





# Rectors and Students – Friends or Foes?

Bastian Baumann  
Karaganda, 25 June 2014






# History

- Students in leadership positions
  - University of Bologna
    - Professors swearing obedience
    - Student prescribed procedures and regulations
  - The professorial university / primus inter pares / who owns the university?
  - 1968
  - Bologna Process
  - Student Vice-Rectors
  - Managerialism
- 




# Purposes of Higher Education

- Preparation for the labour market
  - Personal development
  - Maintenance of an advanced knowledge base
  - Preparation for a life as an active, constructive and critical citizen in a democratic society
  - How is this reflected in the governance?
  - How to live by example? General institutional culture
- 





# Bologna Process

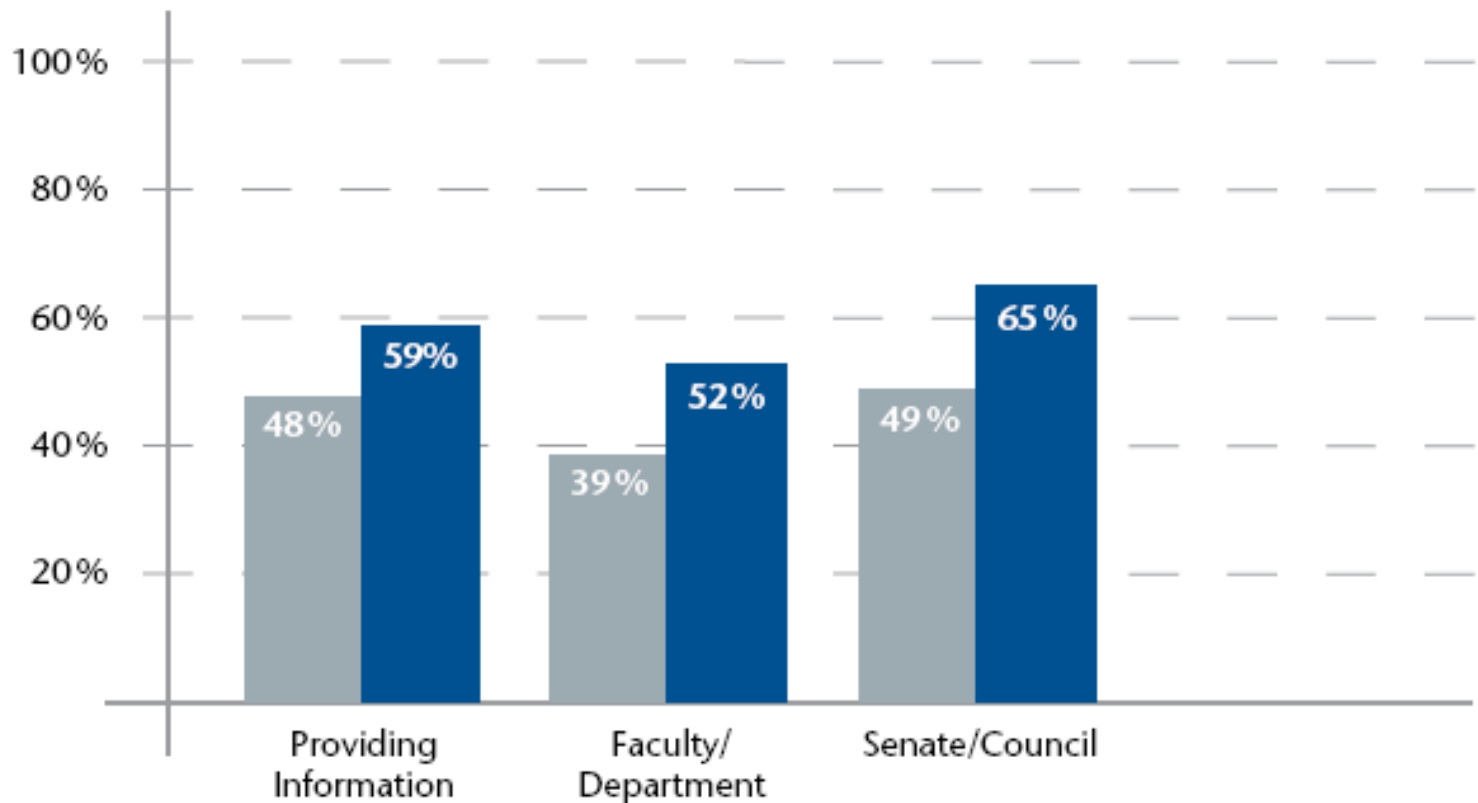
- Students not involved in the beginning
  - Student involvement added in 2001
  - Full partners
  - EHEA: student centred learning
  - How without students?
- 

# Development

Figure 18

## Student involvement: Trends III & V


Trends III   
Trends V 



(Source: Trends V)




# Effect

- “While the need for improved cooperation between institutions and quality assurance bodies is undisputed, Trends IV points to a range of other factors, including student participation, which have a very direct impact on quality improvement.”
  - Correlation between success of reform implementation and student involvement
- 




# Who?

- Representation
  - Elected students / chosen students / “good” students / good looking students
  - Turnover is a challenge
- 



# How?

- Provider of information or being involved?
  - Being given the word or being listened to?
  - Cultural differences / hierarchy of governance
  - Criticism is not disrespectful as long as it is constructive and well founded
- 




# Where?

- In which bodies?
  - On which topics?
  - Formal or informal?
  - “While they may be involved formally in decision-making bodies, many pointed out that they are not involved in discussion to prepare key decisions, and it is at this stage that their input could be most effective.”
- 



# Conclusions

- Neither friends nor foes by definition
  - Common goals: quality, reputation, etc.
  - Difference in approach due to different concerns
  - Necessary to involve in the whole process of decision making
  - Diverse opinions enrich quality
- 



Thank you very much for listening if you  
have been!

[bastian@he-consult.eu](mailto:bastian@he-consult.eu)

[www.he-consult.eu](http://www.he-consult.eu)