational research. Read the methodology »

To unlock more data and access tools to help you get into your dream school, sign up for the U.S. News College Compass!

SUMMARY ^

Here are the best global universities for education and educational research

University of Hong Kong

Michigan State University

Stanford University

University College London

Deakin University

Harvard University

Monash University

University of California Irvine

National Taiwan Normal University

Open University Netherlands

SEE THE FULL RANKINGS »

University College London
United Kingdom | London (U.K.)

#4 in Best Universities for Education and Educational Research

82.5 SUBJECT SCORE
84.4 GLOBAL SCORE
36,900 ENROLLMENT

Deakin University
Australia | Burwood

#5 in Best Universities for Education and Educational Research (tie)

79.0 SUBJECT SCORE
62.1 GLOBAL SCORE
43,080 ENROLLMENT

Harvard University
United States | Cambridge (U.S.)

#5 in Best Universities for Education and Educational Research (tie)

79.0 SUBJECT SCORE
100.0 GLOBAL SCORE

DAL for leading academic networking & collaboration: case

- Digital Transformation: Collaborative Networks

- Academic cooperation

- Academic networks
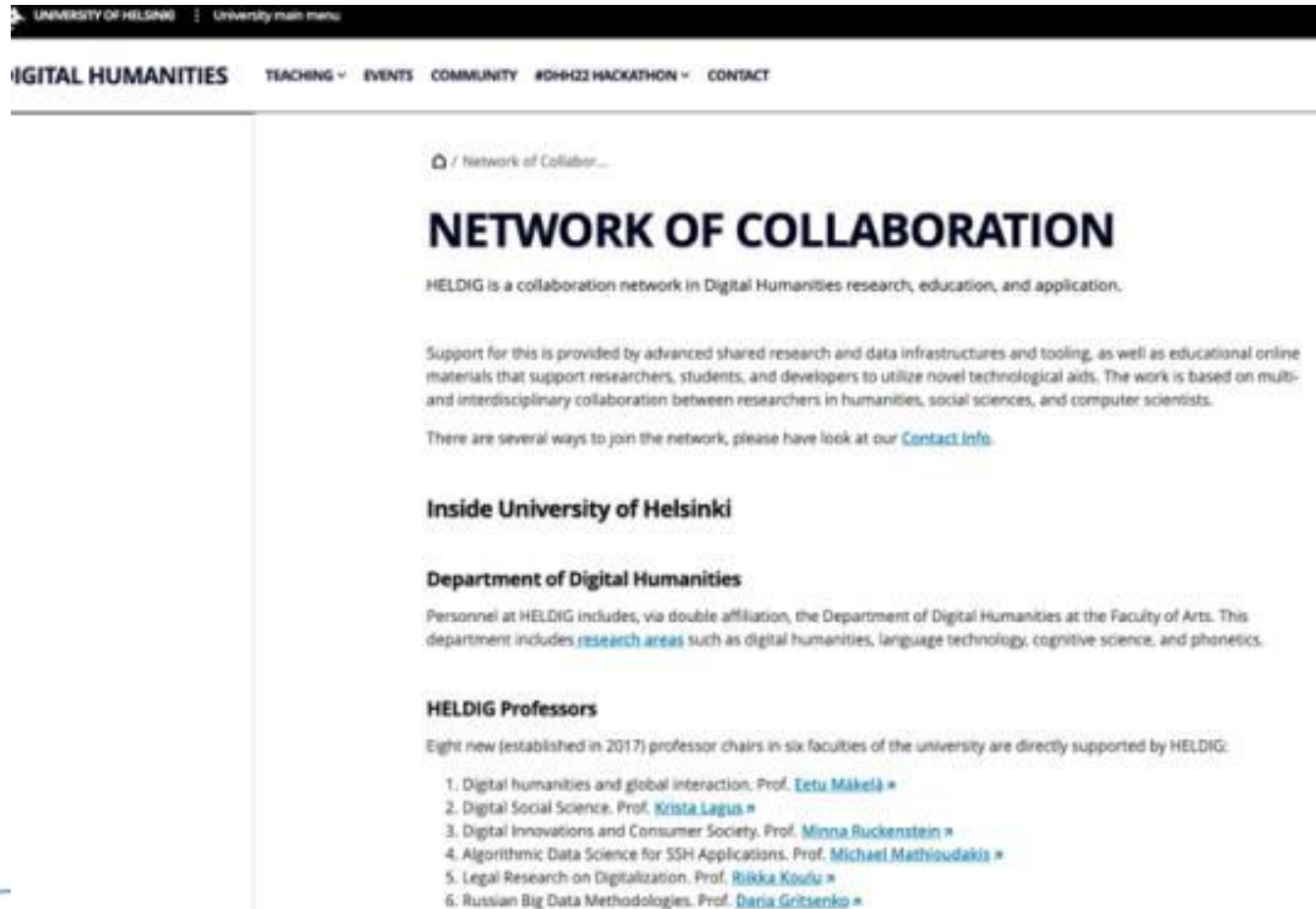
DAL for leading academic networking & collaboration: case

