

INTERNATIONAL PERSPECTIVES  
ON LEADERSHIP IN HIGHER  
EDUCATION

# INTERNATIONAL PERSPECTIVES ON HIGHER EDUCATION RESEARCH

Series Editor: Malcolm Tight

## Recent Volumes:

- Volume 14: Learning Gain in Higher Education – Christina Hughes and Malcolm Tight
- Volume 13: Investing in Our Education: Leading, Learning, Researching and the Doctorate – Edited by Alison Taysum and Stephen Rayner
- Volume 12: The Future of Learning and Teaching in Next Generation Learning Spaces – Edited by Kym Fraser
- Volume 11: Academic Mobility – Edited by Nina Maadad and Malcolm Tight
- Volume 10: Theory and Method in Higher Education Research II – Edited by Jeroen Huisman and Malcolm Tight
- Volume 9: Theory and Method in Higher Education Research – Edited by Jeroen Huisman and Malcolm Tight
- Volume 8: Social Justice Issues and Racism in the College Classroom: Perspectives From Different Voices – Edited by Dannielle Joy Davis and Patricia G. Boyer
- Volume 7: Hard Labour? Academic Work and the Changing Landscape of Higher Education – Edited by Tanya Fitzgerald, Julie White and Helen M. Gunter
- Volume 6: Institutional Transformation to Engage a Diverse Student Body – Edited by Liz Thomas and Malcolm Tight
- Volume 5: Interdisciplinary Higher Education: Perspectives and Practicalities – Edited by Martin Davies, Marcia Devlin and Malcolm Tight
- Volume 4: Autonomy in Social Science Research – Edited by Carole Kayrooz, Gerlese S. Åkerlind and Malcolm Tight
- Volume 3: International Relations – Edited by Malcolm Tight
- Volume 2: Access and Exclusion – Edited by Malcolm Tight
- Volume 1: Academic Work and Life: What It Is to Be an Academic, and How This Is Changing – Edited by Malcolm Tight

INTERNATIONAL PERSPECTIVES ON HIGHER  
EDUCATION RESEARCH VOLUME 15

**INTERNATIONAL  
PERSPECTIVES ON  
LEADERSHIP IN HIGHER  
EDUCATION**

EDITED BY

**ALASDAIR BLAIR**  
*De Montfort University, UK*

**DARRELL EVANS**  
*University of Newcastle, Australia*

**CHRISTINA HUGHES**  
*Women Space, UK*

And

**MALCOLM TIGHT**  
*Lancaster University, UK*



United Kingdom – North America – Japan  
India – Malaysia – China

Emerald Publishing Limited  
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2023

Editorial matter and selection © 2023 Alasdair Blair, Darrell Evans, Christina Hughes and Malcolm Tight.

Individual chapters © 2023 The Authors.

Published under exclusive licence by Emerald Publishing Limited.

### Reprints and permissions service

Contact: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

### British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-80262-306-2 (Print)

ISBN: 978-1-80262-305-5 (Online)

ISBN: 978-1-80262-307-9 (Epub)

ISSN: 1479-3628 (Series)



ISOQAR certified  
Management System,  
awarded to Emerald  
for adherence to  
Environmental  
standard  
ISO 14001:2004.

Certificate Number 1985  
ISO 14001



INVESTOR IN PEOPLE

# CONTENTS

*List of Contributors* vii

**Introduction** 1

*Alasdair Blair, Darrell Evans, Christina Hughes and Malcolm Tight*

## PART 1 INSIDERS, INTRUDERS, AND NEWCOMERS

**Research Into Leadership in Higher Education: A Systematic Review** 5

*Malcolm Tight*

**Academic Inbreeding: The State of the Art** 23

*Hugo Horta*

**A View from the Outside: Perspectives on the Purpose and Value of Appointing External Leaders in Higher Education, and How to Retain Them** 41

