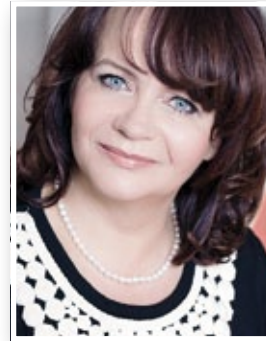


Ten years of the
Polish Rectors Foundation
2002-2012

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A LETTER FROM THE MINISTER OF SCIENCE AND HIGHER EDUCATION



Dear Sirs,

Active participation in the debate concerning current issues of educational and scientific research policies, giving advice and formulating opinions, offering assistance in constructive resolving problems, doing research dedicated for the system of higher education and science in Poland, organising many conferences, seminars, training schemes aimed at improving the management of higher education institutions, exploring extensive knowledge and experience – the heritage left by academic authorities of the past, editing interesting publications on the issues of higher education and science and conducting numerous other projects aimed at further development of education and science in Poland – the above enumeration describes briefly and concisely a decade of diversified Foundation's activities.

On this special occasion of the Foundation's tenth anniversary I would like to congratulate and express my sincerest recognition to all the Employees, Associates and Founders. I highly appreciate your efforts inspired by your concern to provide in Poland the highest possible level of education and research. Please, accept my gratitude for your involvement, readiness to share knowledge and experience and fruitful cooperation with my Ministry, in particular, over the preparation and implementation stages of the reform of the system of science and higher education.

I would like to wish you genuine satisfaction with the activities performed, further precious initiatives and all the very best.

With deepest respect

Professor Barbara Kudrycka
the Minister of Science and Higher Education

OTHER ADDRESSES

Is PRF really only 10 years old?

When I learned about the forthcoming tenth anniversary of PRF functioning I was really surprised by the fact that it has been only 10 years. This is due to fact that from my perspective of relatively recent involvement into the issues of the system of higher education the Foundation has been always there. Whenever I felt I needed some specific knowledge on “what? how? why?” something functioned in higher education, I never hesitated to enquire the most competent source of information – I could always refer to the Foundation, or specifically, to Professor Woźnicki. For me, and I am convinced I am not the only person of this opinion, the Foundation is a precious depository of knowledge concerning higher education.



It is not surprising then, that the cooperation between the General Council and the Foundation has been successfully developing, in particular, over the current term of the Council. This cooperation has also stimulated the combined activities of the Council and the conferences of rectors, which was of crucial importance during amendment works to the Act on Higher Education and the Act on Academic Title and Degree. Undoubtedly, without this cooperation the quality of the Acts adopted would have been much worse. We are still acting jointly, as the acts passed and the related executive directives need to be further improved, and this will hopefully take place in the nearest future.

Obviously, reaching the unanimity of opinions concerning any issue is not our objective, as the points of view presented by the General Council and rectors' representative organisations may differ: it is crucial, however, that the differences are revealed in public at the same time being clear to academic community. What really matters is forming the culture and pragmatics of reaching consensus in a public debate, which, as we know, is not a widespread ability in Poland. Academic community should present an exemplary quality in this respect.

There is one more thing I have to mention at this point: as the representative of the General Council I participated in the works on the strategy of higher education development, initiated by Professor Woźnicki. In retrospect I can state that it was a fascinating intellectual event (I have already forgotten how hard work it was, though). As a result a significant document was elaborated, positively evaluated by virtually the whole academic community and also, after some hesitation, by the Ministry of Science and Higher Education. Let us persevere in further effort towards granting this strategy, after modifications and making it operable, the status of a binding document, outlining further development of higher education in Poland. Undoubtedly, Polish Rectors Foundation can play a fundamental role in this process.

Well, all good wishes to Foundation then!

Professor Józef Lubacz
President
of the General Council of Science and Higher Education



Over the last several years a revolution in Polish higher education system has been taking place. A quantitative and institutional development (including numerous investments) may satisfy even the greatest sceptics. However, the main objective is not offering as many places to study as possible, and the maximum number of seats available in lecture theatres. For modern education it is advisable and necessary to give access to the qualifications meeting the highest quality requirements. Such qualifications will open to young generation the way to satisfactory and successful career. Therefore, such institutions as Polish Rectors Foundation are indispensable today.

Your activities raise competitiveness among Polish schools of higher education.

Perhaps this word in the context of scientific research does not seem to be appropriate, however we cannot get rid of competition in modern globalised world. In our times the intellectual capital of a company's employees plays a dominating role. It is of crucial importance in view of severe competition from the regions offering cheap labour force.

Knowledge-based economy has become reality. Modern labour market is increasingly demanding. That is why it is necessary for schools of any level – from primary to academic – to shift from providing established knowledge, which was useful yesterday, to providing knowledge and skills as well as forming attitudes allowing for facing the challenges of the future. It is the schools' role to determine whether Poland will join the group of leaders creating new technologies, or the followers, whose role is limited to providing cheap labour force.

The competitiveness and general condition of Polish higher education institutions will play a key role as regards the future of the next generations of Poles. Therefore, we should appreciate the fact that thanks to the involvement of individuals like you, the awareness of academic community is evolving. A wider perspective is obtained – not focusing only on individual schools or regions, but overviewing the whole system of higher education in Poland. Today HEIs are surrounded primarily by economy and labour market. Schools of higher education should, from their side, develop partnership relations. When we support projects and initiatives conducted by PRF such as "Benchmarking in the system of higher education" we realise that we are setting the right direction.

I would like to express my gratitude to Polish Rectors Foundation for 10 years of work for the benefit of Polish higher education; I wish you further successful activity. I would like to thank you also on behalf of Polish business. Your achievements are the source of satisfaction for us as well. Only with highly qualified employees can we dream of conquering the world economy.

Maciej Witucki

President
of Orange Polska

Statutory responsibilities of Polish Rectors Foundation include taking care of continuous advancement of Polish science, research and increasing the level of education. The consistent performing these responsibilities combined with active participation in resolving problems occurring in higher education have proved how important and indispensable the initiative of rectors community was. In order to take care of common good – higher education, the Parliament of Students of the Republic of Poland and the National Representation of PhD Students with great satisfaction have been cooperating with the Foundation.



Over time, also thanks to the Foundation's support, we have reached the status of important partners for Polish HEIs. The opportunity of sharing opinions as well as that of working together has been provided thanks to regular meetings held during conferences organised by students, PhD students, rectors and other organisations of the higher education sector. Discussions and opinions formulated serve as a stepping stone for further efforts necessary in Polish scientific research and education. The cooperation that was taking place during elaborating the Act on Higher Education adopted on July 27th, 2005 proved to be very important – we were able not only to reach agreement and accomplish the objectives set, but also to establish partnership relations, which last until today.

The best opportunities of exchanging opinions are offered, to our view, during the annual meetings during the National Thematic Conference in Kościelisko. For many generations of students self-government the meetings have meant challenging discussions and at the same time a very good time spent in a good company. Our organisations have developed a particularly close relationship with Professor Jerzy Woźnicki – the laureate of the first ever Prize of Student Community for a PRO-student Authority, the initiator of numerous joint projects and a co-author of establishing the national representation of PhD students. Many PhD students still remember the Xth School of Polish Rectors Foundation – the school for the leaders of self-government and PhD students organisation, held in Zakopane and organised in cooperation with the National Representation of PhD Students (KRD) in September 2011 as well as the Professor's great contribution to other conferences organised by KRD community.

We believe that the experience gathered so far will mark our further successful cooperation. Although we do not always walk along the same routes, they frequently meet each other joining our wishes and goals. We also believe that only through mutual understanding and good cooperation can we effectively approach a gradual improvement of quality of education, therefore on this special occasion of the jubilee we wish the Polish Rectors Foundation - and extend the wishes to our organizations - a fruitful cooperation with the next generations of student and PhD student self-governments. We also hope that our routes will meet whenever the issue is the good of the whole academic community.

