

# A MODEL TO INVOLVE STUDENTS IN GOVERNANCE AMIDST RESISTANCE

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- ▣ As with all nations, high expectations are placed on our Universities to be key contributors to economic growth of Egypt.
- ▣ However, although there has been paradigm changes in the western HEIs, the traditional teaching and research university in our region has yet to transform into an entrepreneurial university model

# Historical Perspective



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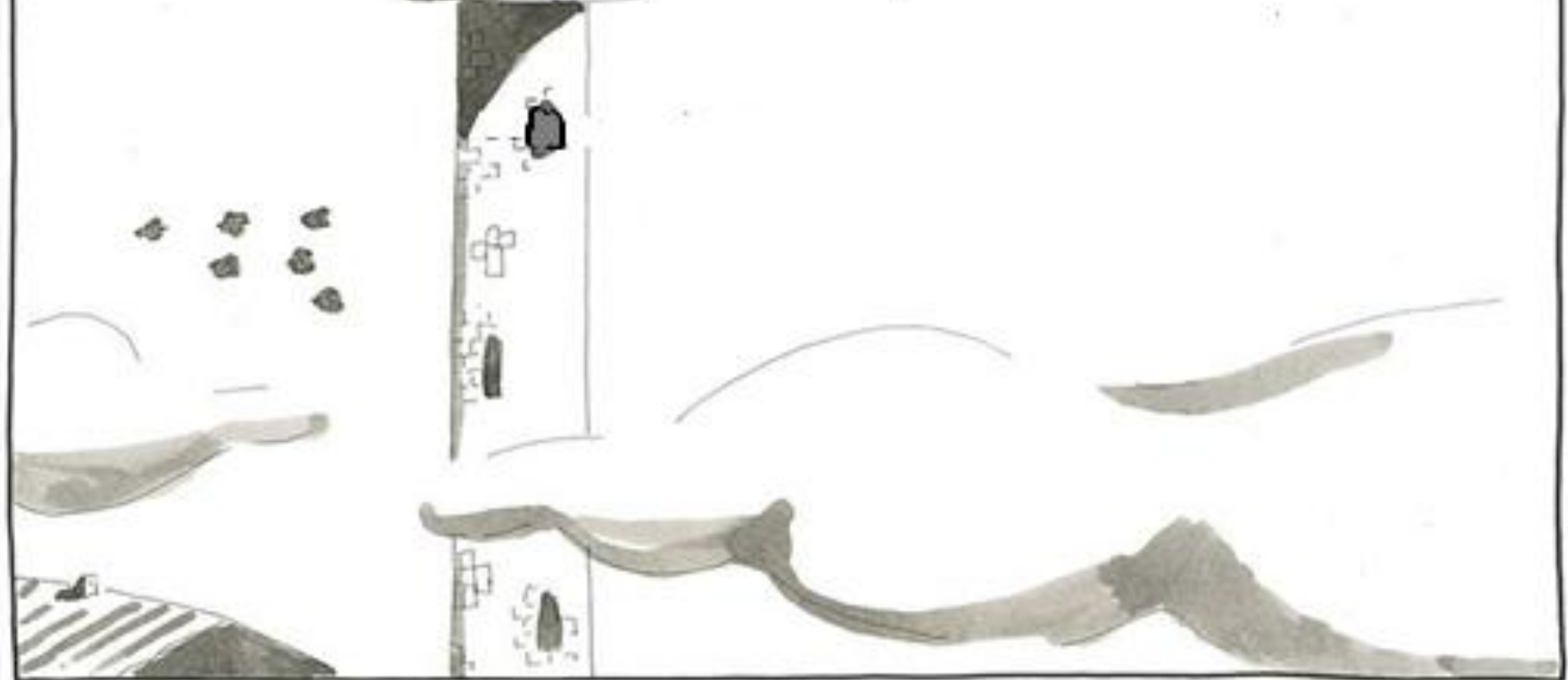




