**STAND project**

WP1.3 - University autonomy in the STAND countries: Analysis of the state of play

**AVERAGE INSTITUTIONAL PRACTICE SURVEY**

Each university taskforce should fill in one survey only:

- one survey representing the practice of public universities in Albania

- one survey representing the practice of the University of Montenegro

- one survey representing the practice of public universities in Kosovo

Structure:

1. Organisational autonomy
2. Financial autonomy
3. Academic autonomy
4. Staffing autonomy
5. Additional information on funding

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| INDICATORS | AVERAGE INSTITUTIONAL PRACTICE |
| **Organisational autonomy** |  |
| Selection procedure for the executive head(“executive head” may be called: rector, president, vice-chancellor, etc) |  |
| Describe the procedure to select the executive head of the institution |  |
| Is the procedure described in the law/ministry regulations? |  |
| Is the selection of the executive head validated by the Ministry/Government? |  |
| Selection criteria for the executive head |  |
| Are the selection criteria for the executive head stated in the law/ministry regulations? |  |
| Does the law/regulation state that the executive head must hold an academic position? |  |
| Does the law/regulation state that the executive head must hold a doctoral degree? |  |
| Does the law/regulation state that the executive head must comes from the same university? |  |
| Does that law/regulation state other restrictions? Please explain. |  |
| Procedure for the dismissal of the executive head |  |
| Is the procedure for the dismissal of the executive head stated in the law/ministry regulations? |  |
| Does the Ministry/Government officially confirm the dismissal? |  |
| If there are other rules, please explain. |  |
| Term of office of the executive head (duration of mandate) |  |
| Does the law/ministry regulate state the exact duration of the mandate of the executive head? |  |
| Does the law/ministry regulation state a minimum/maximum duration? |  |
| Can the universities decide on the duration of the mandate of the executive head? |  |
| University governing bodies(bodies at the central level of university, with powers to make decisions) |  |
| Is there a senate? (large body with strong representation from academic personnel) |  |
| Is there a board/council? (small body in charge of strategic decisions) |  |
| Are there other bodies that have power to make decisions for the university? |  |
| Size of governing bodies |  |
| Does the law/ministry regulation specify the exact size of the governing bodies (number of members)? |  |
| Composition of governing bodies |  |
| Does the law/ministry regulation state the composition of the governing bodies? |  |
| Does the law/ministry regulation specify the exact composition? |  |
| Does the law/ministry regulation specify general rules for the composition? (example: percentages; minimum numbers; maximum numbers) |  |
| Does the law/ministry regulation state that universities must include external members in the governing bodies? |  |
| Does the law/ministry regulation state that universities cannot include external members in the governing bodies? |  |
| Please describe the provisions in the law/ministry regulation regarding the composition of the governing bodies. |  |
| If there are external members: |  |
| are they appointed by the Ministry? |  |
| Are they appointed in part by the Ministry, in part by the university? |  |
| Are universities allowed to include external members who do not have home country nationality? |  |
| Does the law/ministry regulation specify the type of competences that the external members must have? |  |
| If there are other rules, please explain. |  |
| Voting rights |  |
| Does the law/ministry regulation state that all members of the governing bodies have voting rights? Are there some members that do not have voting rights? |  |
|  |  |
| Internal academic structures of the universities (faculties, schools, institutes...) |  |
| Does the law/ministry regulation specify the internal academic structures of the universities? |  |
| Does the law/ministry regulation state general rules for the organisation of the internal academic structures of universities? |  |
| Are universities free to decide on the organisation of their internal academic structures? |  |
| Capacity to create legal entities |  |
| Does the law/ministry regulation allow universities to create other legal entities, for-profit and not-for-profit? |  |
| Does the law/ministry regulation only allow universities to create not-for-profit legal entities? |  |
| If there are other rules, please explain. |  |

