

# RECTORS' SCHOOL: TRAINING THE NEXT GENERATION OF TRANSFORMATIONAL UNIVERSITY LEADERS



2021 EFMD Excellence in Practice Awards Competition



# EXECUTIVE SUMMARY

In order to meet the demands of markets and stakeholders universities are increasingly forced to undergo a transformational journey, both in terms of their institutional structures and the professional development of their leaders. Moreover, this journey is never straightforward, as those charged with leading such processes usually face persistent internal resistance and administrative complications.

This is why **Rectors' School\*** (hereinafter, 'the Programme')—an educational programme aimed at improving the managerial performance of top university managers and **facilitating systematic change** within universities—was created by the SKOLKOVO Education Development Centre at the request of the Ministry of Science and Higher Education of the Russian Federation.

Since its launch in 2012, more than 1,000 individuals have graduated from Rectors' School. As a result there has been a significant advancement in preparing **managers who are ready to take responsibility for designing a fundamentally new vision and model of the university** and organising its management processes. An extensive expert and alumni community has formed around the Programme, which today is changing the landscape of contemporary education in Russia. There has been a significant improvement in the global ranking positions of Russian universities, and numerous high-impact projects have been launched as part of the Programme, some of which are presented in this case.

\* In Russia, the term 'Rector' refers to a senior official or a President of a University

**Today, one in every eleven civil universities in Russia is led by a graduate of the Programme.**



**19**

Programmes



**230+**

Universities



**1088**

Graduates

"We teach participants how to virtually disassemble and reassemble a university. In order for a university to acquire a new quality, a new sound, a new identity, it must abandon something old and introduce something new. This intellectual process of 'assembling and disassembling' is the main feature of our programme."

**Andrei Volkov**  
**Director of Institute for Public Strategy**  
**Moscow School of Management SKOLKOVO**  
**Deputy Chairman of the Council on Global Competitiveness**  
**Enhancement of Russian Universities among Global Leading**  
**Research and Education Centres**