Dominika Kita
President
of the Parliament of Students
of the Republic of Poland

Robert Kiliańczyk
President
of the National Representation
of PhD Students

CONGRATULATIONS AND GREETINGS ON BEHALF OF ACADEMIC COMMUNITY



The Polish Rectors Foundation is celebrating its tenth anniversary. It was established on the initiative of the Presidium of the Conference of Rectors of Academic Schools in Poland, which in 2001 was introduced to the rectors of member HEIs, following the motion of the CRASP President then, Professor Jerzy Woźnicki. The signatures of 79 rectors, who acted as citizens performing their activities pro publico bono, approved the initiative, were put on the Declaration on Establishing the Foundation. It commenced its activities on September 1st 2002, later obtaining the status of non-governmental organisation for public benefit. Since then PRF has been offering CRASP and academic institutions in general, professional research resources which enables conducting various projects and contributing in enterprises. The Foundation has been hosting the initiatives of key importance for higher education, approved and supported by CRASP, including:

- developing a preliminary draft of the Act on Higher Education,
- the concept and development of the Code of Good Practices for HEIs,
- developing and distributing a community-related draft document of the “Strategy of Higher Education Development: 2010-2020” with the status quo diagnosis and conclusion of public debates.

Since 2005 CRASP and the Foundation have been formally connected by the Agreement on strategic partnership; as part of this agreement the Foundation has been performing a number of tasks:

- carrying out research and publishing activities as response to the Conference motions,
- providing the HEIs – the Conference members information, training and consulting resources,
- offering the Conference access to the Foundation’s resources in order to assist CRASP in conducting its statutory tasks,
- ensuring the availability of reports and information materials developed in Polish Rectors Foundation and the Institute of Knowledge Society to academic schools.

Polish Rectors Foundation has been conducting other crucial projects for the benefit of HEIs, including long-term schemes:

- benchmarking in higher education.
- schemes for supporting HEIs in their strategic development projects.

I would like to express my satisfaction with the fact that the Foundation, in response to a call of CRASP (CRPVS), CRVSP and PKPP Lewiatan, accepted the initiative of establishing the Centre for Analyses and Dialogue (CAiD). Since then CAiD and PRF have been dealing with the most difficult unresolved problems of higher education.

In this special year of the Foundation’s jubilee, on behalf of the rectors of HEIs - members of the Conference of Rectors of Academic Schools in Poland, which cooperates with the Conference of Rectors of State Owned Vocational Schools, I would like to extend my best wishes on the Polish Rectors Foundation. My special gratitude is conveyed to the Warsaw University of Technology – the patron of PRF, offering its premises as PRF permanent seat.

Acting as the President of CRASP and a graduate of the renowned PRF Schools of Strategic Management for rectors, I would like to express my gratitude to Professor Jerzy Woźnicki for our fruitful cooperation, and for the above mentioned important initiative performed as part of Programme of Regular Projects in the system of academic schools management training since 2005.

Dear members of the Supervisory Board and the Board of the Foundation, please accept the very much deserved congratulations.

Professor Katarzyna Chałasińska-Macukow
President
of the Conference of Rectors of Academic Schools in Poland

We look with admiration and recognition at the heritage of Polish Rectors Foundation (PRF) and associated Institute of Knowledge Society (ISW).

It is common knowledge that solid foundations are the prerequisite of an institution's successful development. In case of PRF, as those solid and well-established foundations we can consider the initiative expressed by more than eighty rectors, shown 10 years ago, to establish an independent institution, acting, similarly to CRASP, pro publico bono in order to initiate multidimensional activities aimed at the development of education, science and culture in Poland, with the emphasis on higher education. This initiative was supported by the Conference of Rectors of Academic Schools in Poland (CRASP) and UNESCO European Center for Higher Education. We should also emphasize the involvement in PRF activities of many key institutions of Polish economy and social life, which, by acting as strategic partners, led to effective accomplishment of PRF and ISW missions.

The achievements of PRF are impressive; among others, 72 projects completed, 24 books published, over 2000 participants of conferences, projects or seminars. Let us mention here the Strategy for Higher Education Development: 2010-2020 (3 parts), developed on behalf of the consortium consisting of CRASP (CRPVS) – PRF – CRVSP. The Strategy is a fundamental document, outlining further directions for the development of Polish higher education; the National Reform Programme, complying with the Strategy Europe 2020, prior to its issuance, and correlating with their general provisions. Among other achievements we should mention a series of PRF Monographic Works, which comprise fundamental documents such as the Code of Good Practices in HEIs, Academic Schools as Public Life Institutions, Social Responsibility of HEIs, The Model Promotion in Science and many other valuable publications.

PRF has been conducting leading long-term projects such as a series of publications dedicated for the system and quality of studies – Benchmarking in Higher Education and the Programme of Regular PRF Projects in the system of HEIs management training, performed under strategic partnership agreement concluded between PRF and CRASP. As part of the latter initiative, for July this year the XIIth School of Strategic Management for Rectors-elects over the term 2012-16 is scheduled.

It is impossible to discuss the whole list of PRF and IKS achievements – it is not my main intention. However, it seems to be clear that PRF has been successfully striving to accomplish the objectives set at its foundation. As indispensable values and optimal solutions in the vision of Polish higher education in a wider context of European and global processes, the Foundation promotes, among others, a complex and systemic approach, the basic role of the state, acknowledging the fundamental principle of HEIs' autonomy and the related responsibility of a HEI, including its new social responsibility, quality of education and scientific research, openness and readiness to respond to changes and challenges occurring.

In this jubilee year I would like to wish the Foundation and its founder Professor Jerzy Woźnicki, to successfully persevere in their pro publico bono activities, supported by all the subjects interested in the exquisite quality of Polish education, higher education and scientific research, in the development of our culture and the future of our country.



Professor Wiesław Banyś
President-elect
of the Conference of Rectors of Academic Schools in Poland
President
of the Conference of Rectors of Universities in Poland

A group of various institutions and associations acting for the benefit of Polish higher education 10 years ago was joined by a new one – the Polish Rectors Foundation, gathering both their Founders as well as members – Rectors who particularly experienced the need of initiating new activities and continuing the ongoing ones, including the tasks, whose completion was impossible due to either insufficient forms of organization, or the constraints of ideological assumptions adopted. A new forum of extremely ambitious projects was established, open to current academic issues, stimulating the community to discuss important problems by means of non-compromising inspiration and the power of quoting mature arguments.



Undoubtedly, the Foundation owes its power to its unique Leader, who was able to materialize and organizationally manage his idea as well as attract to it a group of dedicated rectors. Today when the Foundation is celebrating its tenth anniversary, its President, initiator and founder, Professor Jerzy Woźnicki can observe the results of his exceptional activity. All the guests who arrived at this special ceremony would like to express sincere congratulations and show their recognition and gratitude for fruitful cooperation which resulted in substantial heritage.

The Foundation, apart from its set of tasks, also plays another significant role in the academic community. It integrates the community despite different partitions, which is feasible through some grassroots needs. The Foundation serves as an important indicator of the atmosphere prevailing in the two legitimized by the Act Conferences of Rectors; due to this, while remaining at the position of interests formulation of the management of Polish HEIs, it successfully manages the community-based Centre for Analyses and Dialogue.

The Foundation, acting as a consulting body, managed to fit in well into the sector's system of control and supervision for higher education. Owing to this, the cooperation with the Minister is beneficial for the whole academic community in Poland.

The Conference of Polish Rectors of Vocational Schools in Poland is conveying to the President, Professor Jerzy WOŹNICKI, the thoughts expressed in the present letter, with our sincere gratitude for exceptionally fruitful cooperation, which has enabled non-public HEIs to strive for shared goals, feel the same spirit of academic mission, receive the community understanding and support. We would like to extend our sincere wishes on the Foundation to continue its activity for the benefit of academic community and receive more recognition and acceptance, for common good in the future.

With deepest respect

Professor Waldemar Tłokiński
President
of the Conference of Rectors of Vocational Schools in Poland

Polish Rectors Foundation – tenth anniversary



Polish Rectors Foundation acting for the development of science and higher education – due to the area of competence, interest and activities, and – above all – due to the quality and significance of its achievements over the last 10 years, is a unique institution in Poland, there are no equivalent institutions in EU new member countries.