- NETWORK OF COLLABORATION

- HELDIG is a collaboration network in Digital Humanities research, education, and application.

- Support for this is provided by advanced shared research and data infrastructures and tooling, as well as educational online materials that support researchers, students, and developers to utilize novel technological aids. The work is based on multi- and interdisciplinary collaboration between researchers in humanities, social sciences, and computer scientists.

DAL for leading academic networking & collaboration: case

Collaborating Universities

The core university collaborators in HELDIG are:

- University of Helsinki (UH). The largest university in Finland and the central hub of HELDIG.
- Aalto University ↗. The largest university in Finland in technology, business, and design.
- University of the Arts Helsinki ↗. The largest university of arts in Finland.

There are, however, also collaborations with other universities in Finland, EU, US, and beyond. The doors are open!

Of particular importance are the connections between researchers in humanities, social sciences, and arts, and computer scientists at UH, Aalto, and their joint research centre Helsinki Institute for Information Technology (HIIT).

Memory Organizations

We have been working together with museums, archives, libraries, and media organizations, including:

- National Board of Antiquities, National Gallery, Espoo City Museum
- National Archives, Finnish Literature Society SKS, The Society of Swedish Literature in Finland
- National Library, Helsinki City Library, Public Libraries in Finland
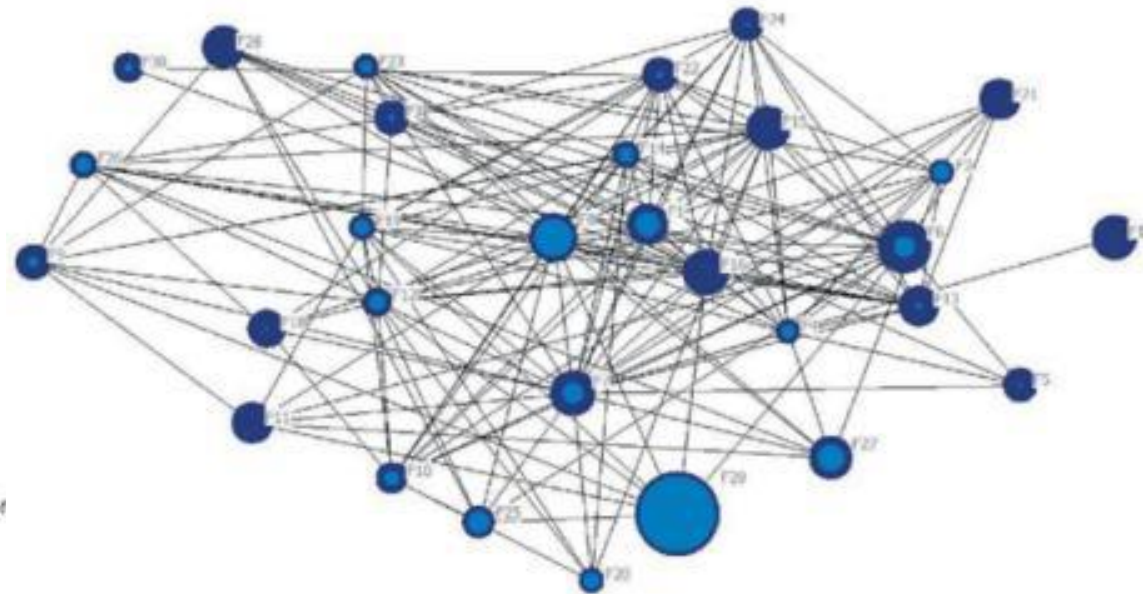- National Broadcasting Company Yle

Public Organizations

For example, several Finnish ministries have been involved in our work, including Ministry of Education and Culture, Ministry of Justice, Ministry of Finance, and Ministry of Transport and Communications.