*Ken Sloan*

**University Presidents in Japan, Korea, and Taiwan: Academic Training and Career Characteristics** 61

*Jung Cheol Shin, Futao Huang and Angela Yung Chi Hou*

**Intruders and Outsiders in Academia: The Intersections of Gender and Class** 77

*Ana González Ramos and Nora Rätzzel*

## PART 2 DEVELOPING LEADERS

**Leadership Versus Management in Higher Education** 97

*Geoff Scott*

<b>Academic Leader Selection, Development, Evaluation, and Recognition: Four Critical Higher Education Challenges</b>	115
<i>Brent Ruben, Gwendolyn Mahon and Karen Shapiro</i>	
<b>Leveraging Coaching and Mentoring for the Development of Senior Leaders in Higher Education</b>	139
<i>Judie Gannon, Sally Bonneywell, Colleen Harding and Sally Jackson</i>	
<b>Academic Leaders Under Stress: Sources and Strategies</b>	161
<i>Walter Gmelch and Chioma Ezeh</i>	
<b>Research Leadership: What It Is and Why It Matters</b>	181
<i>Matthew Flinders</i>	

### PART 3 ALTERNATIVE PERSPECTIVES

<b>Professors as Academic Leaders: A ‘New Wave’ Critical Leadership-Informed Analysis of Doing Professorship in the United Kingdom</b>	203
<i>Linda Evans</i>	
<b>Impact of New Disruptions on Academic Leadership</b>	221
<i>Celia Popovic</i>	
<b>Traversing in Waters of Uncertainty During COVID-19: The Voices of Academic Leaders From Turkey</b>	237
<i>Ozge Hacifazlioglu, Ihsan Kuyumcu, Bilge Kalkavan and Rebecca Cheung</i>	
<b>An Ecological View of Distributed Leadership for Higher Education</b>	255
<i>Sandra Jones</i>	
<b>Leading Into a New Higher Education as It Emerges in the Present Moment</b>	271
<i>Barbara Bassa</i>	

# LIST OF CONTRIBUTORS

<i>Barbara Bassa</i>	Advance HE, UK
<i>Alasdair Blair</i>	De Montfort University, UK
<i>Sally Bonneywell</i>	Bonneywell Development, UK
<i>Rebecca Cheung</i>	University of California Berkeley, USA
<i>Darrell Evans</i>	University of Newcastle, Australia
<i>Linda Evans</i>	University of Manchester, UK
<i>Chioma Ezeh</i>	Washington State University, USA
<i>Matthew Flinders</i>	University of Sheffield, UK
<i>Judie Gannon</i>	Oxford Brookes University, UK
<i>Walter Gmelch</i>	University of San Francisco, USA
<i>Ana González Ramos</i>	Spanish National Research Council, Spain
<i>Ozge Hacifazlioglu</i>	University of California Berkeley, USA; Hasan Kalyoncu University, Turkey
<i>Colleen Harding</i>	Bournemouth University, UK
<i>Hugo Horta</i>	University of Hong Kong, Hong Kong
<i>Angela Yung Chi Hou</i>	National Chengchi University, Taiwan
<i>Futao Huang</i>	Hiroshima University, Japan
<i>Christina Hughes</i>	Women Space, UK
<i>Sally Jackson</i>	Sheffield Hallam University, UK
<i>Sandra Jones</i>	RMIT University, Australia
<i>Bilge Kalkavan</i>	Hasan Kalyoncu University, Turkey
<i>Ihsan Kuyumcu</i>	Hasan Kalyoncu University, Turkey
<i>Gwendolyn Mahon</i>	Rutgers University, USA
<i>Celia Popovic</i>	York University, Canada
<i>Nora Råthzel</i>	Umeå University, Sweden
<i>Brent Ruben</i>	Rutgers University, USA
<i>Geoff Scott</i>	Western Sydney University, Australia
<i>Karen Shapiro</i>	Rutgers University, USA
<i>Jung Cheol Shin</i>	Seoul National University, Korea
<i>Ken Sloan</i>	Harper Adams University, UK
<i>Malcolm Tight</i>	Lancaster University, UK