EnPOWER
Literature Review – Key Themes

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Background/context

- Gender Equality Law in 2006 aimed to promote equal opportunities to women in all the areas (Vietnam and gender equality, 2017).

- 79% females in Vietnam in work or looking for work but representation at the top is meagre (Preet, 2019)

- Vietnam has 357 public universities and colleges and 88 private higher education institutions (HEIs) (Huong, 2018).

- Compared to other countries, Vietnamese women are underrepresented in senior roles in prestigious organizations (Pham, 2011).

- The situation for women working in the Vietnamese higher education sector reflects national figures, with women comprising 12 per cent of Head of Department roles and 8 per cent of Deputy Head of Department roles as of 2010 (Le et al., 2010; Mate et al. 2018)).

- N. B. T. Nguyen (2000) found the underrepresentation of women leaders in a university in northern Vietnam, Dang (2012) identified the same problem in the universities in Mekong Delta in southern Vietnam.

- Although Vietnamese women and men in HE are said to be equal in all spheres of life in law, women's equality with men in reality has not yet been achieved (Tran and Nguyen, 2000)

Masheshwari and Nayak (2020), Tran and Nguyen (2000)

Search Parameters

Main focus: Women Leaders in Higher Education in Vietnam

Literature type: Published and grey literature

Dates: 1995 to present date

Search process:

- Follow references from initial literature included in bid (daisy-chaining)
- New searches of databases, specific journals, Google Scholar and Social Media

Results: 14 shortlisted items

Key words and search terms

- Vietnam - Vietnamese - South-East Asia	- Leadership - Women - Women leaders - Women researchers - Female leaders - Work - Female employees - Educational leadership - Careers - Middle leadership - Middle level management - Female academic managers -	- Barriers and enablers - Challenges in leadership work - Confucian culture
- Academia - Higher education - University - Vietnamese higher education - Vietnamese universities	- Gender - Diversity - Gender equality - Gender inequality - Gender relations - Gender and women's university leadership, - Vietnamese femininity and masculinity,	- Women empowerment - Career development - Mentoring

Key authors and focus

Journal Articles	Reports	Thesis	Conference
Tran and Nguyen (2020) Subboardinate views on ==perceptions== of gender preference in leadership	**Munro (2012)** Trends in women's representation / ==challenges and barriers==	**Lazarian-Chehab (2017)** The effects of informal mentoring on the leadership development of women in leadership positions.	**Phuong (2022)** ==Lived experiences== as women leaders to highlight ==barriers==.
Masheshwari and Nayak (2020) ==Barriers and enablers== to women taking up leadership roles	**Kelly (2011)** Women in educational leadership and management	**Dang (2012)** The nature of the leadership development process of women in academia in the Mekong Delta (MK).	
Mate et al. (2018) ==Narrate stories== about their career and leadership development and the ==barriers and enablers== they experiences		**Dao (2011**) ==Factors== contributing to the career advancement of four rectors	
Soraly and Khon (2017) ==Lived experiences== of women faculty attaining leadership positions		**Le (2011)** How culture shaped the way women as well as their ==beliefs and perceptions== about leadership.	
Truong (2014) ==Challenges== of middle leadership ==(Barriers)==		**Nguyen (2000)** Gender ==issues== in higher education in Vietnam	
Nguyen, Thi Lan Huong (2013) ==Barriers and facilitators== to academic deanship.			

Data Collection Methods of earlier studies

Reports and/or Literature Review

- Munro (2012)
- Kelly (2011)

Reports and Surveys

- Tran and Nguyen (2020)

Surveys / Survey and Interviews

* Soraly and Knon (2017)

Lazarian-Chehab (2017)

- Troung (2014)

Interviews

- Masheshwari and Nayak (2020)
- Mate et al. (2018)
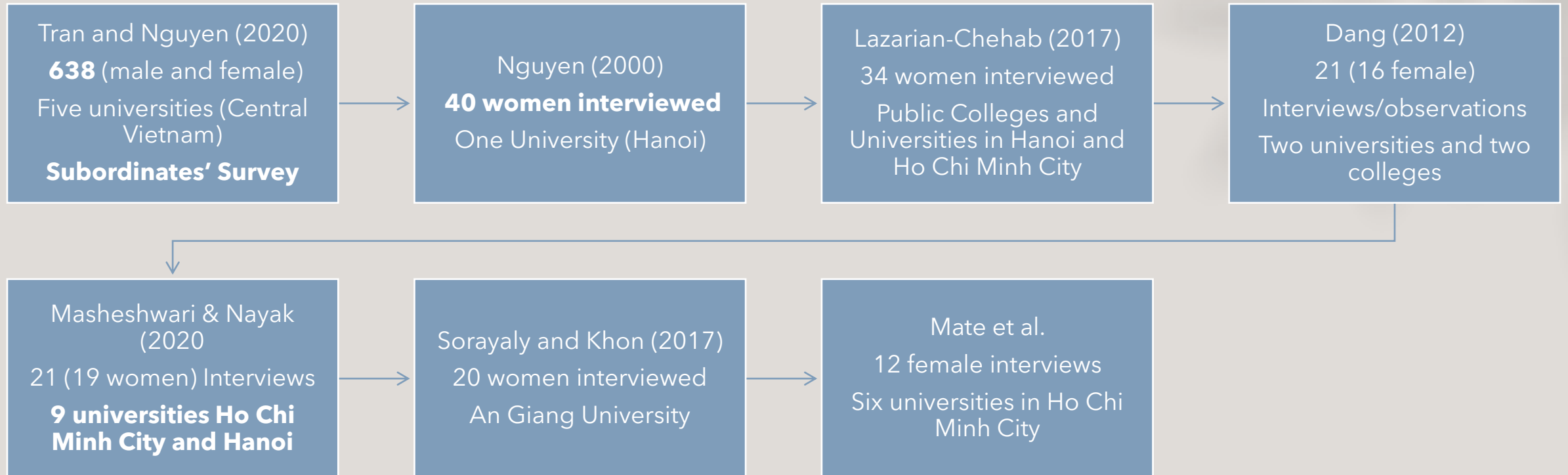- Nguyen Thi Lan Huong (2013)
- Le (2010)
- Nguyen (2000)