Established on the initiative of the Presidium of the Conference of Rectors of Academic Schools in Poland, acting in partnership with CRASP and other HEIs organizations as well as with economic institutions, together with its research centre – the Institute of Knowledge Society, PRF as early as within several years following its foundation became an inherent part of the system of higher education in Poland.

In order to adequately assess the role and achievements of the Foundation over the decade of its operation we should go back to the moment of its founding. At the turn of the century the Act adopted in 1990 had been in force for 10 years. After 10 years of gathering experience, in view of unprecedented growth in the number of students, due to a spontaneous process of establishing non-state HEIs aimed at satisfying a rapidly growing demand for higher education and generating additional non-governmental sources of financing higher education, in connection with consistently developing Bologna Process, the need to adopt a new act was clearly visible. A similar act as one document should regulate the functioning of all the HEIs in Poland and ensure the convergence of public and non-public sectors.

Naturally, due to HEIs autonomy and related supervision of substantial fixed assets and funds, the need of professional management of HEIs arose, related to strategic planning, active administering, developing quality systems, internal regulations, etc. – also, with increasing autonomy, the growth of responsibility of one-person organs and new requirements regarding HEIs international competitiveness occurred. In principle, CRASP, which had different statutory responsibilities, could not face those challenges. The necessity of establishing a new institution of public benefit occurred – an institution independent from state administration and formally from CRASP, at the same time, having access to HEIs as its main intellectual potential. In response to with the above assumptions, Polish Rectors Foundation was set up.

To my great satisfaction, the Warsaw University of Technology, traditionally active in social life, has been a patron of Polish Rectors Foundation from the beginning. The founding meeting was held in 2001 in the premises of our University; the meeting was chaired, with the objective initially set, by Professor Jerzy Woźnicki – at that time the Rector of the Warsaw University of Technology, the President of CRASP in 1999-2002, the President of the Foundation. The Foundation owes him the present status of a leading think-tank for higher education in Poland, CRASP and higher education – numerous initiatives, projects, studies and analyses of key importance. It is impossible to mention all of them here, however, it should be emphasized that CRASP would not have its present form without the provisions of the Act of 2005, which was developed with a significant contribution of the Foundation as well as with Professor Jerzy Woźnicki's extensive individual and organizational efforts.

On this occasion of the jubilee, Mister President, on behalf of all the Associates, please accept my sincere congratulations and wishes to persevere in performing the mission of the Foundation in the forthcoming years of operation.

Professor Włodzimierz Kurnik
Rector
of the Warsaw University of Technology

SOME REFLECTIONS OF THE PRESIDENT OF PRF SUPERVISORY BOARD



The first Conference of Rectors of Universities in Poland was set up as early as in 1989. After that a number of other conferences of different types of HEIs were established. This process of developing an institutional form of HEIs Rectors' cooperation led to creating the Conference of Rectors of Academic Schools in Poland in 1997. It was a period of substantial changes in HE in the international environment, aimed primarily at enhancing the quality of higher education, which was supposed to meet the requirements of the 21st century development of civilization. Needless to say, this has posed a significant challenge for Polish HEIs.

Due to this need an idea occurred of setting up an institution inspiring works and strategic efforts in higher education of Poland. The idea of establishing such an institution was first proposed in 2000 by Professor Jerzy Woźnicki, at that time the President of CRASP and Rector of the Warsaw University of Technology. Moreover, not only did he put forward the idea, but he also turned out to be a wonderful, hardworking and effective leader.

The initiative led to establishing the Polish Rectors Foundation, which commenced its activity in 2002. The Foundation acting jointly with the Consortium of Non-Public Higher Education Institutions set up the Institute of Knowledge Society. The goal of the Foundation is initiating and supporting strategic activities in higher education and science. Apart from this, the Foundation carries out experts activities regarding a wide scope of higher education issues. The Institute of Knowledge Society does research and studies related to those issues. The Foundation closely cooperates with CRASP, the Conference of Rectors of Public Vocational Schools and the Conference of Rectors of Vocational Schools; it carries out research, project, training and information activities.

In retrospect, if we evaluate the adopted institutional form of the Foundation and the cooperating research unit, we can state they have proved to be an excellent idea. The Foundation is a non-governmental organization of social benefit. It initiates numerous non-profit activities pro public bono. At the same time the form of the Foundation enables raising funds for projects, which cannot be carried out free of charge. Setting up the Foundation by present and former rectors of academic schools, who acted as private citizens allocating their funds to initiate this project guarantees full independence of their activities. Also, the founders have extensive experience in managing HEIs and knowledge regarding the mechanisms and problems of HE system functioning in Poland, which ensures high professional level of the projects performed. Owing to this, the Foundation conducts its mission properly, initiating many activities of strategic significance for the development of this sector in Poland. There is no exaggeration in the statement that over the last 10 years almost all the changes initiated or carried out in HE have been performed with the participation of PRF. Also, the Foundation successfully contributed to raising awareness of needs and directions of rationalizing HE both at the level of the entire system and individual institutions.

The Foundation carries out numerous varied projects – from elaborating amendments in legislation and outlining a long-term strategy of HE development in Poland through promoting good practices in HE, offering continuous training for management teams of HEIs, including newly elected rectors, to organizing doctoral seminars for young researchers dealing with the issues of HE. Apart from this, the Foundation carries out dynamic activities as a publisher of numerous books presenting the results of activities, as well as research and analytical projects. Overall, the Foundation has carried out 80 various projects.

The present brochure serves as a record of those activities. Among the most important ones we should mention such strategic activities as: developing the first preliminary draft of the Act on Higher Education of 2005, developing the draft of academic community strategy of HE development until 2020, which served as the rudiments for further efforts of the Ministry of Science and Higher Education focused on the government strategy; and preparing the Code of Good Practices for Academic Schools.

Today Polish Rectors Foundation is perceived by external observers as a leading institution promoting the process of rationalizing educational, scientific and pro-innovative policy in Poland. At the same time Professor Jerzy Woźnicki is seen as an indisputable leader of this institution and a person, whose huge energy and knowledge make an exceptional impact on all the achievements of the Foundation.

Professor Włodzimierz Siwiński

President of the Supervisory Board of Polish Rectors Foundation

ACKNOWLEDGEMENTS OF THE PRESIDENT OF PRF



The 10th anniversary of Polish Rectors Foundation is a touching moment for the founders of our non-governmental organization of public benefit, which was set up by rectors acting as citizens. It is a special moment, in particular, for the members of the Presidium of the Conference of Rectors of Academic Schools in Poland in the term of 1999 – 2002, who asked all the CRASP members since its foundation in 1997 to join the group of PRF founders.

The Foundation was set up on a special day of 175th anniversary of the Warsaw University of Technology since its foundation, in the historic chamber of the Senate. The Founders Meeting was joined by the majority of rectors invited. The Senate of WUT realized that the social mission of the University and the Foundation were closely related – therefore a special resolution was passed, supporting this initiative, in particular offering the University's premises to serve as the headquarters both for the Foundation and the Institute of Knowledge Society, established by the University with its partners representing the Consortium of Non-Public Higher Education Institutions. The next Rectors of WUT proved to be excellent trustees of this will expressed by the Senate - Professor Stanisław Mańkowski and Professor Włodzimierz Kurnik, and in the term of 2012- 2016 – Professor Jan Szmidt. We deeply appreciate this aspect of the mission of the oldest University of Technology, traditionally contributing in public life, which plays a fundamental role for the activities of our Foundation.

The beginning was not easy. For several years a small group consisting of a few pioneering individuals – volunteers, who acted pro public bono, with great passion carried out activities aimed at reaching financial stability of our activities, as well as at defining the Foundation's role in terms of its serving for further development of higher education, science and innovation. We managed to attract an exclusive group of institutional strategic partners, consisting of renowned institutions: the Polish Telecom Orange Polska (formerly TP S.A.), the PKN Orlen, the Polish Chamber of Commerce, Sygnity and the UNESCO-CEPES.

