

2024 EUA-CDE THEMATIC WORKSHOP

Leadership in and for doctoral education

Hosted by Charles University Prague
1-2 February 2024 | Prague, Czech Republic

Programme as of 24 January 2024

Leadership is central to doctoral education. This is true on very different levels. It starts with the doctoral candidates, who themselves lead their research and innovate. It continues with the supervisors who support and inspire the doctoral candidates, as well as the academic leaders and doctoral education staff who organise doctoral education and manage change. All these dimensions of leadership are not only about authority, but also vision, mentoring, transformation and fostering an environment conducive to intellectual growth.

Leadership skills are essential for both academic and non-academic careers. In addition, as doctoral education itself and the contexts in which it operates continue to evolve and respond to global academic trends and technological advances, the nature and demands of leadership are also changing. This includes technological advancements which have transformed the way leadership is perceived and practiced in doctoral education. Internationalisation and leadership in an intercultural setting are also worth discussing. Not least, leadership in doctoral education also includes conducting research based on key values including ethics and integrity, practicing academic freedom and awareness of science's responsibility towards society.

The 2024 EUA-CDE Thematic Workshop will address the multiple dimensions of leadership in doctoral education through keynotes, panels and various interactive formats. Based on the conviction that leadership is a topic that concerns everyone, the whole EUA-CDE community - including academic leaders, doctoral education staff and early-stage researchers - is invited to discuss this important topic together.

Thursday 1 February 2024

08.30 – 17.00 Registration desk

09:30 – 10:15 CET **Official opening**

- Ladislav Křišťoufek, Vice-Rector for Research, Charles University in Prague, Czech Republic
- Pavel Doleček, Deputy Minister for Science, Research and Innovation, Czech Republic
- Paolo Biscari, Vice-Rector for Talent Development, Polytechnic University of Milan, Italy; EUA-CDE Steering Committee member

10:15 – 11:15 **Plenary session**
Fostering leadership competences in doctoral candidates and postdoctoral researchers

One of the central features of a doctorate is that it trains individuals to exhibit and practice leadership at various levels. This includes conducting a complex research project over several years, working productively within a team and developing ideas. Involvement in teaching, managing funding and time, as well as actively participating in the scientific community requires practical leadership skills of early-stage researchers. These leadership skills also play a crucial role for the subsequent careers of doctorate holders. Indeed, they are an additional reason to employ them. In this introductory session, the full spectrum of leadership skills that doctoral candidates and postdoctoral researchers acquire will be discussed, as the ways how to train such competences.

- Philip Mair, Head of Doctoral School unit, Federal Polytechnic School of Lausanne (EPFL), Switzerland
- Ronald de Bruin, Director, COST Association
- Nel Grillaert, Coordinator Postdoc Talent Management, Ghent University, Belgium

Chair: Paolo Biscari, Vice-Rector for Talent Development, Polytechnic University of Milan, Italy; EUA-CDE Steering Committee member

11:15 – 11:45 *Coffee break*

11:45 – 12:45 Interactive session

Steering transformation: The role of leadership in doctoral education

Leadership in doctoral education transcends mere operational management, encompassing vision, strategy, communication and guidance. Leadership is needed to navigate an institution through stormy waters, but also concerns developing a long-term vision and developing ways to implement it. This session will discuss the question of how to prepare and develop leadership in doctoral education at all levels and what is needed in terms of support, resources and competences to adapt and steer doctoral education in a world in rapid transformation and in the framework of institutional change.

- Thomas Estermann, Director for Governance, Funding and Public Policy Development, European University Association

Chair: Stephane Berghmans, Director for Research and Innovation, European University Association

12:45 – 14:15 *Group photo and lunch*

14:15 – 15:45 Group work: Resources for leadership

This session is dedicated to group work among the participants. They are invited to discuss what sort of instruments, tools, programmes and/or support is available at the institution for leadership support, and what they need to address leadership challenges. They will discuss the kind of leadership skills needed and how they could be best cultivated.

The session will consist of four roundtables and moderators will lead the discussion based on following questions:

1. What sort of instruments, tools, programmes and/or support for leadership development exist at your institution?
2. What sort of instruments, tools, programmes and/or support for leadership development would be beneficial to have at your institution?
3. What are the three main skills that are essential for the leadership development of your work and which you would like to further develop?
4. How could you best develop these three and other necessary skills (e.g. mentoring programmes, jobshadowing, peer learning, national and international networks, etc.)?