*Course General View of the University*



# THE IVORY TOWER

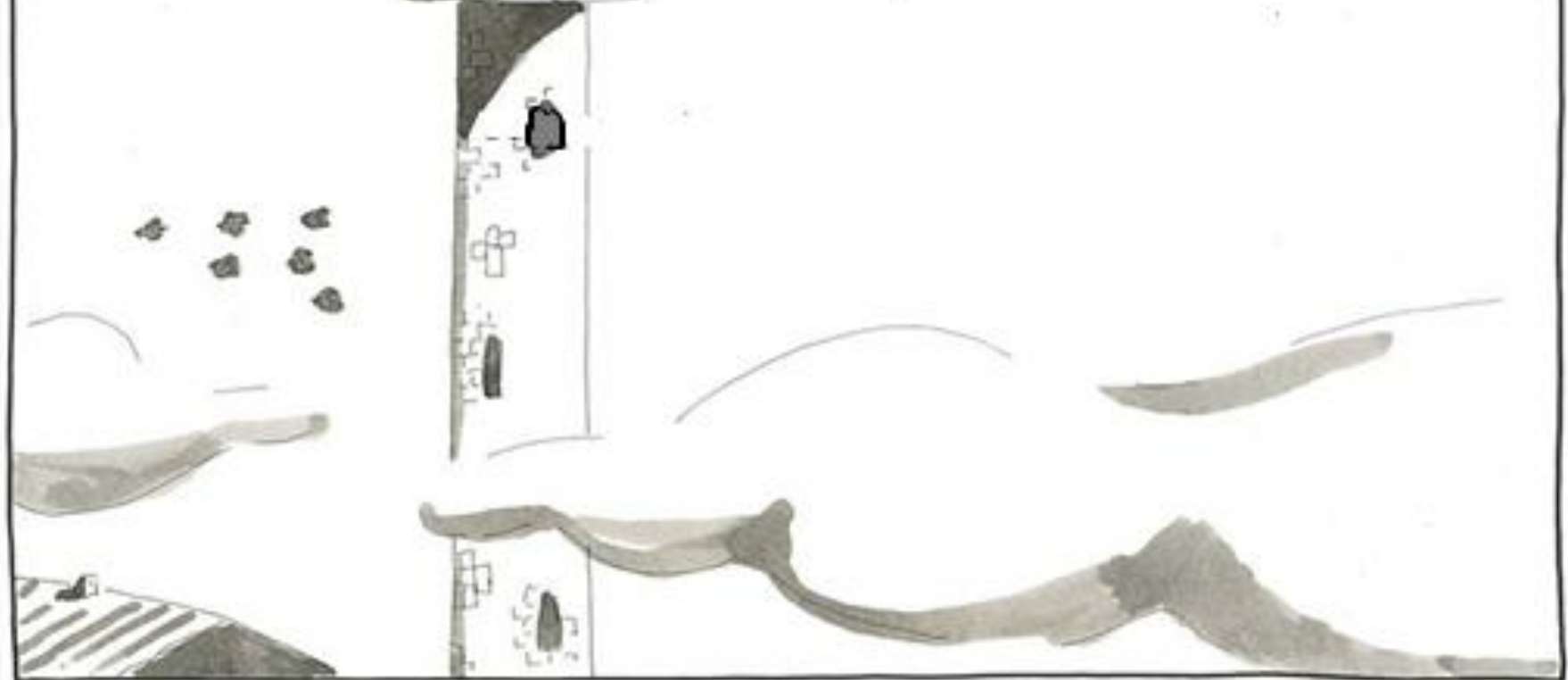




With the military coup in mid century and the move to a more socialist systems access to higher education was granted to all levels of society

