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**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):

4  being comprehensive (universal academia)

4  being autonomous

4  being integrated

5  having the highest quality of research and teaching

4  having the right to award the PhD degree

3  being non-profit

3  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?

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SHOULD AUTONOMY REFER TO

X  university

faculty

both

SHOULD LEGAL STATUS IS BE ASOCIATED TO:

X  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  employing staff

U/F  deciding on the content of study programmes

U  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):

- \_5\_\_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
- \_5\_\_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 (not necessarily from local staff, but definitely by a body representing 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
- OR: a body appointed by rector
- neither of these

Posts and tenures in the universities should come under

- legislation on labour contracts (if liberal enough)

- civil service regulations
- neither of these

The board of directors should be chaired by

- rector
- an external member (but I consider this question unclear as the functions for the board are not specified)
- 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

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

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

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

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

2 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?

   I do not see that clear link between public/social responsibility and the method/source of funding. Any university must be publicly responsible to gain and maintain its role as center of knowledge, which includes the need for social recognition of this role. Even private funding is attracted not only by the quality of a university, but also by the public prestige of the same.

Please describe in brief what is your perception of the concept of "private higher education institution"?    In fact, all higher education institutions are, by their purpose, public, irrespective of their legal status

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

Yes, if defined by legal status, but in fact the way how they operate is usually not significantly different from that of “public” HEIs (i.e. US case).

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”?

Not necessarily and not usually in western Europe.

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

Yes.

Have you heard of foundation –owned universities?

Yes.

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.

Depending on the method of founding that HEI: if established by law, then public HEI, if established by a private act, then private. Anyway I don't think it is much important how to call it.

## 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?

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NO ... please provide the arguments against!

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

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I CANNOT ANSWER THIS QUESTION IN ABSTRACTO WITHOUT REFERENCE TO A VERY CONCRETE INITIAL STATE OF A HEI. IT MAY, BUT NEED NOT, BE NEEDED, GIVEN THE ACTUAL CIRCUMSTANCES. BUT TOO MANY INSTITUTIONAL REFORMS MAY ALSO PREVENT HEIS FROM FOCUSING INTENSIVELY ON THE CONTENT ISSUES OF THE BOLOGNA PROCESS.