Interviews and Observations

- Dang (2012)
- Dao (2011)

Photo Elicitation

- Phoung (2022)

Sample and geographical locations of earlier studies

| Tran and Nguyen (2020) **638** (male and female) Five universities (Central Vietnam) **Subordinates' Survey** | → | Nguyen (2000) **40 women interviewed** One University (Hanoi) | → | Lazarian-Chehab (2017) 34 women interviewed Public Colleges and Universities in Hanoi and Ho Chi Minh City | → | Dang (2012 21 (16 female) Interviews/observations Two universities and two colleges |

| Masheshwari & Nayak (2020 21 (19 women) Interviews **9 universities Ho Chi Minh City and Hanoi** | → | Sorayaly and Khon (2017) 20 women interviewed An Giang University | → | Mate et al. 12 female interviews Six universities in Ho Chi Minh City |

Differences in role focus

Senior Roles: Two studies focused on women in senior level roles such as Deans and Rectors (Nguyen, 2013; Dao, 2011).

Mid-Level: Three studies focused on mid-level women leaders.:

Troung (2014) they were Mid-level Heads or Deputy Heads of functional offices, Directors or Vice-Directors of Centres, Dean or Deputy Deans of schools, or Heads or Vice-Heads of departments.

For Dang they were Deans, Vice deans, directors and deputy directors. Whilst Le (2010) investigated Department Heads and Heads of Division.

First level: Mate et al. (2018) stated that they were early to mid-career lecturers and researchers. Whilst Sorayly and Khon (2017) classed the participants as women faculty.

Two studies **included women leaders from different levels** (Phuong, 2022, Masheshwari and Nayak, 2020).

What is interesting here is to whether the women were actual or aspiring leaders . Dao (2011) asked the four female rectors about the themes relating to their journey but also about being a rector.

Barriers and Facilitators at different levels

Government / University Processes and Policies

Community Roles and Memberships

Length of Employment and Service

Recruitment / Promotion Processes

Predecessor, Subordinate and Colleagues' View

Networking Beyond Work

Mentor/Role Model/Sponsor/Line Manager

Collectivism (Merits)

Opportunities, Networking and Skills Development

Person and Socio-Cultural Factors

Family background & Ongoing Support

Ongoing Education and Training

Societal Perceptions of Women / Time Burden

Looking Like a Leader

Acting Like a leader

Confidence/ Assertiveness / Speaking out

Age and Leadership Practice

Career Plan / Path/Luck / Serendipity
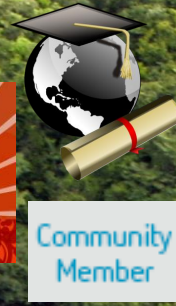
'Happy Where I Am'

Enablers

Barriers

Phuong (2022)
'The river offers challenges but also opportunities'

Barriers and Enablers

Looking Like a Leader

Networking & Skills Development

Age

Views of colleagues

Family Support

TEAMWORK COLLABORATION GUIDANCE
COACHING LEADERSHIP MENTORING
MOTIVATION RESPECT SUPPORT

Age

Community Member

Confidence

Leadership Style

Looking after children

Confidence

Ongoing Education / Overseas

Housework

Recruitment Processes

Age

Networking & Skills Development

Recruitment Processes

Long Service Award

Award Certificate
Presented to
[Type Name]
for
[Type Reason for Receiving]
Type Date   Sgn Name
Date   Name

Community Member

CAREER PLANNING
1.
2.
3.

MENTOR

Looking Like a Leader

Views of colleagues

Housework

Leadership Style

TEAMWORK COLLABORATION GUIDANCE
COACHING LEADERSHIP MENTORING

MENTOR

Recruitment

Looking after children

Networking with men

Family Background & Support

Thanks for listening.

Any questions or comments?

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