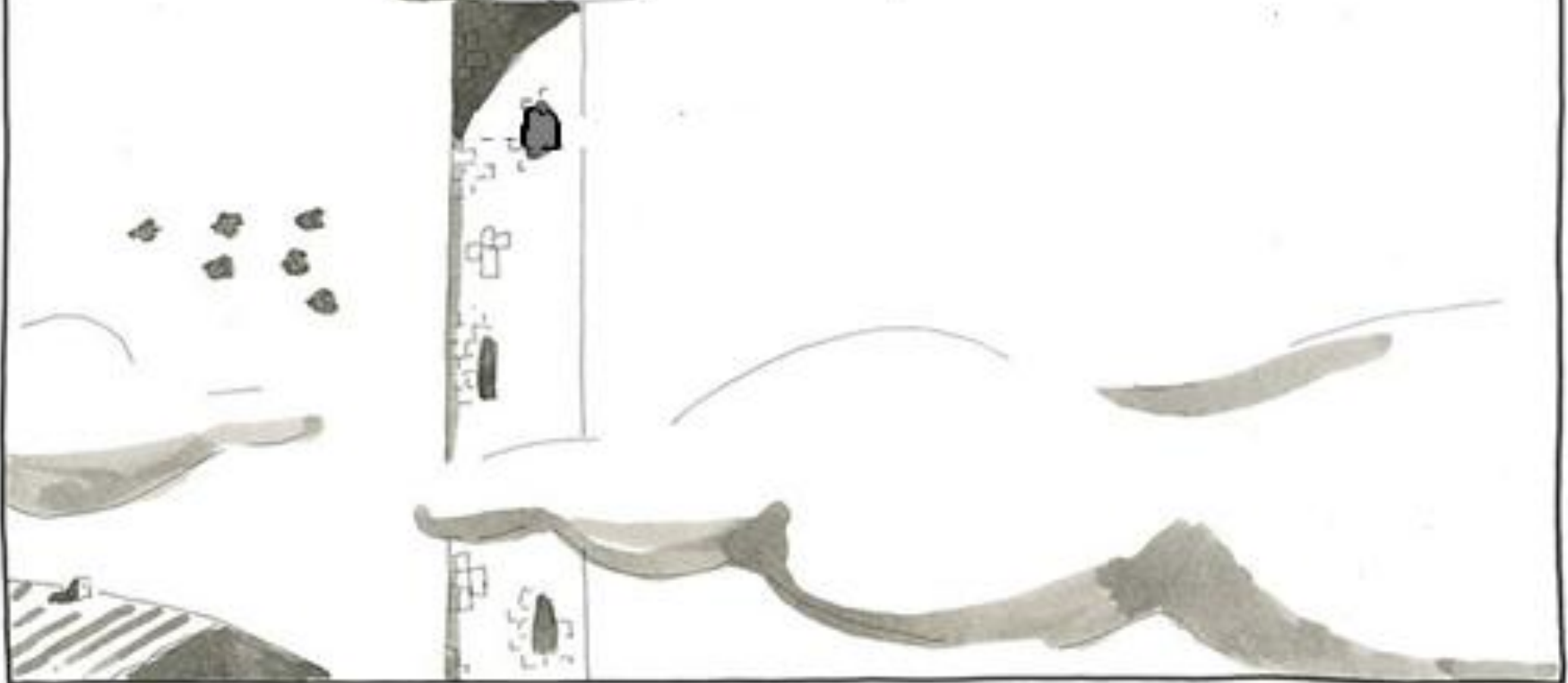
# However

# THE IVORY TOWER



60 YEARS LATER

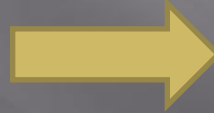
# THE IVORY TOWER





# Where are we today?

Introspective  
University



University  
playing an  
active role in  
the process of  
change in  
society.

The idea of letting industry and labor market in the planning of higher education is still foreign to most academics in Egypt