The agreements on strategic partnership concluded with CRASP and CRVSP on the initiative of Rectors – the Presidents of the Conferences closed the period of creating PRF – IKS as a leading think-tank in our country, doing research on higher education, as well as conducting projects of greatest importance and promoting numerous initiatives supporting the development of public and non-public HEIs.

Today the Foundation is recognized in public sphere; it has reached its maturity as regards conceptual and organizing aspects, as an institution carrying out varied projects within its ten permanent schemes. While taking pride in the results many projects, especially the ones intended for higher education, we are highly satisfied with the support received from the Conference of Rectors, as we feel we belong to the great CRASP family. We are proud of our close relations with strategic partners, in particular, we highly value the cooperation with Orange Polska; academic community owes a lot to their support.

Many friends of our Foundation have contributed to our success: MPs from the Committees of Sejm and Senate as well as the ministers responsible for science and higher education the General Council of Science and Higher Education (GCSHE), CRASP (CRPVS), CRVSP, the Presidents of partner institutions, rectors and Senate members of WUT, rectors – members of the Founders Meeting of PRF – IKS, who increase in number, the members of PRF Supervisory Board and the Board, IKS Supervisory Board, chancellors and bursars, among whom many editions of PRF Schools were very popular, a vast number of experts, the team of permanent employees and associates, PhD students and student volunteers. I would like to express to all of them my sincere gratitude.

I invite you to be with us for another decade of the operation of the Polish Rectors Foundation.

Professor Jerzy Woźnicki
President of the Board
of Polish Rectors Foundation

POLISH RECTORS FOUNDATION

The concept of establishing the Polish Rectors Foundation and the Institute of Knowledge Society was developed in 2000 as part of research project financed from the funds of Leopold Kronenberg Bankowa Foundation, with the support of the Conference of Rectors of Academic Schools in Poland and UNESCO European Centre for Higher Education (CEPES). The results of the project were formulated in two publications issued by CRASP: The area, the objectives and the formula of institutional and systemic research on higher education and science: the concept of CRASP research institute and Polish Rectors Foundation as Research Institute: Conceptual objectives in view of educational policy problems in Poland and the draft of the statute and notarial deed of establishing the Foundation.

The Presidium of CRASP, after being presented the results of this research study on the concept of a research institute, on December 2nd, 2000 adopted a resolution in which it is stated:

„it seems that the proper way for implementation of this concept would be establishing a Research Institute – the Polish Rectors Foundation, set up by those rectors, members of CRASP, who will recognise this initiative as worth of their support”. The Rectors also stated that “founding a similar institute, as a non-governmental institution, would

be an important step towards creating a new deal in the area of education and science, less susceptible to political changes.”

In June 2001 eighty rectors of academic schools set up the Polish Rectors Foundation whose mission is to enhance the development of education, science and culture in Poland, with special emphasis made on higher education.

In August 2003 the Polish Rectors Foundation and the Conference of Non-Public Schools established jointly the Institute of Knowledge Society, with the mission of performing studies and research on higher education, scientific research and educational, scientific and pro-innovative state policy, as well as supporting the process of defining and developing information society.

The intention of the group consisting of over 100 rectors - founders, allocating their personal funds and setting up the Foundation and the Institute, consisting of rectors of leading public and non-public HEIs, was to establish an independent institution accomplishing pro public bono mission, in the area of research on higher education and science, as well as on related issues of information society; the research is also focused on educational and social aspects of knowledge-based economy and the related pro-innovative policy.

*The Meeting of rectors – founders of PRF and IKS
(September 26th, 2003) prof. Tadeusz Szulc, prof. Stanisław Mańkowski,
The Reverend Bishop Stanisław Wielgus*

*The Meeting of rectors – founders of PRF and IKS
(September 26th, 2003) prof. Jerzy Woźnicki*





The Meeting of rectors – founders of PRF and IKS (September 26th, 2003)

Statutory PRF Organs

Supervisory Board in the term of 2010-2014

Chairman

– prof. Włodzimierz Siwiński *University of Warsaw*

Honorary Chairman

– ks. prof. abp Stanisław Wielgus *The John Paul II Catholic University of Lublin*

V-ce Chairman

– prof. Tadeusz Szulc *Wrocław University of Environmental and Life Sciences*

Secretary

– prof. Andrzej Eliaz *Warsaw School of Social Sciences and Humanities*

Members

– prof. Jan Englert *The Aleksander Zelwerowicz Theatre Academy in Warsaw*

– prof. Ryszard Górecki *University of Warmia and Mazury in Olsztyn*

– prof. Aleksander Koj *Jagiellonian University in Krakow*

– prof. Józef Kuczmazewski *Lublin University of Technology*

– prof. Stanisław Lorenc *Adam Mickiewicz University in Poznań*

– prof. Andrzej Mulak *Wrocław University of Technology*

– prof. Leszek Pączek *The Medical University of Warsaw*

– ks. prof. Andrzej Szostek *The John Paul II Catholic University of Lublin*

Supervisory Board in the term of 2006-2010

Chairman

– prof. Włodzimierz Siwiński *University of Warsaw*

Honorary Chairman

– ks. prof. abp Stanisław Wielgus *The John Paul II Catholic University of Lublin*

V-ce Chairman

– prof. Tadeusz Szulc *Wrocław University of Environmental and Life Sciences*

Secretary

– prof. Andrzej Eliaz *Warsaw School of Social Sciences and Humanities*

Members

– prof. Jan Englert *The Aleksander Zelwerowicz Theatre Academy in Warsaw*

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- prof. Antoni Komorowski *Gdynia Naval Academy*
- prof. Andrzej Mulak *Wrocław University of Technology*
- ks. prof. Andrzej Szostek *The John Paul II Catholic University of Lublin*
- prof. Jan Wojtyła *University of Economics in Katowice*

Supervisory Board in the term of 2002-2006

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– ks. bp prof. Stanisław Wielgus *The John Paul II Catholic University of Lublin*

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– prof. Andrzej Mulak *Wrocław University of Technology*

– prof. Zbigniew Puchalski *Białystok Medical University*

– prof. Jan Wojtyła *University of Economics in Katowice*

The Meeting of rectors – founders of PRF and IKS (September 26th, 2003) prof. Jan Englert





Signing the notarial deed of establishing PRF (June 7th, 2001)

Management Board of the Polish Rectors Foundation 2002

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- prof. Jerzy Woźnicki

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- prof. Zdzisław Kleinrok
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- prof. Włodzimierz Kluciński
- prof. Aleksander Koj
- prof. Antoni Komorowski
- prof. Jan Kopcewicz
- prof. Andrzej K. Koźmiński
- prof. Wojciech Kurpik
- prof. Maciej Latałski
- prof. Stanisław Liszewski
- prof. Stanisław Łabęcki
- prof. Wiesław Makarewicz
- prof. Adam Massalski
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- prof. Karol Poznański
- prof. Piotr Przybyłowski
- prof. Zbigniew Puchalski
- prof. Andrzej Radecki
- prof. Marek Rocki
- prof. Stanisław Rodziński
- prof. Janusz Semppruch

The Meeting of rectors – founders of PRF and IKS (September 26th, 2003)





The Meeting of rectors – founders of PRF and IKS (September 26th, 2003) prof. Jerzy Woźnicki, prof. Aleksander Koj, prof. Stanisław Mańkowski, prof. Tomasz Borecki

- prof. Włodzimierz Siwiński
- prof. Stefan Smoczyński
- prof. Henryk Sozański
- prof. Kazimierz Szabelski
- prof. Janusz Szopa
- ks. prof. Andrzej Szostek
- prof. Tadeusz Szulc
- prof. Zbigniew Ślipek
- prof. Michał Śliwa
- prof. Ryszard Tadeusiewicz
- prof. Andrzej M. de Tchorzewski
- prof. Jerzy Trelński
- prof. Piotr Wach
- prof. Zdzisław Wajda
- prof. Wiesław Wasilewski
- prof. Krzysztof Wawryn
- prof. Anna Wesołowska-Firlej
- prof. Marian Wesołowski
- prof. Piotr Węgleński
- ks. bp. prof. Stanisław Wielgus
- prof. Tadeusz Wilczok
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- prof. Jerzy Woźnicki
- prof. Mieczysław Wysiecki
- prof. Zdzisław Zagobelný
- prof. Franciszek Ziejka
- prof. Ryszard Zimak

