

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

5 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?

Being the reference point for the highest standards and values of responsible, ethical, transparent and professional public activities.

SHOULD AUTONOMY REFER TO

university

faculty

ü both

SHOULD LEGAL STATUS IS BE ASOCIATED TO:

ü 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

F deciding on the content of study programmes

UF recruiting to academic positions

U issuing diplomas/degrees

U negotiating with government for funding

UF international relations

U quality assurance

U student support services

U 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
- _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 and governments

Rector should be

- appointed via advert

Deans/ heads of department should be

- elected from and within local staff

The university personnel should be hired by

- rector

Posts and tenures in the universities should come under

- civil service regulations

The board of directors should be chaired by

- rector

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;

5__increase universities' financial powers in the short and the longer term while retaining appropriate regulatory powers of the government

4__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.

4__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?

By applying the quality standards via accreditation and similar regulatory mechanisms.

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

“private higher education institution”? I

In Serbia it is an enterprise made for profit.

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

As far as I know, they exist in the USA, where they have a reputation of the most prestigious higher education institutions.

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

- SEE countries

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

Yes.

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

No.

Have you heard of foundation –owned universities?

Of course, most of the private USA universities started by establishing a foundation.

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.

I am positive that it would be the right way to go, but I don't know what name to give to those HE institutions.

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?

Because HE institutions need to support the new way of implementing the curricula, management, quality assurance practices, student support services, alumni relations and a whole spectrum of the other activities that they had not perform before.