**However**

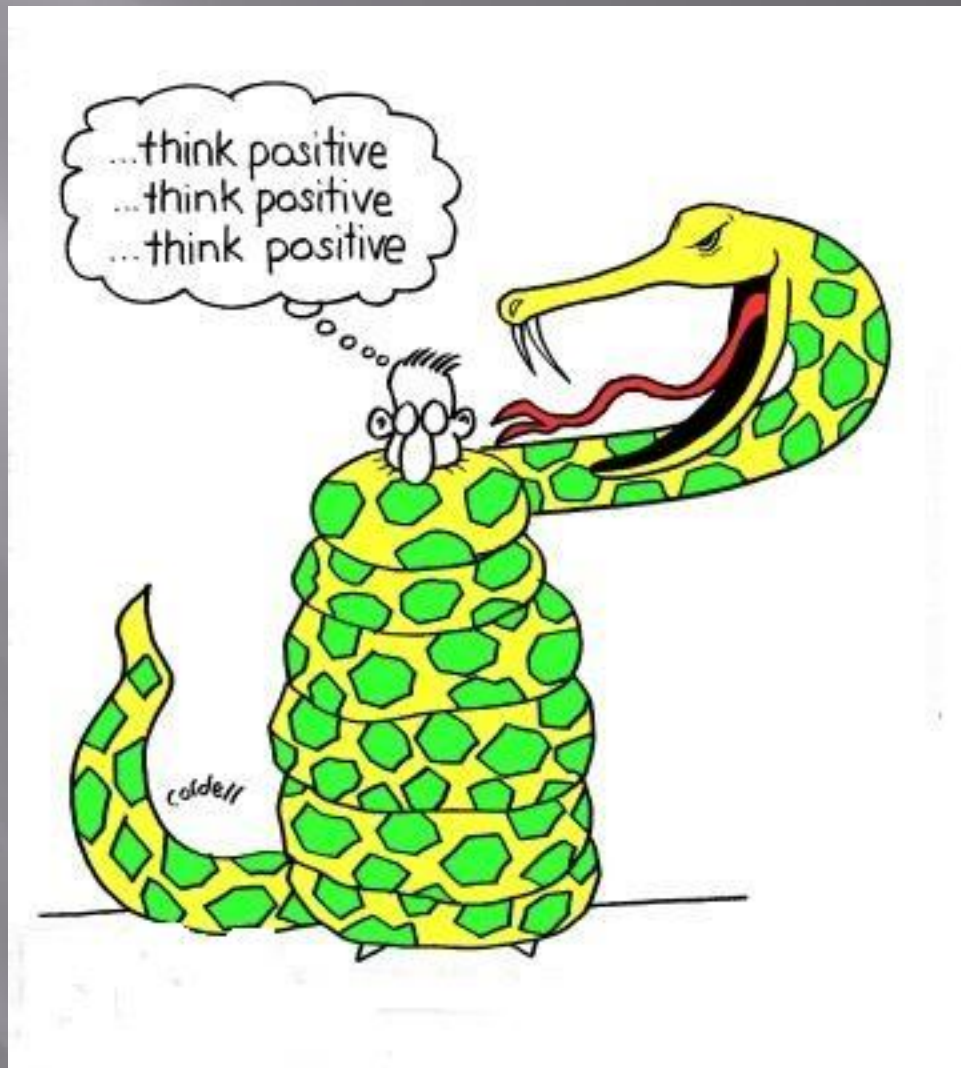
- ▣ The dialogue has begun
- ▣ And so did the movement to resist.

- ▣ The Idea of considering students as stake holders still horrifies many.

## However

- ▣ The dialogue has started
- ▣ And so did the resistance.





**In tough times  
We had to think positively**



We wanted to embrace QA processes that :

- Would include students as key partners
- Was embedded in the day to day management of the institution
- Would support decision making

# External challenge

- ▣ Negativity and lack of trust of students.
- ▣ National security forces





Time for  
**BIG**  
ideas



"YOU LOOK LIKE YOU HAVE A  
LOT ON YOUR MIND, JIM!"



- ▣ We needed to think of quality culture that is not just as a set of procedures (ink on paper)

But

- ▣ As context in which efforts are linked to the development of true transformation

Transformation is at  
the heart of quality

(Harvey 2006)

- ▣ Transformation that is not hindered by accountability-improvement dichotomy
- ▣ But one that is compatible with culture as a lived experience with true on the ground impact

# Student Empowerment Approach



# Elections of SU









# After Elections

A key decision was to empower students by giving them power to influence their own transformation and encouraging them to take ownership of the learning process.



# RESISTANCE RESISTANCE

Bringing students to cross the bridge  
was unexpectedly difficult

First students  
needed to be  
motivated to  
be active  
partners after  
a life time of  
HIBERNATION





# Strong student participation

- ▣ Mechanisms were needed to ensure a minimum level of student involvement in institutional governance.
- ▣ Students needed to be involved in the decision-making process related to their education.
- ▣ It was needed to be emphasized that students must be both considered and treated as partners in institutional governance.