In 2005 the PRF's invitation to join the Founders was accepted by:

- prof. Włodzimierz Bonusiak
- prof. Tomasz Borecki
- prof. Andrzej Ceynowa
- prof. Marcin Chrzanowski
- prof. Jerzy Dembczyński
- prof. Ryszard Górecki
- prof. Zdzisław Latajka
- prof. Andrzej Lewiński
- prof. Stanisław Lorenc
- prof. Tadeusz Luty
- prof. Józef Kuczmaszewski
- prof. Adam Marcinkowski
- prof. Stanisław Mańkowski
- prof. Wojciech Przybylski
- prof. Tadeusz Rychlewski
- prof. Zbigniew Skinder

- prof. Bogusław Smólski
- prof. Lech Śliwonik
- prof. Marek Trombski
- prof. Antoni Wierzbński
- ks. prof. Stanisław Wilk
- prof. Jerzy Woźniak
- ks. bp. prof. Wiktor Wysoczański

In 2005 the PRF's invitation to join the Founders was accepted by:

- prof. Ryszard Andrzejak
- prof. Adam Budnikowski
- prof. Katarzyna Chałasińska-Macukow
- prof. Bogusław Fiedor
- prof. Józef Gawlik
- prof. Adam Hamrol
- prof. Wiesław A. Kamiński
- prof. Tomasz Krzyżyński
- prof. Włodzimierz Kurnik
- prof. Karol Musioł
- prof. Joanicjusz Nazarko
- prof. Bogumił Nowicki
- prof. Leszek Pączek
- prof. Ksawery Piwocki
- prof. Regina Renz
- ks. prof. Ryszard Rumianek
- prof. Jerzy Skubis
- prof. Andrzej Sobkowiak
- prof. Antoni Tajduś
- prof. Zbigniew Waskiewicz
- prof. Janusz Żmija

The Meeting of rectors – founders of PRF and IKS (September 26th, 2003) prof. Józef Lipiec, [prof. Andrzej Bartnicki], prof. Jerzy Błazejowski, Minister Barbara Labuda



THE AWARDS GRANTED BY PRF ON ITS 10TH ANNIVERSARY

The Statues of the Polish Rectors Foundation, granted exclusively on this special occasion of the Foundation's Jubilee to the leaders of institutions or organizations whose activities, related to the PRF – IKS mission, have earned distinction and special gratitude.

The first Statue of PRF was awarded to Minister Barbara Kudrycka (Ministry of Science and Higher Education)

PROPTER MERITA medals of the Polish Rectors Foundation, granted, on average, up to once a year, to individuals whose activities related to PRF – IKS mission and carried out jointly with the Foundation serve as substantial personal contribution in the development of higher education and science. The medals were first awarded in 2012 – on the tenth anniversary of PRF – there were 9 recognitions granted.

PROPTER MERITA medal No1 was awarded to Minister Krystyna Łybacka

STATUES OF THE POLISH RECTORS FOUNDATION:

1. Barbara Kudrycka
2. Jerzy Buzek
3. Katarzyna Chałasińska-Macukow
4. Włodzimierz Kurnik
5. Maciej Witucki

PROPTER MERITA MEDAL OF PRF:

1. Medal no 1
Krystyna Łybacka
2. Andrzej Arendarski
3. Dariusz Jacek Krawiec
4. Józef Lubacz
5. Zbigniew Marciniak
6. Tomasz Nowakowski
7. Krzysztof Pietraszkiewicz
8. Jan Sadlak
9. Tadeusz Szulc

RECTOR LAUREL AWARDS OF PRF:

1. Marek Krawczyk
2. Katarzyna Chałasińska-Macukow
3. Tomasz Krzyżyński
4. Alicja Przyłuska-Fischer

LAUREL AWARDS OF PRF IN MANAGEMENT:

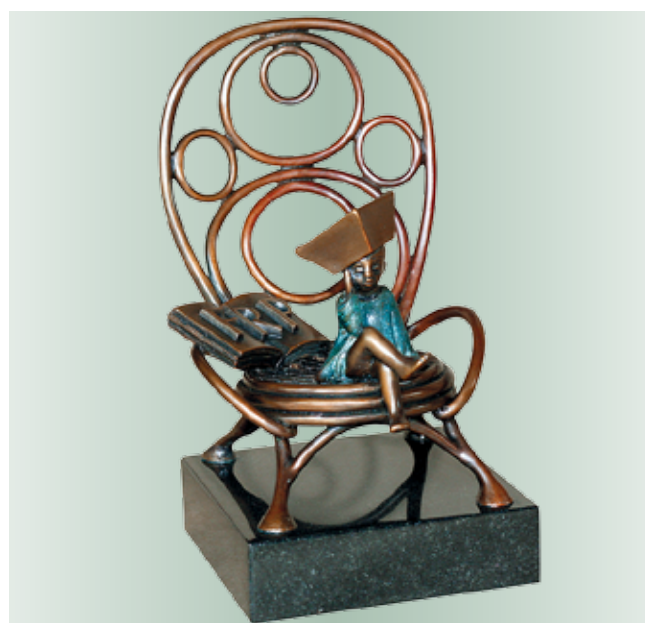
1. Leszek Kurnicki

Rector Laurel Awards of the Polish Rectors Foundation, granted to the Rectors especially dedicated to PRF – ISW activities, who contributed to promoting and developing academic traditions.

The first Laurel Award of PRF was granted to Rector Marek Krawczyk (MUW)

Laurel Awards of the Polish Rectors Foundation in Management, granted to top managers of the institutions – strategic partners of PRF, in recognition of their personal contribution in accomplishing the Foundation's mission.

The first Laurel Award of PRF in Management was granted to Director Leszek Kurnicki (PKN ORLEN).



The mission of PRF and its achievements over the decade



PRF mission at systemic level comprises promoting and supporting the process of rationalizing the system of higher education. It involves the activities of PRF – IKS for the benefit of the conferences of rectors: CRASP (CRPVS), CRVSP (research, project, training and discussion, as well as information activities). PRF also conducts the debate forum concerning the most difficult and controversial problems (CAiD).

PRF mission at institutional level comprises supporting (advisory and consultancy activities) HEIs in the process of defining their own strategic development paths as well as in overcoming difficulties and reaching objectives.

LECTURERS AND SPEAKERS AT PRF EXPERTS COOPERATING WITH THE FOUNDATION

Achmatowicz Osman
Adamczak Alicja
Arendarski Andrzej
Auleytner Julian
Axe Jerzy
Bakalarska Barbara
Balcerowicz Leszek
Bałanda Andrzej
Banaszak Bartłomiej
Banyś Wiesław
Barcz Jan
Barta Janusz
Bartnicki Andrzej
Bartosik Marek
Bąk Mieczysław
Benko Ewa
Bernat Michał
Białas Andrzej
Bielecka Irena
Bielecki Stanisław
Bielińska Inarda
Bieliński Jerzy
Bielowski Krzysztof
Błażejowski Jerzy
Błęszyński Jan
Błędowski Paweł
Bojarski Marek
Boksański Zbigniew
Boltrusko Maria
Borecki Tomasz
Brancka Maria
Bryndał Dorota
Buczyński Grzegorz
Budnikowski Adam
Bugaj Justyna
Bukaluk Antoni
Bukowska Grażyna
Buzek Jerzy
Cellary Wojciech
Ceynowa Andrzej
Chałasińska-Macukow Katarzyna
Chałupka Marcin
Chelstowski Artur
Chleba Katarzyna
Chłoń-Domińczak Agnieszka
Chłopecki Jerzy
Chmielecka Ewa
Chmielewski Marek
Chojnacka Ewa
Chrzanowski Marcin
Chuchro Ewa
Chwirot Stanisław
Cieśla Leszek
Cwynar Katarzyna
Czaplicki Piotr
Ćwiąkałski Zbigniew
Ćwiąkała-Malys Anna
Dacko-Pikiewicz Zdzisława
Daszkiewicz Marek
Daszkowska-Kamińska Aleksandra

