

Questionnaire

1. So what do you think a university is?

ON A SCALE OF 0 TO 5, HOW WOULD YOU RATE THE IMPORTANCE OF EACH OF LISTED FEATURES OF UNIVERSITY?

(0=NOT IMPORTANT, 5=MOST IMPORTANT):

- 2__ being comprehensive (universal academia)
- 5__ being autonomous
- 2__ being integrated
- 4__ having the highest quality of research and teaching
- 5__ having the right to award the PhD degree
- 3__ being non-profit
- 5__ being responsive to societal needs
- 5__ being accessible to all who could benefit

Are there any other features that you think are important but are not on the list? Which ones?

SHOULD AUTONOMY REFER TO

X__ university (procedural)

X__ faculty (substantive)

___ both

SHOULD LEGAL STATUS IS BE ASSOCIATED TO:

___ university

___ faculty

X__ both (but depends on what 'legal status' entails)

DO YOU THINK THAT FOLLOWING FUNCTIONS SHOULD BE ASSOCIATED TO THE UNIVERSITY (U), OR FACULTY (F) OR BOTH (U/F)?

- enrolling students All: U/F for different parts/responsibilities, except negotiation for funding
- employing staff
- deciding on the content of study programmes
- recruiting to academic positions
- issuing diplomas/degrees
- U_ negotiating with government for funding
- international relations
- quality assurance
- student support services
- library

2. Challenges to autonomy

DO YOU AGREE THAT UNIVERSITIES SHOULD HAVE THE RIGHT/FREEDOM TO (ON A SCALE OF 0 TO 5):

- _4_ restructure themselves internally as they see fit
- _5_ employ their own staff
- _3_ vary salary scales and similar remuneration according to institutional needs;
- _5_ have budgetary autonomy
- _3_ own property
- _5_ have access to private funding
- _4_ retain earnings from their own assets or from donations and to set up holding companies
- _5_ perform management by goals instead of management by rules
- _4_ withdraw from the state status if they want to
- _5_ define their own strategic and long-term vision;
- _5_ respond effectively to increasing domestic and international competition.

3. Challenges to university governance

IN UNIVERSITY GOVERNANCE PLEASE CHOOSE WHAT WOULD BE YOUR PREFERENCES

Who do you think should be involved in the governance of universities:

- universities should decide for themselves (staff and students only)
- universities and governments
- universities, governments and business/enterprise
- **universities, governments, business and other societal representatives**
- other (please specify)

Rector should be

- appointed via advert [that does not say who should appoint the rector]
- appointed by board of directors for a fixed term; BoD should consult[!] university community on profile of candidates
- elected from and within local staff
- neither of these

Deans/ heads of department should be

- appointed via advert
- appointed by rector; Rector should consult[!] university community on profile of candidates
- elected from and within local staff
- neither of these

The university personnel should be hired by

- rector, formally
- dean
- a body appointed by rector
- neither of these: decision who to hire should be at department (junior staff) with dean's consent, or through dean (senior positions), and certainly for senior positions with external representatives ('sister faculties', local communities/service users)

Posts and tenures in the universities should come under

- legislation on labour contracts
- civil service regulations
- neither of these

The board of directors should be chaired by

- rector
- an external member; rector should be (non-voting?) member
- neither of these

4. *A paradigm shift in the evolution of HE system*

IN YOUR COUNTRY, WHAT ARE THE ASPECTS OF THE MINISTRY/GOVERNMENT ROLE WHICH YOU THINK ARE MOST URGENT TO CHANGE (RATE THE URGENCY ON A SCALE OF 0 TO 5)?

3 provide predictable long term funding framework for universities with multi-year financial planning; [a little more predictability would be welcome, but changes are usually marginal]

1 increase universities' financial powers in the short and the longer term while retaining appropriate regulatory powers of the government [has been changed sufficiently already]

1 make recommendations for a reform of university governance with a view to strengthening the prerequisites for universities' internal management, [has been changed sufficiently already]

2 make recommendations for endowment of a separate legal personality to universities which would ensure legal separation from the state legal personality

2 withdraw from unnecessary bureaucratic control, micro-management and paper-driven regulation and interference [has been changed to large extent already]

2 provide only a broad policy framework and delegate the rest of power to the competent independent intermediary bodies. [has been changed to a large extent already, more is in the making]

1 make transfer of assets worth millions of euros to university or non for-profit independent foundation which acts as founder of the university [universities own property already]

5. *Private higher education institutions*

How do you think it will be possible to maintain and develop public and social responsibility for higher education as private finance plays an increasingly important role in universities?

1. Large part of 'private' funding (tuition fees) is in fact public (through grants to all students, except mature/part-time); similar for research contracts with ministries/public bodies
2. state gives legitimacy to universities (recognition of degrees etc.) even without money; this requires attending to social functions, wherever the money comes from.

Please describe in brief what is your perception of the concept of

"private higher education institution"?

2 types: (1) 'philantropic', not-for-profit (e.g. Ivy League in USA, CEU Budapest, catholic/protestant universities in Holland, Belgium, Germany etc.) and (2) for-profit.

Note that also public or other non-profit universities can have for-profit branches/activities; i.e. the distinction is not pure. Private activities keep non-profit institutions 'sharp', 'focused on the customer'. I'd only be worried if profit is the *sole* motivation.

Do you think that "private" higher education institutions normally exist in countries with long lasting experience in market economy?

[I don't understand what the question aims at]

According to your best knowledge are private higher education institutions typical for

- western European countries
- SEE countries
- Both + USA + Asia
- neither

Do private higher education institution usually mean “for profit”? See above: no.

Do you know any example of non-for profit higher education institution in Europe? Yes.

Have you heard of foundation–owned universities? [I don't know enough about legal details of private universities]

How would you call higher education institution endowed with legal personality separate from the state legal personality but receiving funding from the state: private or ~~non-private~~.

6. Bologna Process and Higher Education Institutional Reform Process

DO YOU THINK THAT HIGHER EDUCATION INSTITUTIONAL REFORM IS A PREREQUISITE FOR GENUINE IMPLEMENTATION OF BOLOGNA PROCESS

YES ... please explain why?

Depends on the previous situation (e.g. little change needed in UK with regard to legal status, degree structure). Other aspects in all 46 countries require change: esp. move towards learning outcomes defining degrees, change of mentality (and laws: on joint degrees, portability of student grants, etc.) to see Europe as the relevant higher education area, not just one's own little country.