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| INDICATORS |  |
| **Financial autonomy** |  |
| Modalities of public funding |  |
| Is public funding allocated to universities for: one year? Less than one year? More than one year? |  |
| Do universities receive a line-item budget? (funding is allocated to each cost/activity) |  |
| Do universities receive a block grant?(universities can decide on the distribution of funding inside the institution) |  |
| If it is a block grant: |  |
| Can universities fully decide on the internal distribution of funds? |  |
| Does the law/ministry regulation specify categories for the funding, and the universities cannot move money from one category to the other? |  |
| If there are other rules, please explain. |  |
| Capacity to retain financial surplus |  |
| Does the law/ministry regulation allow universities to keep surpluses made from public funding? |  |
| If yes, are there specific rules? (maximum percentage; approval by the Ministry, etc) |  |
| Does the law/ministry regulation allow universities to keep surpluses made from other sources of funding? |  |
| Capacity to borrow money |  |
| Does the law/ministry regulation allow universities to borrow money? |  |
| If yes, are there specific rules? (maximum percentage; approval by the Ministry, etc) |  |
| Capacity to own buildings |  |
| Does the law/ministry regulation allow universities to own buildings? |  |
| If yes, are there specific rules?  |  |
| Does the law/ministry regulation allow universities to sell buildings? |  |
| If yes, are there specific rules? (approval by the Ministry, etc) |  |
| Capacity to charge tuition fees(financial contributions paid by students to cover part or all of the tuition costs) |  |
| **National students – Bachelor level:** |  |
| Does the law/ministry regulation allow universities to charge tuition fees? Choose the right option: |  |
| * Universities cannot charge fees
 |  |
| * Universities and Ministry decide together on the level of fees
 |  |
| * Ministry/Government decides on the level of fees
 |  |
| * Universities decide on the level of fees
 |  |
| * Ministry/Government pays the fees for part of the students, and universities can decide on the level of fees for self-supporting students
 |  |
| In the last case, indicate the proportions (in percentage) of state-sponsored and self-supporting students enrolled in this category of universities. |  |
| **National students – Master level:** |  |
| Does the law/ministry regulation allow universities to charge tuition fees? Choose the right option: |  |
| * Universities cannot charge fees
 |  |
| * Universities and Ministry decide together on the level of fees
 |  |
| * Ministry/Government decides on the level of fees
 |  |
| * Universities decide on the level of fees
 |  |
| * Ministry/Government pays the fees for part of the students, and universities can decide on the level of fees for self-supporting students
 |  |
| In the last case, indicate the proportions (in percentage) of state-sponsored and self-supporting students enrolled in this category of universities. |  |
| **National students – Doctoral level:** |  |
| Does the law/ministry regulation allow universities to charge tuition fees? Choose the right option: |  |
| * Universities cannot charge fees
 |  |
| * Universities and Ministry decide together on the level of fees
 |  |
| * Ministry/Government decides on the level of fees
 |  |
| * Universities decide on the level of fees
 |  |
| * Ministry/Government pays the fees for part of the students, and universities can decide on the level of fees for self-supporting students
 |  |
| In the last case, indicate the proportions (in percentage) of state-sponsored and self-supporting students enrolled in this category of universities. |  |
| **Foreign students – Bachelor level:** |  |
| Does the law/ministry regulation allow universities to charge tuition fees? Choose the right option: |  |
| * Universities cannot charge fees
 |  |
| * Universities and Ministry decide together on the level of fees
 |  |
| * Ministry/Government decides on the level of fees
 |  |
| * Universities decide on the level of fees
 |  |
| * Ministry/Government pays the fees for part of the students, and universities can decide on the level of fees for self-supporting students
 |  |
| In the last case, indicate the proportions (in percentage) of state-sponsored and self-supporting students enrolled in this category of universities. |  |
| **Foreign students – Master level:** |  |
| Does the law/ministry regulation allow universities to charge tuition fees? Choose the right option: |  |
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 |  |
| * Universities and Ministry decide together on the level of fees
 |  |
| * Ministry/Government decides on the level of fees
 |  |
| * Universities decide on the level of fees
 |  |
| * Ministry/Government pays the fees for part of the students, and universities can decide on the level of fees for self-supporting students
 |  |
| In the last case, indicate the proportions (in percentage) of state-sponsored and self-supporting students enrolled in this category of universities. |  |
| **Foreign students – Doctoral level:** |  |
| Does the law/ministry regulation allow universities to charge tuition fees? Choose the right option: |  |
| * Universities cannot charge fees
 |  |
| * Universities and Ministry decide together on the level of fees
 |  |
| * Ministry/Government decides on the level of fees
 |  |
| * Universities decide on the level of fees
 |  |
| * Ministry/Government pays the fees for part of the students, and universities can decide on the level of fees for self-supporting students
 |  |
| In the last case, indicate the proportions (in percentage) of state-sponsored and self-supporting students enrolled in this category of universities. |  |