Dąbrowa-Szeffler Małgorzata
Dąbrowski Waldemar
Dembczyński Jerzy
Derdziuk Andrzej
Dietrich Marek
Dobrzański Zbigniew
Doczyk Arkadiusz
Domańska-Baer Alina
Domański Ryszard
Domański Grzegorz
Dominik Wojciech
Doroszewicz Stefan
du Vall Michał
Dudzik Sławomir
Duś Izabela
Dybaś Magdalena
Dziamski Łukasz
Dziedziczak-Foltyń Agnieszka
Dziewięcka-Bokun Ludmiła
Eliasz Andrzej
Englert Jan
Falkowski Jan
Filar Dariusz
Firkowska-Mankiewicz Anna
Frankowicz Marek
Frączkiewicz-Wronka Aldona
Frątczak Ewa
Gajewska Agnieszka
Galar Roman
Galwas Bogdan
Gasparski Wojciech
Geremek Bronisław
Gędek Marcin
Gierlicki Jacek
Gilejko Leszek
Glabisz Wojciech
Goban-Klas Tomasz
Godzwon Zofia
Gołąb Jakub
Gomoła Marcin
Górecki Henryk
Górecki Ryszard
Górniak Jarosław
Górzyński Michał
Grabowska Genowefa
Grabski Maciej
Gradoń Leon
Grelowski Maciej
Grodzki Stanisław
Grzełowski Bogdan
Gulda Krzysztof
Guliński Jacek
Gurba Krystian
Hajder Lucjan
Hałas Andrzej
Hamrol Adam
Harasimiuk Marian
Hasiak Mieczysław
Hauser Roman
Hayn Ryszard

Horst-Sikorska Wanda
Hulicka Maria
Izdebski Hubert
Jablecka Julita
Jablecki Juliusz
Jajszyk Andrzej
Jamiolkowski Andrzej
Janion Maria
Jasińska-Kania Aleksandra
Jeleński Andrzej
Jelonek Jan
Jemieliński Dariusz
Jędrzejewski Tomasz
Józwiak Janina
Jurek Witold
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Kacprzak Sławomir
Kaczmarek Andrzej
Kaczmarek Jan
Kaczorek Tadeusz
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Kalisiak Jerzy
Kaliszan Roman
Kamela-Sowińska Aldona
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Kamiński Wiesław
Kamiński Zbigniew
Karbownik Andrzej
Karoński Michał
Kasprzak Andrzej
Kasprzyk-Młynarczyk Iwona
Kawczyński Sebastian
Kątki Jerzy
Kiebała Andrzej
Kijeński Jacek
Kitowski Zygmunt
Kleiber Michał
Kluczkowski Jacek
Kłopotek Anna
Kochalski Cezary
Koj Aleksander
Kolasa Andrzej
Kolasa Anna
Kołacz Roman
Kołodziej Gaja
Komuda Marta
Kopcewicz Jan
Kopczyński Zdzisław
Korcelli Piotr
Kornberger-Sokolowska Elżbieta
Koseski Adam
Kosiec Jacek
Kostowski Wojciech
Kość Ilona
Koteja Paweł
Kowalikowa Jadwiga
Kowalski Przemysław
Kozal Marta
Kozłowska Agata
Kozłowska Iwona

Kozłowska Małgorzata
Kozłowski Jan
Kozłowski Franciszek
Kozmiński Andrzej
Krajewski Józef
Krakowska Monika
Kraśniński Zygmunt
Krasowski Krzysztof
Kraśniewski Andrzej
Krawczyk Magdalena
Kruk Maria
Krupski Rafał
Kruszewski Zbigniew
Kryńska Elżbieta
Krysiński Jan
Krzysztofek Kazimierz
Krzyżyński Tomasz
Kubicki Jerzy
Kubielas Stanisław
Kubik Augustyn
Kubissa Jacek
Kuczmaszewski Józef
Kudrycka Barbara
Kujawińska Małgorzata
Kula Marcin
Kulawczuk Przemysław
Kulpa Anna
Kurek Olga
Kurkiewicz Andrzej
Kurnik Włodzimierz
Kurowska Kinga
Kurzydłowski Krzysztof
Kurzyński Grzegorz
Kuźmicz Katarzyna
Kuźmiński Michał
Kuźnicki Leszek
Kwiatkowski Stefan
Kwiec Marek
Labuda Barbara
Langer Jerzy
Lankosz Ewa
Laszczyk Anna
Latajka Zdzisław
Lebuda Jakub
Legutko Ryszard
Leja Krzysztof
Lewandowski Krzysztof
Lewicki Jacek
Lewiński Andrzej
Lewowicki Tadeusz
Lignar Piotr
Lipiec Józef
Lipkowski Janusz
Lubacz Józef
Luterek Mariusz
Luty Tadeusz
Łuczak Tomasz
Łuczynski Zygmunt
Mach Zdzisław
Maciąg Justyna

