Cover Letter – Eszter Babarczy

I have been teaching at Moholy-Nagy University of Art and Design (MOME) for 26 years and have consequently developed an extensive and in-depth understanding of the institution, its organizational culture, and its internal dynamics. I have witnessed several waves of institutional reform and, as a trade union leader, have sought to contribute to navigating both their successes and their challenges. Throughout these processes, I have consistently taken on the role of a mediator: when groups or individuals had conflicting interests or struggled to understand one another, I worked to reframe disputes in a way that ensured both sides felt that their legitimate interests were acknowledged and that a constructive outcome was possible.

I am applying for a position on the KEKVA Board of Trustees at the recommendation of my colleagues and former trade union peers, who believe that my participation would help ensure that the experience, professional knowledge, and critical insights of university staff—often difficult to capture in quantitative terms—are represented in the governance of the institution.

MOME has undergone profound change over the past fifteen years. On the Board of Trustees, I would seek to represent stability and continuity. We should not subject the institution to constant upheaval; rather, promising programs should be given sufficient time to mature, while their results—and, where applicable, their shortcomings—should be systematically monitored and evaluated. Without a deep understanding of an institution's culture and traditions, it is difficult to assess its genuine strengths and weaknesses. Such knowledge is essential to enabling an institution to adapt successfully to a changing environment.

As a trade union leader and former member of the University Senate, I have gained extensive experience in initiating and conducting negotiations concerning the operation of the University, ranging from budgetary negotiations and employment contracts to organizational restructuring and the development of key internal governance documents, including the Institutional Development Plan and the Organizational and Operational Regulations. I have established strong working relationships with employees across most units of the University, both within the academic community and in the executive and administrative areas.

I see the temporary KEKVA trusteeship as an opportunity to contribute in four particular ways:

1. Bringing employees' experience and positive energy from recent changes to the Foundation's Board of Trustees.

2. Building mutual trust and open communication by leveraging the relationships I have built as an academic and twice re-elected trade union leader to foster open, respectful communication between the Foundation and the University.

3. Protecting and strengthening joint Foundation–University programs. I would seek to ensure that successful programs continue to receive appropriate attention within the new structure. These include the Stefan Lengyel Scholarship for talented students and 'Tomorrow belongs to you – for the creative talents of the future' Program, which I helped establish to provide comprehensive support for disadvantaged students from economically deprived rural areas and the teachers working with them.

4. Promoting a constructive culture of dialogue**.** As a member of the academic and intellectual community, I consider it essential that workplace discourse be characterized by attentive listening, a genuine willingness to understand different perspectives, constructive debate, and a rejection of zero-sum thinking. I believe I could make a meaningful contribution to fostering such a culture as a temporary member of the Board of Trustees.