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| INDICATORS |  |
| **Academic autonomy** |  |
| Overall number of students |  |
| Who decides on the overall number of students for the majority of programmes?(to the exclusion of programmes where student numbers are regulated) |  |
| * Is it the decision of the university?
 |  |
| * Is it a negotiation between the universities and the Ministry?
 |  |
| * Is it the decision of the Ministry?
 |  |
| * Does the Ministry decide the number of state-sponsored students, and the universities decide the number of fee-paying students?
 |  |
| * Is there a free admission system? (everyone who has successfully completed secondary education is entitled to a study place in higher education)
 |  |
| Student selection (admission criteria) |  |
| Who decides on selection criteria for students? |  |
| **Students at Bachelor level:** |  |
| * Are the admission criteria set by the universities?
 |  |
| * Are the admission criteria set in the law/ministry regulation?
 |  |
| * Are admission criteria set together by the universities and the Ministry?
 |  |
| **Students at Master level:** |  |
| * Are the admission criteria set by the universities?
 |  |
| * Are the admission criteria set in the law/ministry regulation?
 |  |
| * Are admission criteria set together by the universities and the Ministry?
 |  |
| Introduction of new degree programmes |  |
| How can universities introduce new degree programmes?Choose the right option |  |
| **At Bachelor level:** |  |
| Universities can open degree programmes without prior accreditation |  |
| All new programmes must be submitted to prior accreditation to be introduced |  |
| All new programmes must be submitted to prior accreditation to get public funding |  |
| Only a minority of programmes must be submitted to prior accreditation to be introduced |  |
| If there are other rules, please explain. |  |
| **At Master level:** |  |
| Universities can open degree programmes without prior accreditation |  |
| All new programmes must be submitted to prior accreditation to be introduced |  |
| All new programmes must be submitted to prior accreditation to get public funding |  |
| Only a minority of programmes must be submitted to prior accreditation to be introduced |  |
| If there are other rules, please explain. |  |
| **At Doctoral level:** |  |
| Universities can open degree programmes without prior accreditation |  |
| All new programmes must be submitted to prior accreditation to be introduced |  |
| All new programmes must be submitted to prior accreditation to get public funding |  |
| Only a minority of programmes must be submitted to prior accreditation to be introduced |  |
| If there are other rules, please explain. |  |
| Closure of degree programmes |  |
| Are universities allowed to close degree programmes on their own? |  |
| To close a degree programme, are the universities requested to negotiate with the Ministry? |  |
| Is the Ministry responsible for closing degree programmes? |  |
| If there are other rules, please explain. |  |
| Language of instruction |  |
| **At Bachelor level:**Choose the right option |  |
| * Does the law/ministry regulation specify the language(s) of instruction at universities?
 |  |
| * Are universities allowed to choose the language of instruction for all / certain programmes?
 |  |
| * Is the number of programmes taught in languages other than the national languages limited by law/ministry regulation?
 |  |
| * Is there a requirement that programmes taught in foreign languages must also be offered in the official languages?
 |  |
| * Do universities receive public funding also for programmes taught in foreign languages?
 |  |
| **At Master level:**Choose the right option |  |
| * Does the law/ministry regulation specify the language(s) of instruction at universities?
 |  |
| * Are universities allowed to choose the language of instruction for all / certain programmes?
 |  |
| * Is the number of programmes taught in languages other than the national languages limited by law/ministry regulation?
 |  |
| * Is there a requirement that programmes taught in foreign languages must also be offered in the official languages?
 |  |
| * Do universities receive public funding also for programmes taught in foreign languages?
 |  |
| Quality Assurance |  |
| * Does the law/ministry regulation include mandatory programme accreditation?
 |  |
| * Does the law/ministry regulation include mandatory institutional accreditation?
 |  |
| * Does the law/ministry regulation include mandatory evaluation? (if yes, for programmes or for institutions or for both)
 |  |
| * Are universities allowed to choose the quality assurance agency?
 |  |
| * If yes, can they select quality assurance agencies from other countries?
 |  |
| Design of academic programmes |  |
| Can universities design the content of their degree programmes and courses other than for the regulated professions? |  |
| Does the law/ministry regulation specify some content of academic courses? If yes, how much? |  |
| If there are other rules, please explain. |  |