CONFERENCES, SEMINARS AND SCHOOLS AND AND THE INSTITUTE IN 2002 - 2012

Maciejowska Iwona	Pałys Marcin	Sawzdargo Lutosław	Tracz Anna
Maciul Stanisław	Panek Emil	Seret Krzysztof	Trammer Barbara
Macukow Bohdan	Paradowski Leszek	Seruga Wiesław	Truszczyński Marian
Madey Jan	Pawluczyk Adam	Sieczek Ewa	Turski Łukasz
Malec Jerzy	Pawłowski Krzysztof	Sielicki Tomasz	Tymicki Krzysztof
Malesa Jacek	Pączek Leszek	Siemaszko Andrzej	Urban Joanna
Mańkowski Stanisław	<u>Pelczar Andrzej</u>	Siemińska Renata	Urbaniec Krzysztof
Marciniak Zbigniew	Pelka Piotr	Sienkiewicz Piotr	Wajszczyk-Niemiec Jadwiga
Marczak Kamil	Piasecka Agnieszka	Sikora Krzysztof	Walczak Dominika
Marek Tadeusz	Piekalkiewicz Marcin	Sikorska Liliana	Waltoś Stanisław
Marek Lidia	Pieronek Tadeusz	Siwińska Joanna	Wawak Tadeusz
Mariański Janusz	Pieszczyrkow Jerzy	Siwiński Włodzimierz	Wąsowicz Marek
Markiewicz Ryszard	Pietras Jarosław	Skarbek Tadeusz	Weiner January
Marody Mirosława	Pietraszkiewicz Krzysztof	Skibińska Beata	Welenc Piotr
Martenska Krzysztof	Pillich Wojciech	Skoczny Tadeusz	Weresa Marzenna
Martowska Katarzyna	Piotrowska-Marczak Krystyna	Skroban Katarzyna	Wezgraj Artur
Matkowska Wiesława	Pliszkiwicz Marek	Skubisz Ryszard	Węclawski Tomasz
Mączyński Jerzy	Pomianek Tadeusz	Sławek Tadeusz	Węgleński Piotr
Metelska-Szaniawska Katarzyna	Pomianowski Piotr	Sławiński Stanisław	Wieczorek-Tomaszewska Małgorzata
Metz Henryk	Pomorski Jan	Słomka Tadeusz	Wielec Mariusz
Miernik Andrzej	Porowski Sylwester	Smólski Bogusław	Wielgus Stanisław
Mik Cezary	Portalski Mariusz	Snarska-Świdarska Małgorzata	Więclaw Bogumiła
Mikolajczak Aleksander	Poszytek Paweł	Sobieszczański Janusz	Wilczyńska Agnieszka
Militz Piotr	Poznańska Krystyna	Socha Mieczysław	Wiligórski Hubert
Miller Marek	Prawelska-Skrzypek Grażyna	Solska Ewa	Wilkin Jerzy
Mincer-Daszkiwicz Janina	Prokopczuk Robert	Sosińska-Kalata Barbara	Winnicki Tomasz
Minkiewicz Barbara	Proń Adam	Sosnowska Alicja	Wiśniewska Anna
Minkiewicz-Najtowska Janina	Prorok Lucyna	Sowa Kazimierz	Wiśniewski Adam
Mirecka Jadwiga	Przybysz Janina	Sporek Tadeusz	Wiśniewski Józef
Mischke Jerzy	Puchała Jacek	Stachowski Zbigniew	Wit Antoni
Mitkowski Wojciech	Purchla Jacek	Staniłko Jan	Witkowski Marek
Modelski Józef	Puzyna Włodzimierz	Stępnik Andrzej	Wittbrodt Edmund
Molasy Mateusz	Pytko Anna	Stępnik Krzysztof	Włosiński Władysław
Morawski Witold	Rabczenko Andrzej	Strawiński Paweł	Wnuk-Lipiński Edmund
Morawski Roman	Rachoń Janusz	Sulejewicz Aleksander	Wojciechowska Agata
Mossakowski Stanisław	Ratajczak Marek	Szablowski Józef	Wojnarowski Jakub
Mrozowski Maciej	Rączka Piotr	Szatyłowicz Halina	Wojtyła Jan
Muraszkiewicz Mieczysław	Renz Regina	Szawarski Zbigniew	Wosik Dawid
Musiół Karol	Rębisz Sławomir	Szczepańska Anna	Woszczyna Beata
Nazarko Joanicjusz	Rocki Marek	Szeląg Barbara	Woźniak Leszek
Ney Bogdan	Rogowski Waldemar	Szelc Andrzej	Woźnicki Jerzy
Nęcki Zbigniew	Rok Jakub	Szewc Andrzej	Wójcik Michalina
Niedziela Hanna	Roszczyński Włodzimierz	Szomański Bolesław	Wroczyński Piotr
Niemirów-Szczytt Katarzyna	Rottermund Andrzej	Szostek Andrzej	Wydrychiewicz Wojciech
Niezgódka Marek	Rozmus Andrzej	Sztompka Piotr	Zanussi Krzysztof
Nowacki Przemysław	Rószkiewicz Małgorzata	Szubzda Elżbieta	Zdanowski Mirosław
Nowak Alojzy	Ruzik Rafał	Szulc Tadeusz	Ziejka Franciszek
Nowak Bartłomiej	Ruzik Monika	Szulczewski Michał	Zieliński Janusz
Nowicka Aurelia	Ryś Andrzej	Szymczycha Dariusz	Zięba Andrzej
Nowicka – Skowron Maria	Rzeszutek Elżbieta	Śliwonik Lech	Zioło Henryk
Obirek Stanisław	Rzodkiewicz Przemysław	Świątek Jerzy	Ziółkowski Marek
Obłój Krzysztof	Sadlak Jan	<u>Świda-Ziemba Hanna</u>	Żaliński Henryk
Ochwat Michał	Safjan Marek	Tadeusiewicz Ryszard	Żółtaniecki Ryszard
Olechowski Andrzej	Sajdak Anna	Tajduś Antoni	Żukowski Ryszard
Orłowski Witold	Samecki Paweł	Tamtas-Anders Anna	Żylicz Maciej
Osiatyński Jerzy	Samsonowicz Henryk	Tazbir Janusz	Zyławski Andrzej
Osiowski Jerzy	Santarek Krzysztof	Teczke Janusz	
Paczułski Maciej	Sarnowska-Temierusz Elżbieta	Terelak Jan	
Pado Karolina	Saryusz-Wolski Tomasz	Tłokiński Waldemar	
Pakuła Witold	Saryusz-Wolski Jacek	Tolłoczko Tadeusz	

PRF ACTIVITY SYSTEM LEVEL

SUPPORTING STATE POLICY
AND THE PROCESS OF
DEVELOPMENT OF THE HIGHER
EDUCATION SYSTEM

VISION, STRATEGIES, CONCEPTS

CONTRIBUTION TO THE DEVELOPMENT OF STRATEGIC AGENDA FOR THE SYSTEM OF HIGHER EDUCATION AND RESEARCH IN POLAND

The work on academic community draft document of “Strategy for Higher Education Development: 2010 – 2020” was resumed by the Polish Rectors Foundation (PRF) following the initiative of the Conference of Rectors of Academic Schools in Poland (CRASP), presented in the Presidium’s resolutions of 2003 and 2008, which emphasized the necessity of developing a similar document. After the period of necessary discussions, under the agreements concluded with the other partners (apart from CRASP and PRF), such as Conference of Rectors of Vocational Schools in Poland (CRVSP), Conference of Rectors of State Vocational Schools (CRSVS), PRF, supported by the Institute of Knowledge Society (IKS) commenced work on the draft document on April 1st, 2009.

The common intention of the initiators and authors of the study was outlining the strategic directions for the development of higher education over the decade of 2010 – 2020. The works on the draft of the strategy were completed within approximately five years since the adoption of the Act on Higher Education, the amended Act on the Academic Degrees and Academic Title, as well as the Art Degrees and Title. This period offered an appropriate perspective thus allowing for the formulation of some proposals regarding the unresolved problems and specific weaknesses related to the functioning of higher education system in Poland.

Also in rectors’ debates the issues were widely discussed, among others, during numerous meetings, including the Annual PRF and IKS Founders Meeting on September 17th 2008, PRF Seminar “Strategy for Higher Education Development in Poland till 2020” on October

30th 2008 and CRASP Plenary Meetings on December 5th 2008 and June 5th -6th 2009, as well as CRVSP on April 2nd – 3rd, 2009. The Meetings served as a form of preparation prior to facing the challenges connected with developing the strategy.

The organizational formula of the works on the Strategy, conducted by PRF, was specified by the provisions of the agreements on establishing a Consortium CRASP-(CRPVS)-PRF-CRVSP. The Decision was made that the works would be concluded by the academic community draft document of Strategy to be presented to the competent organs of the conferences of rectors – members of the Consortium, as well as to the Foundation Supervisory Board.

The common standing, approved in January 2009 by the Consortium members, states as follows: (...) we declare our readiness, with no support from the Ministry, jointly, with our own resources, acting pro public bono, to develop the draft of the Strategy, to be presented to academic community and to the Government of RP by means of sending it directly to the Prime Minister. During the works on the final version of the Strategy works consultations with conferences of rectors took place – overall, 7 meetings of this type were held in October and November 2009.

The project was financed by HEIs – members of CRASP, CRVSP and CRPVS in cooperation with PRF. With the Foundation acting as intermediary, the works were financed by its strategic partners: the Polish Chamber of Commerce, Polish Telecom and PKN ORLEN. A major part in financing the project was allocated by CRASP, which was represented by over 80 academic schools taking part in the works.

PRF seminar “Strategy for Higher Education Development until 2020” held on October 30th 2008 Works on the strategy (January 5th 2009)

Works on the strategy (January 5th 2009)





The Meeting of the Steering Committee of the project "Strategy for Higher Education Development in Poland: 2010 – 2020" (April 20th 2009)

Following the presentation of the academic community draft of "Strategy for Higher Education Development: 2010 – 2020" on December 2nd 2009 during an extraordinary Plenary Meeting of CRASP with guest participants, including Minister Barbara Kudrycka, Minister Michał Boni, as well as senators and MPs, the Presidium of CRASP, jointly with other Consortium members, decided to announce and commence public debate by means of meetings held in academic centres.

In December 2009 a 3-month schedule of community debates in academic centres was planned, where the role of organizers was trusted to local conferences of rectors cooperating with the Polish Rectors Foundation.

The overall number of debates in 13 academic centres amounted to 40, including 7 consultations with conferences of rectors (until December 2nd 2009), 25 debates focused on community draft of the Strategy (...) organized by academic schools and 10 presentations of the draft of Strategy (...) in other institutions.

