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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):

1 being comprehensive (universal academia)

3 being autonomous

5 being integrated

4 having the highest quality of research and teaching

3 having the right to award the PhD degree

3 being non-profit

4 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?

SHOULD AUTONOMY REFER TO

x university

faculty

both

SHOULD LEGAL STATUS IS BE ASSOCIATED 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

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 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
- _3__vary salary scales and similar remuneration according to institutional needs;
- _4__have budgetary autonomy
- _3__own property
- _3__have access to private funding
- _2__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
- _2__withdraw from the state status if they want to
- _4__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

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

The board of directors should be chaired by

- rector
- x 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)?

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

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

___ 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

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

___ 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?

Private finance is an eligible tool to the budget of universities. The question is always how things are regulated. The matter of good governance in this context is highly relevant. When private finance leads to corruption then this tool has failed. Therefore regulative measures and quality assurance in this are a pre-condition for any private flows. Additionally to this also budgetary evaluations from an independent evaluator are necessary. _____

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

A private higher education institution has to be integrated first of all and should be therefore part on international university relations. It does not depend on the size of the institution, the enrollment of students but rather the quality of teaching and research.

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

Most probably

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

- x western European countries
- SEE countries
- both
- neither

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

Not necessarily.

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

NA.

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.

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?

The Bologna Process is more than the integration to common standards. It implies in its processes also structural reforms according to these standards. Therefore reform (internal and concerning international relations) is a prerequisite. On the other hand through these reforms and the implementation of the Bologna Process new development, international relations occur that lead to further improvement and changes.