# Involvement of students in committee structure

- ▣ Student representation in existing governing committees was implemented
  - - Education and student affairs senate

INITIAL SHOCK from faculty members

Change in culture of senate



- ▣ Newer committees were developed to regulate student involvement in the decision-making process related to their education with student representation.
  - Committee for schedules.
  - Assessment committee.
  - E learning committee.
  - Academic support committee.
  - Student support committee.

# THE IVORY TOWER



# Increasing the student contribution to Quality Assurance

Mechanisms and policies were needed to ensure that students are included as key players in internal quality assurance process

# Breaking the Barriers

A model for structuring student integration with faculty members.

- Heavy campaigning
- Awareness
- Documentation and senate approval

100% Student body

# On Monthly Basis

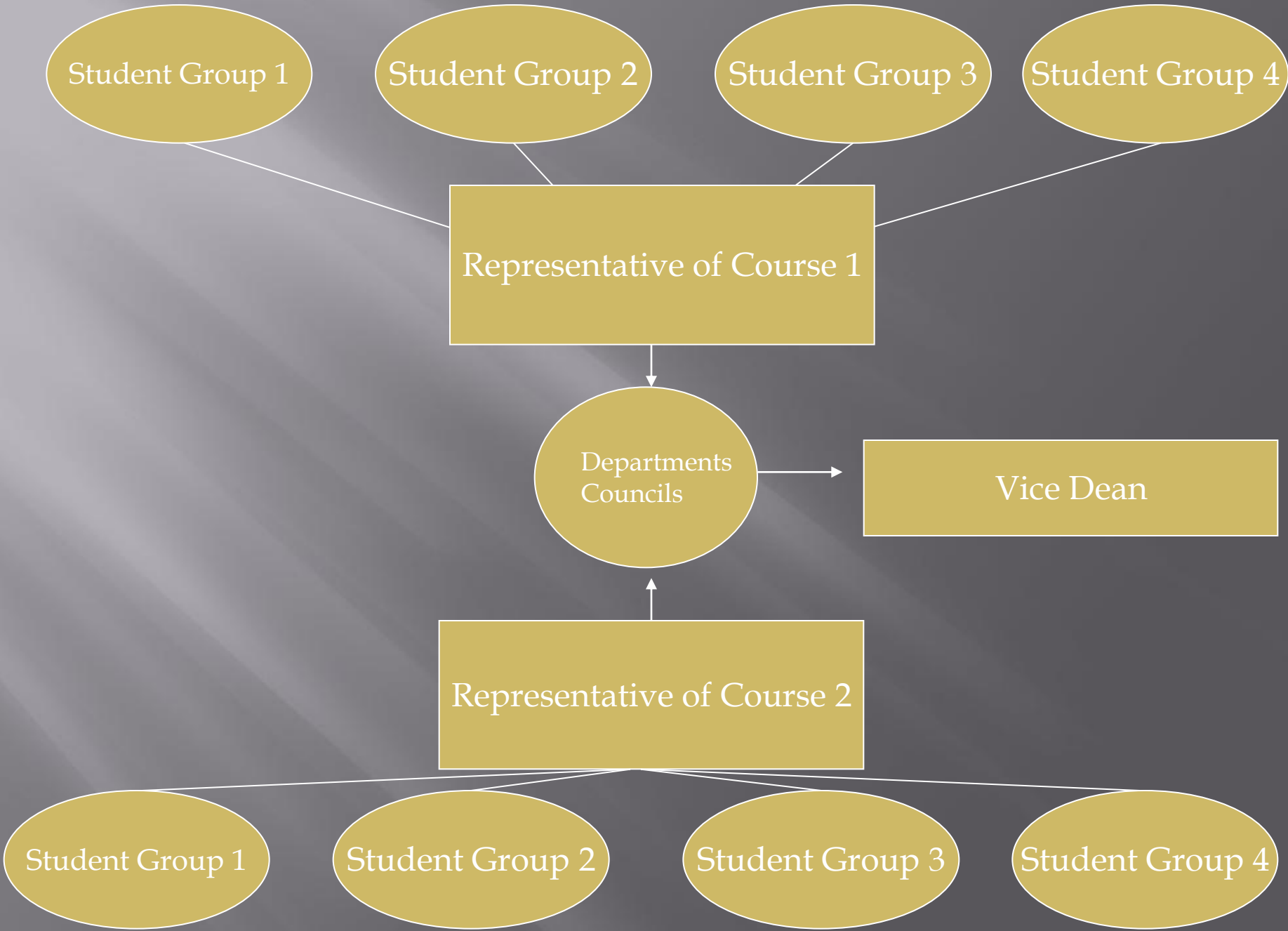
Student  
Groups  
elect 1  
student  
per course