Companies

We collaborate with companies, such as CSC – IT Center for Science, Nokia, Edita Publishing Ltd and many others.
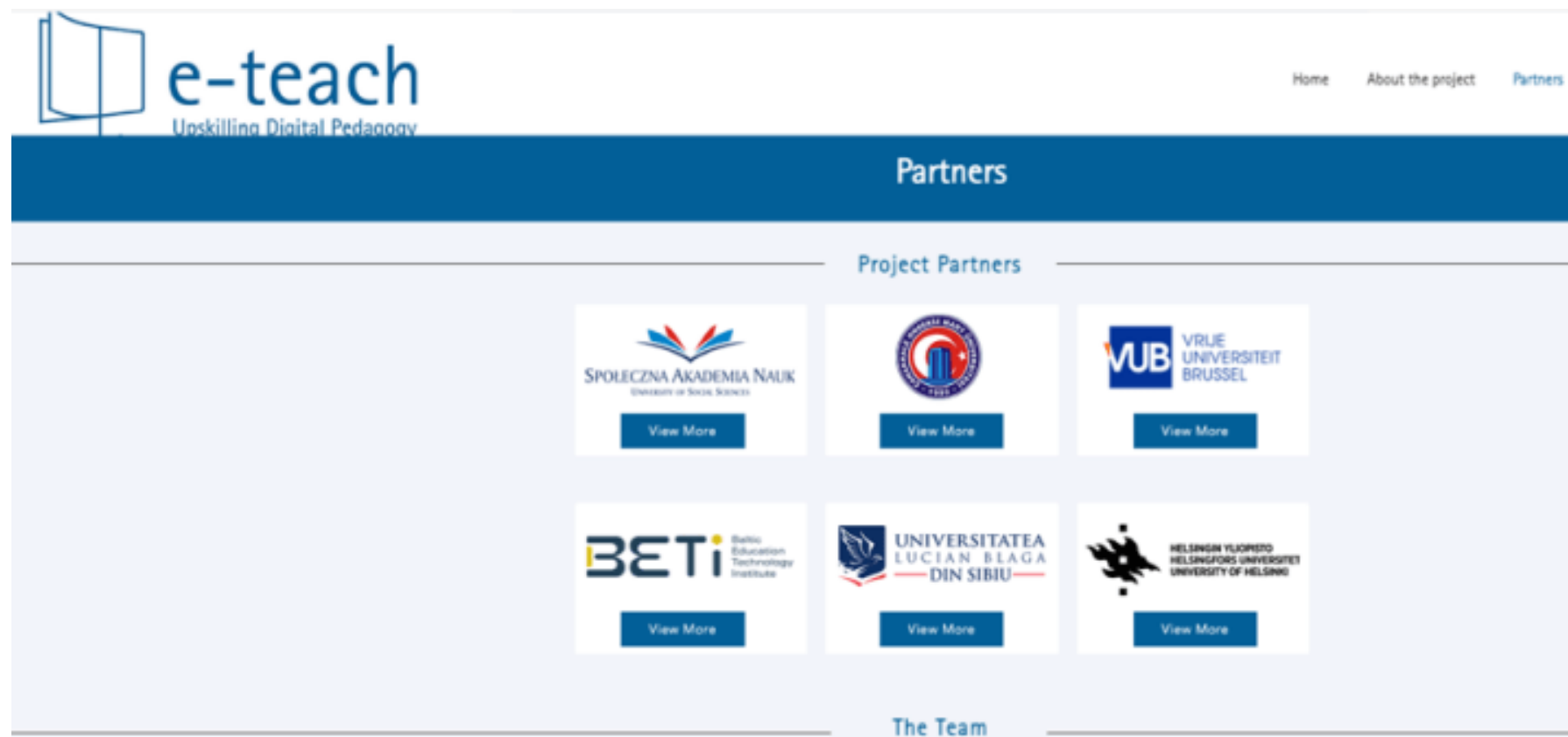
Other Organizations

We also collaborate with various other organizations and movements, such as Open Knowledge Finland and Wikidata Finland.

DAL for leading academic networking & collaboration: case

DAL for leading academic networking & collaboration : case

European Universities are transnational alliances that will lead the way towards the universities of the future, promoting European values and identity, and revolutionising the quality and competitiveness of European higher education.