Group I moderated by:

- Barbara Dooley, Acting Registrar and Deputy President, University College Dublin, Ireland; EUA-CDE Steering Committee member

Group II moderated by:

- Stephane Berghmans, Director for Research and Innovation, European University Association

Group III moderated by:

- Paolo Biscari, Vice-Rector for Talent Development, Polytechnic University of Milan, Italy; EUA-CDE Steering Committee member

Group IV moderated by:

- Maurizio Tira, Professor of Town and Regional Planning, University of Brescia, Italy; ex-officio EUA Board member

15:45 – 16:15 *Coffee break*

16:15 – 17:45 Plenary session

Leadership as the catalyst: Systematic transformation in doctoral education

Over the last years, few things have changed as much as doctoral education. While 20 years ago only a minority of institutions had developed a structured approach to doctoral education, this has now massively changed. These changes took place on various levels: on the national level, as various countries have undertaken and are still undertaking profound reforms; on the institutional level, by creating appropriate structures; and on an individual level - by reinterpreting the various roles.

All these changes demand leadership. A leadership that inspires and develops a long-term perspective, but also a leadership that is aware of the challenges and actively addresses them. In this session, we will deal with past and current change processes and how leadership affects these processes.

- Nicholas Vella, Director of the Doctoral School, University of Malta, Malta

- Aleksandra Lewandowska, General Board Member, Eurodoc; International Cooperation Representative, Polish Association of Doctoral Candidates, Poland
- Gotzone Barandika Argoitia, Head of Doctoral School, University of the Basque Country; President, Conferencia de Directores de Escuelas de Doctorado (CDED), Spain
- Milan Pospíšil, Rector, University of Chemistry and Technology Prague, Czech Republic

Chair: Peter Hanenberg, Vice-Rector for Research and Innovation, Catholic University of Portugal, Portugal; EUA-CDE Steering Committee member

18:00 *Organ concert delivered by Jan Kalfus*

19:30 – 22:00 *Gala dinner (Municipal House restaurant, náměstí Republiky 5, Prague)*

Friday 2 February 2024

08.30 – 13.00 Registration desk

09:15 – 10:30 CET **Plenary session**

Leadership, mentorship, and supervision: Balancing autonomy and guidance for doctoral candidates

Doctoral supervision can be understood as a form of leadership, encompassing guiding, mentoring, influencing, and fostering growth in another individual, specifically a doctoral candidate. It requires a balance of providing direction while allowing autonomy, ensuring that the doctoral candidate develops critical thinking and independent research skills. The success of supervision is not just in producing a completed thesis, but in cultivating a competent, confident and contributing scholar to the academic and broader community. In this sense, leadership skills are an important element for supervisor training, but also for additional training offers for postdoctoral researchers. In this session, examples will be presented, the significance of leadership in supervision will be discussed, and ways to further develop these will be highlighted.

- Pirjo Nikander, Research Director of the Doctoral School, Tampere University, Finland; EUA-CDE Steering Committee member
- Owen Gower, Director, UK Council for Graduate Education (UKCGE), United Kingdom
- Eneli Kindsiko, Expert, Foresight Centre at the Estonian Parliament; Associate Professor in Qualitative Research, University of Tartu, Estonia

Chair: Irma Grdzeldze, Associate Professor at the Faculty of Psychology and Educational Sciences, Ivane Javakhishvili Tbilisi State University, Georgia; EUA-CDE Steering Committee member

10:30 – 11:00 *Coffee break*

11:00 – 12:45 Breakout groups

In these discussion groups/world café sessions some concrete questions will be addressed:

- *Dealing with conflicts in supervision*

Moderator: Karin van Wingerde, Director of Graduate School of Law, Erasmus University Rotterdam, Netherlands; EUA-CDE Steering Committee member

- *Intercultural leadership*

Moderator: Peter Hanenberg, Vice-Rector for Research and Innovation, Catholic University of Portugal, Portugal; EUA-CDE Steering Committee member

- *Transitioning into leadership: leadership training for postdoctoral researchers*

Moderator: Thomas Estermann, Director for Governance, Funding and Public Policy Development, European University Association

- *Team supervision*

Moderator: Andrei Terian-Dan, Vice-Rector for Research, Innovation and Internationalisation, Lucian Blaga University of Sibiu, Romania; EUA-CDE Steering Committee member

- *Leading in the virtual space*

Moderator: Barbara Dooley, Acting Registrar and Deputy President, University College Dublin, Ireland; EUA-CDE Steering Committee member

- *New and innovative supervisory styles or models*

Moderator: Irma Grdzeldze, Associate Professor at the Faculty of Psychology and Educational Sciences, Ivane Javakhishvili Tbilisi State University, Georgia; EUA-CDE Steering Committee member

12:45 – 13:00 Closing session

- Barbara Dooley, Acting Registrar and Deputy President, University College Dublin, Ireland; EUA-CDE Steering Committee member
- Lukáš Nachtigal, Head of Doctoral Studies Office, Charles University in Prague, Czech Republic

13:00 – 14:00 *Lunch*

15:00 *Social programme*