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| INDICATORS |  |
| **Staffing autonomy** |  |
| Recruitment of senior university staff |  |
| **Senior academic staff (full professors):**Choose the right option |  |
| * Are universities free in the recruitment?
 |  |
| * Does the Ministry confirm the appointments of all senior academic staff? Or some of the senior academic staff? Or not at all?
 |  |
| * Is the number of available positions regulated by the Ministry?
 |  |
| * Is the recruitment done by the Ministry?
 |  |
| If there are other rules, please explain. |  |
| **Senior administrative staff (heads of administration, librarians, finance directors...)**Choose the right option |  |
| * Are universities free in the recruitment?
 |  |
| * Does the Ministry confirm the appointments of all senior academic staff? Or some of the senior academic staff? Or not at all?
 |  |
| * Is the number of available positions regulated by the Ministry?
 |  |
| * Is the recruitment done by the Ministry?
 |  |
| If there are other rules, please explain. |  |
| Salaries of senior university staff |  |
| **Senior academic staff (full professors):**Choose the right option |  |
| * Do universities decide freely on salaries?
 |  |
| * Do universities negotiate salary bands with other parties (trade unions...)?
 |  |
| * Are salary bands set by law/ministry regulation?
 |  |
| * Are salaries directly specified by law/ministry regulations?
 |  |
| * Is there an overall limit on staff expenditure for universities?
 |  |
| **Senior administrative staff (heads of administration, librarians, finance directors...)**Choose the right option |  |
| * Do universities decide freely on salaries?
 |  |
| * Do universities negotiate salary bands with other parties (trade unions...)?
 |  |
| * Are salary bands set by law/ministry regulation?
 |  |
| * Are salaries directly specified by law/ministry regulations?
 |  |
| * Is there an overall limit on staff expenditure for universities?
 |  |
| Dismissal of senior university staff |  |
| **Senior academic staff (full professors):**Choose the right option |  |
| * Can universities dismiss staff on the basis of the regulations of the general labour law?
 |  |
| * Is dismissal strictly regulated because senior academic staff have civil servant status?
 |  |
| * Are there other regulations for dismissals?
 |  |
| **Senior administrative staff (heads of administration, librarians, finance directors...)**Choose the right option |  |
| * Can universities dismiss staff on the basis of the regulations of the general labour law?
 |  |
| * Is dismissal strictly regulated because senior administrative staff have civil servant status?
 |  |
| * Are there other regulations for dismissals?
 |  |
| Promotion of senior university staff |  |
| **Senior academic staff (full professors):**Choose the right option |  |
| * Can universities freely decide on promotions?
 |  |
| * Does the law/ministry regulation state that there must be a specific committee to decide on promotions?
 |  |
| * Is promotion only possible if a position at a higher level is vacant?
 |  |
| * Are there other regulations for promotions?
 |  |
| **Senior administrative staff (heads of administration, librarians, finance directors...)**Choose the right option |  |
| * Can universities freely decide on promotions?
 |  |
| * Does the law/ministry regulation state that there must be a specific committee to decide on promotions?
 |  |
| * Is promotion only possible if a position at a higher level is vacant?
 |  |
| * Are there other regulations for promotions?
 |  |
| FINANCIAL INFORMATION |  |
| **FOR UNIVERSITIES ONLY** |  |
| **Average income structure (in percentages)** |  |
| Direct public funding |  |
| Competitive, project-based public funding |  |
| Tuition fees |  |
| Service-related income / Contracts with companies |  |
| Philanthropic funding |  |
| International funding (from public bodies and foundations) |  |
| Other: please specify |  |
|  |  |
| **Funding for research activities**  |  |
| (indicate yes/no or the percentage if available) |  |
| Direct funding for research |  |
| Competitive, project-based funding from public sources |  |
| Competitive, project-based funding from private sources |  |
| Other private sources |  |
|  |  |
| **Average distribution of student population**  |  |
| State-sponsored students (in %) |  |
| Self-paying students (in %) |  |

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| ADDITIONAL INFORMATION FOR GOVERNANCE |  |
| **Composition of governing bodies: are universities allowed to decide on the size of the governing bodies in the universities?** |  |
| **Board-type body:**  |  |
| NO |  |
| YES, freely |  |
| Yes, with maximum or minimum size is indicated in the law |  |
| Yes, with both maximum and minimum size indicated in the law |  |
| Yes, with other types of restrictions (describe) |  |
| **Senate-type body:**  |  |
| NO |  |
| YES, freely |  |
| Yes, with maximum or minimum size is indicated in the law |  |
| Yes, with both maximum and minimum size indicated in the law |  |
| Yes, with other types of restrictions (describe) |  |
| **Are universities allowed to decide on the composition of the governing bodies in the universities?** |  |
| NO |  |
| YES, freely |  |
| Yes, with restrictions (describe) |  |
| **Do all the members of the governing bodies have voting rights?** |  |
| In board: Yes |  |
| In board: No |  |
| In senate: Yes |  |
| In senate: No |  |
| **Are universities allowed to select the type of the external members (alumni, academia, business/industry, public authorities, etc.) included in university governing bodies?** |  |
| NO |  |
| YES, freely |  |
| Yes, with restrictions (describe) |  |
| **Do universities have foreign members in the governing bodies?** |  |
| No (are not allowed) |  |
| No (are allowed but do not in practice have foreign members in the governing bodies) |  |
| Yes (describe if conditions/restrictions apply) |  |
| **Are the competences required from the external members prescribed in the law, if they are included in universities' governing bodies?** |  |
| No |  |
| Yes |  |