EUTOPIA in numbers

298 303	184 003	91 518	22 782
Students	Undergraduate	Master	PhD

45 498	23 700	874	139
Staff	Academic Staff	Research Groups	Faculties

EUTOPIA Alliance

DAL

Leading in digital academic branding

Leading in digital education

Leading in digital networking

Leading in digital research collaboration
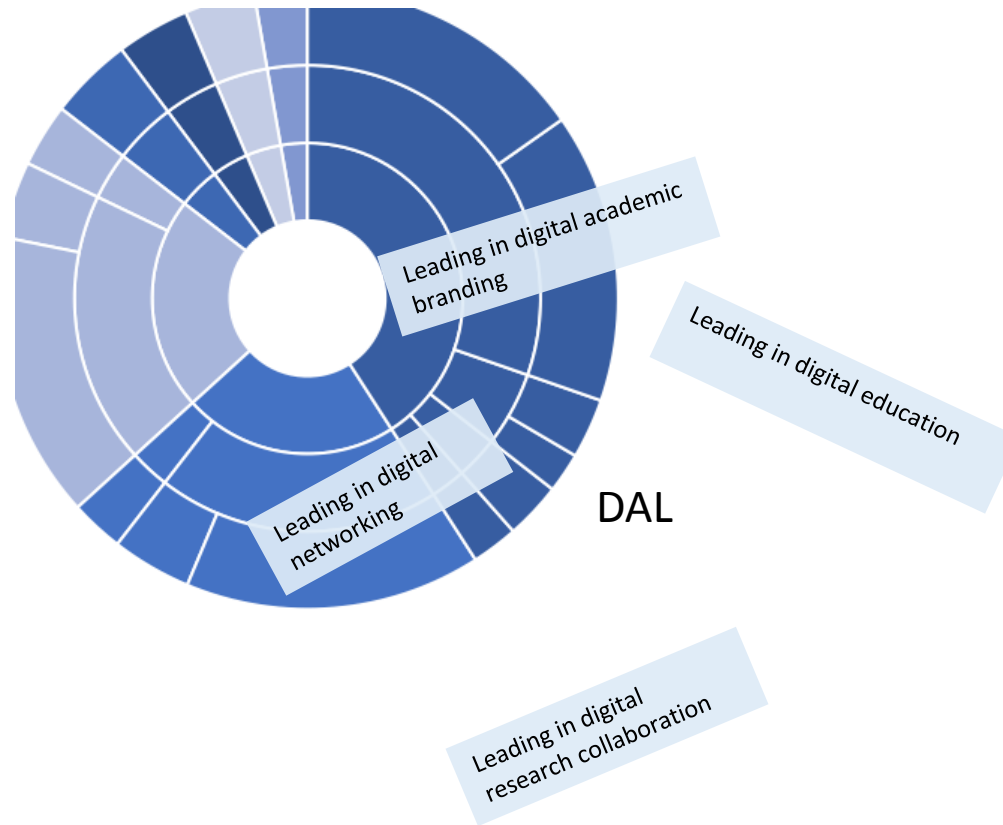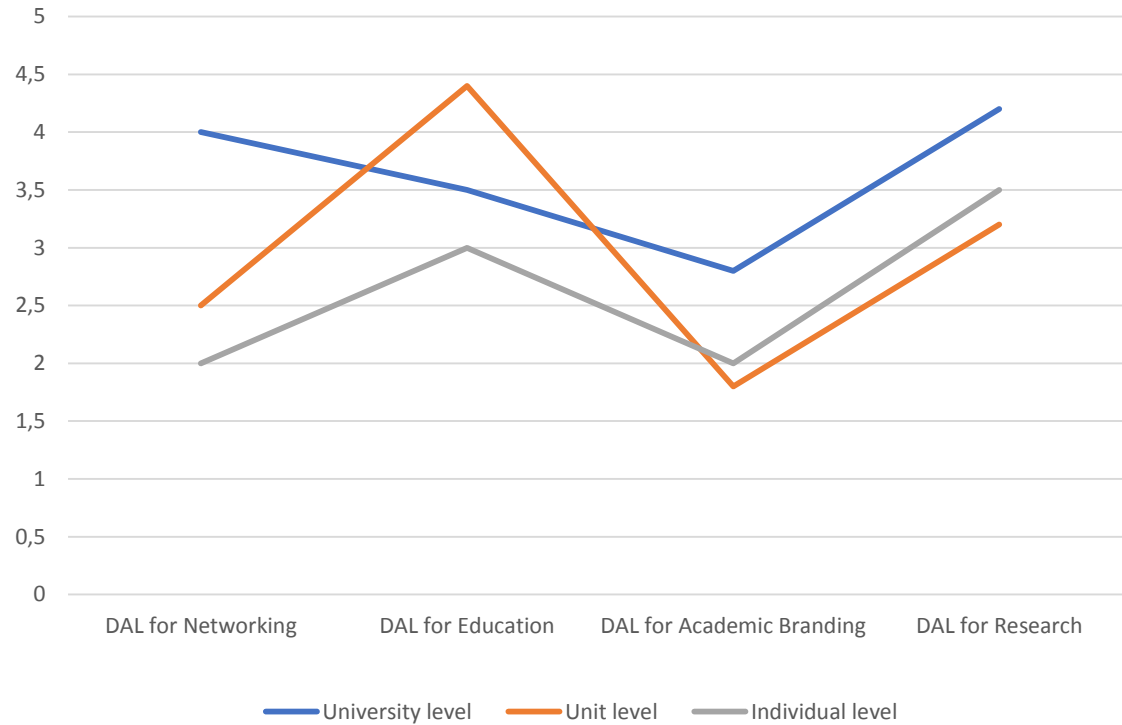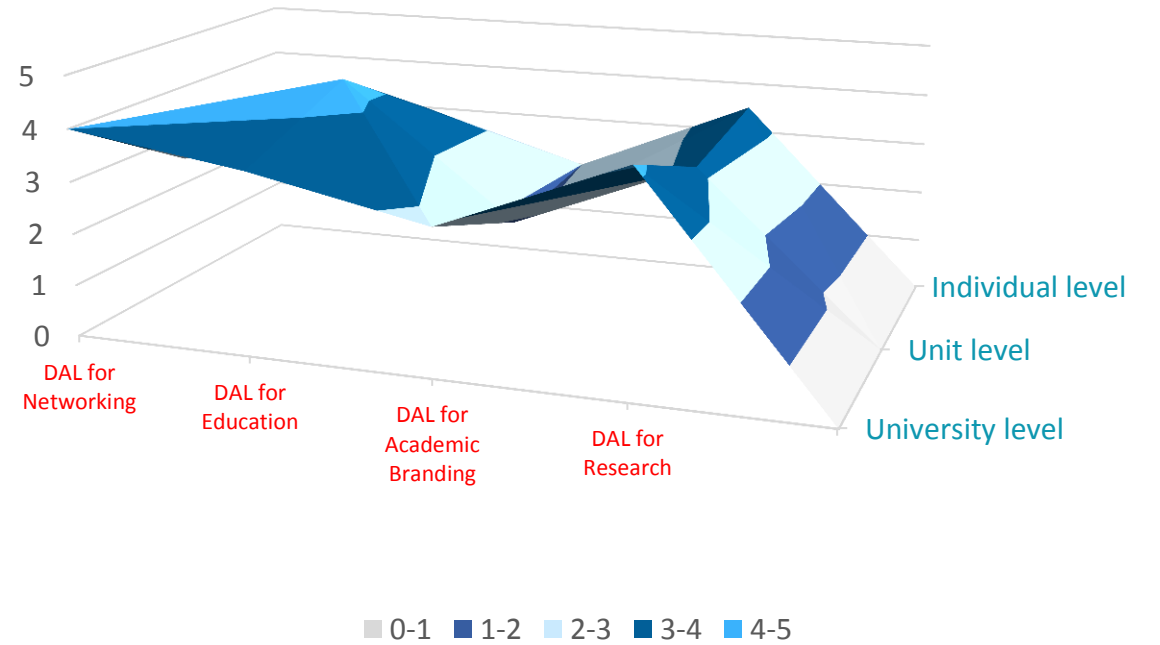
Zhu C. (2023)

Tool for Accessing & Upgrading DAL

Tool for Accessing & Upgrading DAL

Zhu C. (2023)

Digital academic leadership in the new era

Questions?

Interested in joining or following up the research on Digital Academic Leadership, please contact:

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Thank You!

https://www.e-teach-eu.net/

https://www.lead2-project.eu/

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