

## 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):

**5** being comprehensive (universal academia)

**5** being autonomous

**5** being integrated

**5** having the highest quality of research and teaching

**5** having the right to award the PhD degree

**4** being non-profit

**5** being responsive to societal needs

**4** 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?

- **being able to follow the success of its alumni, put more emphasis on their employability and offer career advice**
- **being well-equipped to provide students with transferable skills alongside quality teaching and research in a specific field**

SHOULD AUTONOMY REFER TO

\_\_\_ university

\_\_\_ faculty

**both**

SHOULD LEGAL STATUS IS BE ASSOCIATED TO:

**university**

\_\_\_ faculty

\_\_\_ both

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

**U** enrolling students

**U/F** employing staff

**F** deciding on the content of study programmes

**U/F** recruiting to academic positions

**U** issuing diplomas/degrees

**U** negotiating with government for funding

**U/F** international relations

**U/F** quality assurance

**U/F** student support services

U/F 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
- 5 vary salary scales and similar remuneration according to institutional needs;
- 5 have budgetary autonomy
- 5 own property
- 5 have access to private funding
- 5 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
- 3 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
- appointed by board of directors for a fixed term
- **elected from and within local staff**
- neither of these

Deans/ heads of department should be

- appointed via advert
- appointed by rector
- **elected from and within local staff**
- neither of these

The university personnel should be hired by

- rector
- dean
- **a body appointed by rector**
- neither of these

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**
- 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)?

**5** provide predictable long term funding framework for universities with multi-year financial planning;

**4** increase universities' financial powers in the short and the longer term while retaining appropriate regulatory powers of the government

**5** make recommendations for a reform of university governance with a view to strengthening the prerequisites for universities' internal management,

\_\_\_make recommendations for endowment of a separate legal personality to universities which would ensure legal separation from the state legal personality

**5** withdraw from unnecessary bureaucratic control, micro-management and paper-driven regulation and interference

**5** provide only a broad policy framework and delegate the rest of power to the competent independent intermediary bodies.

\_\_\_make transfer of assets worth millions of euros to university or non for-profit independent foundation which acts as founder of the university

#### 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?

**Competency and accountability of university management; adequate direction of private finance towards sustaining the role of social responsibility.**

Please describe in brief what is your perception of the concept of "private higher education institution"?

**Higher education has to maintain and safeguard all its features regardless of the source of funding.**

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

**Yes**

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

- western European countries
- SEE countries
- **both**
- neither

Do private higher education institution usually mean “for profit”?

**That is the current perception.**

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

Have you heard of foundation –owned universities?

**Yes, from “Novi Sad Initiative”**

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.

**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?

**Yes, because otherwise it would just be “make-up”**

NO ... please provide the arguments against!

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THEY DO NOT RELATE ... please provide an explanation?

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