Representatives from Department  
Councils meet with student delegates  
to get feedback on any grievances  
from students and give students  
feedback from faculty members

Department Council

Vice Dean





- ▣ Initial resistance by students who have been brought up in culture nurturing separation between students and professors.
- ▣ Initial resistance by some faculty members to upgrading level of students to being partners in a process

# Challenges

- ▣ Resistance to change
- ▣ Pre University Education
- ▣ Legislation that fosters the IVORY TOWER.
- ▣ lack of readiness Faculty members to engage.
- ▣ Teaching service vs. Student engagement.
- ▣ Recourses

- ▣ The transformation process itself provided the opportunity for self-empowerment of students, through increased confidence and self-awareness.
- ▣ Student empowerment by the development of a critical attitude; to think and act in a way that bridges taken-for-granted preconceptions, prejudices.
- ▣ Questioning established orthodoxy and learning to justify opinions.



# Khaled Said













# BREAKING NEWS









# BREAKING NEWS





**revolution**











62. An anti-government protester pictures during clashes with police in Cairo January 26, 2011. Thousands of Egyptians defied a ban on protests by returning to Egypt's streets on Wednesday and calling for President Hosni Mubarak to leave office, and some scuffled with police. AP/WIDEWORLD/Abdul Ghafar















Enough Killed  
کفانا قتلى

# Tahrir











WHO'S  
AFRAID OF  
TWITTER?!



# REVOLUTION TOOLS

~~AK-47~~

~~MACHETE~~

TWITTER ✓

FACEBOOK ✓





















- ▣ Self Motivation
- ▣ Sense of ownership
- ▣ Self organization.
- ▣ Better faculty member acceptance.
- ▣ Less administrative resistance.
- ▣ Less negativity from students.
- ▣ More level of participation.



▣ 100% target

▣ 100%

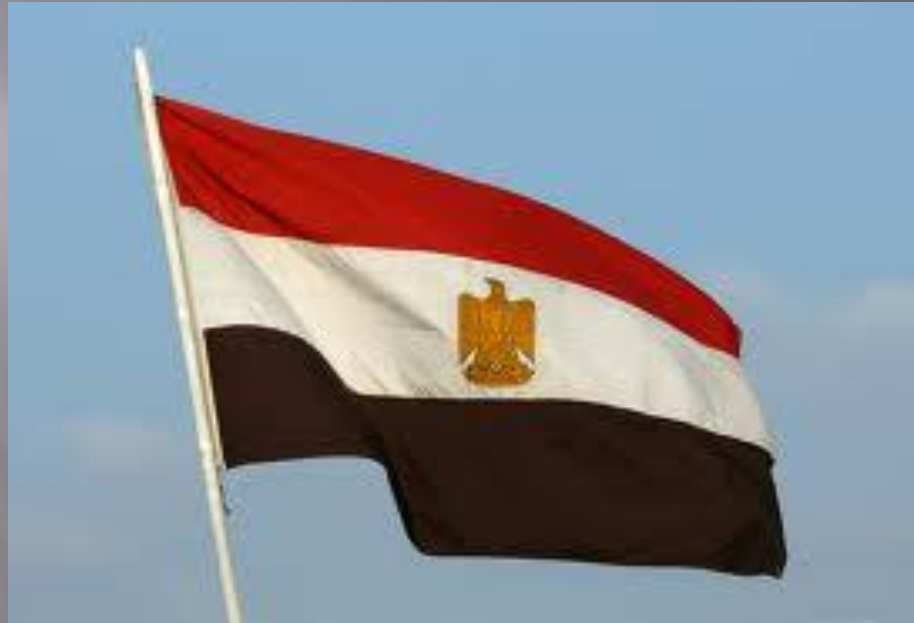
compliance and  
motivation

# Freedom



And the  
journey  
continues





Thank you