Unique Perspectives of Women in Higher Education Leadership: Enabling the Environment

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Gender Statistics on Hong Kong UGC-Funded Tertiary Institutions (2013)

	Female %	Male %
Undergraduate Enrolment	53	47
Research Postgraduate	43	57
Overall Faculty Members	35	65
Dean	4	96
Provost/VP	13	87
VC/President	0	100

Gender Statistics at CUHK (2014)

	Female % (N)	Male %
All Faculty Members	26	74
Assistant Professor	37	63
Associate Professor	31	69
Full Professor	15	85
Chair Professor	9 (11)	91 (111)
Department Chair	17	83
Dean	0	100
Provost/VP/AVP	20 (1 VP; 1 AVP)	80 (8)

Study of Top Women Leaders

International study of top women leaders (Halpern & Cheung, 2008)

- 60+ interviews (about 20 from China, HK, & US)

- All the women have children or other care- giving responsibilities

Halpern, D. F., & Cheung, F. M. (2008). *Women at the top: Powerful leaders tell us how to combine work and family* (Wiley-Blackwell)

Leading as Women

Alternative model of leadership development in women

- Filling family roles such as being mothers or caregivers and becoming leaders at work →

- Making these roles compatible have helped women to cultivate the transformational style of leadership

- Incremental approach of leadership development – one step at a time

- Importance of the integration of different domains of a leader's life

Leading as Women

Transformational leadership

- Democratic
- Collaborative
- Participatory
- Inspiring
- Caring - "Mother" or "Big Sister"

Inclusive Leadership - Incorporates

- Uniqueness (diversity as resource)
- Belongingness (members feeling valued & respected)

How Women Leaders can Help

Individual Level

- Role models

- Mentoring, championship & support network

Organizational Level

- Mindset & culture change

- Recognize & value hidden talents of women

- Gender-sensitive organizational policies & practice

- Mainstream inclusion framework with top management commitment