The host rectors, who organized and chaired the debates, were asked to prepare the minutes of the discussion. The analysis of submitted minutes allowed for identifying the main and most frequently occurring doubts, questions, comments and proposals, which were further included in the publication "Conclusions from Debates on draft document of the "Strategy for Higher Education Development: 2010 – 2020".

prof. J. Woźnicki



SUPPORTING LEGISLATIVE PROCESS AND PARTICIPATING IN THE IMPLEMENTATION OF NEW REGULATIONS IN HIGHER EDUCATION – COOPERATION WITH CRASP

The project was carried out over the period of 2003 – 2005. The President of PRF, Professor Jerzy Woźnicki chaired the works of a Team developing a draft of the bill “Act on Higher Education” and represented the President of RP during the works on the Act in Polish Parliament. In the discussion many representatives of the whole academic community participated. The President of the Foundation represented the President of RP, taking responsibility for the concept of the new act. The Act on Higher Education of 2005 introduced many fundamental changes in the system of higher education in Poland. One of the most important novelties was offering significant autonomy to HEIs. The Foundation provided organizational framework for the Team elaborating the draft of the act.

In accordance with the Team’s mission, the role of the draft document was to regulate the issues previously stipulated by three acts: the bill of September 12th 1990 on higher education (published in Dz.U. No 65, item 385 with amendments), the bill of June 26th 1997 on vocational schools of higher education (Dz. U. No 96, item 590 with amendments), the bill of March 31st 1965 on military higher education (uniform text Dz. U. No 10 of 1992 with amendments).

The contents of the Act on the Academic Degrees and Academic Title, as well as the Art Degrees and Title was modified by the Team, in accordance with their competences, exclusively to the extent that provided consistency of the regulations regarding doctoral studies conducted by schools of higher education and research centres. The issues concerning academic degrees and professor title were not subject to the Team’s works, as the relevant Act had been previously substantially amended. The draft of the Act on Higher Education comprises approximately 1200 regulations (which exposes the scale and complexity of the issue) in about 260 articles, which replace 400 articles comprised in previous legislation.



prof. J. Woźnicki

General rules of the Team’s operation can be characterised as follows:

- the team prepared the draft of the act of systemic nature, at a higher than the previous act level of generality, extending the function of HEIs statutes as source of law.
- Ideologically, the team referred to the meeting with the President of RP on December 10th 2002 and the thesis and studies presented there, including the speech of the Minister of National Education and Sport Krystyna Łybacka, as well as the studies “The strategy of higher education development until 2010” and “The report on basic problems of higher education in the Polish educational system”
- during its work the Team was referring to the provisions of the previous Act as well as the draft versions of new acts or amendments developed in the past and comprising:
 - the Act on Higher Education of September 12th 1990 with amendments;
 - the Act on Higher Vocational Schools of 1997 with amendments;
 - author’s draft of the act with its grounds developed by M. Seweryński and J. Wojtyła (December 1998);
 - the draft of the Act prepared by the Ministry of National education, supported by CRASP (December 2000)
 - and other drafts of acts submitted to the Parliament.

The Team also based their work on the regulations which were in force at that time concerning higher education, in particular, the directives issued by the Minister of National Education and Sport.

The draft presented was unanimously supported by all the Team members. The tasks that the team was supposed to accomplish were intended to lead to developing a draft of the act that would receive the support of the members delegated by representative institutions and organizations. As reaching agreement with all the members on every issue was virtually impossible, the effort was made to reach compromise,



min. K. Łybacka



prof. P. Węgleński

in particular, with those members who were actually bearing responsibility for the condition of higher education. Among them we should mention, above all, the minister responsible for higher education and rectors of HEIs. The draft was approved by the Ministry, which contributed significantly to its improvement during the concluding stage of the works. The support for the draft was also expressed by vast majority of rectors of HEIs of various capacities, of academic and non-academic nature, by the rectors of leading non-public HEIs, by the Parliament of RP Students, by the representatives of the General Council of Higher Education and Polish Accreditation Committee.

The Act came in force on October 1st 2005.

After the implementation of the Act, the President of the Polish Rectors Foundation, Professor Jerzy Woźnicki, was involved in a

prof. F. Ziejka

number of consecutive legislative processes. His contribution in interpreting and improving legal acts includes, among others, works in:

- the Interdisciplinary Team for Mobility and Scientific Research Career, functioning with the Minister of Science and Higher Education (2006 – 2008) [preparing the ministerial programme of higher education development];
- the Team for Outlining Ministerial Guidelines for the Science System Reform and Guidelines for the Reform of Higher Education System (2008);
- Experts Forum in the Ministry of Science and Higher Education (2010-2011);
- Team for amendments to legislation on higher education (2012)
- The Committees of Polish Sejm and Senate (Parliament).

prof. T. Szulc



SUPPORTING THE PROCESS OF INTEGRATING POLAND WITH THE EUROPEAN UNION, SUPPORTING PRO-INNOVATIVE STATE POLICY

Over the last decade the Foundation in many ways supported Poland's integration the European Union, as well as pro-innovative state policy. In particular, in 2003 – 2006 the President of PRF chaired a Committee at the Presidium of Polish Academy of Sciences, referred to as Poland in United Europe. The records of the debates which took place during the committee's meetings were published in printed form. As part of cooperation with PAS, the Foundation provided suitable conditions for the Committee's operations.

The Committee consisted of distinguished experts in higher education and science. The objective of the works carried out by the Committee was assessing the condition of human, social and cultural resources of Poland in view of entering EU by Poland. The Committee was operating at plenary meetings, which were held every six months. Also, as part of the Committee's works numerous seminars and conferences took place and many publications were prepared. The role of PRF, apart from hosting regular meetings, included organizing, jointly with "Poland in United Europe" Committee at the Presidium of PAS, the conference "European Opportunities for Polish Youth" (October 26th, 2006).



prof. M. Bartosik. The Seminar "The tasks of Polish HEIs in the implementation of Lisbon Strategy" (December 13th, 2004)

Apart from this, the members of the PRF Supervisory Board drew up a report "The advantages and disadvantages of entering EU by Poland in the area of high education", commissioned by the office of the Committee for European Integration (2002).

In the area of pro-innovative policy, we should mention, in particular, the report developed jointly by PRF and IKS at the request of PKN ORLEN "Płock Industrial and Technological Park as a tool of introduction Knowledge-Based Economy".



prof. J. Woźnicki, prof. J. Buzek. The Seminar "The tasks of Polish HEIs in the implementation of new Lisbon Strategy" (May 9th, 2005)

Industrial and Technological Parks are created in order to promote local and regional economy by means of supporting entrepreneurship, innovation and technology transfer. They help to establish new businesses and support the development of the existing small and medium size companies. It is also important to attract investors to a particular area, which enhances creating new workplaces (inside and outside a Park) and stimulates further development of the local economy. This aspect was analysed by the Polish Rectors Foundation in cooperation with the Institute of Knowledge Society and PKN ORLEN as well as with the associates of the Warsaw University of Technology during their research regarding knowledge generators in Płock and Mazovian voivodship (administrative unit). The analysis was focused on the feasibility of creating KBE (Knowledge-Based Economy) in Płock and Mazovia as well as the role of big corporations in the process of constructing regional KBE foundations in other countries. The team managed by Professor Jerzy Woźnicki consisted of many experts and was divided into 4 smaller teams focusing on: knowledge generators in Płock region, quality of education, quality management and aspects related to KBE requirements. The outcome of the works was published in a report developed at the beginning of 2004. The first part of the report contained the audit of knowledge generators in Płock and Płock sub-region. The second part comprised the analysis of the quality of education and its future development in Płock and Mazovian voivodship. In the third part we can find the analysis of other elements indispensable for KBE creation in Płock and Mazovian voivodship. The fourth part contains an overview of the issues related to technological parks: the characteristics of similar parks worldwide and the analysis of the prerequisites for setting up and developing technological parks. The report is concluded by part five, consisting of conclusions, summary and final comments.



prof. J. Józwiak. The conference "Poland in United Europe. Human Substrate and Social Capital" (October 27th 2005)



T. Sielicki. The seminar "The tasks of Polish HEIs in the implementation of Lisbon Strategy" (December 13th 2004)



prof. A. Rottermund. The conference "Poland in United Europe. Human Substrate and Social Capital" (October 27th 2005)

At the request of Polish Chamber of Commerce the Polish rectors Foundation drew up a report "The offer of higher education versus labour market requirements", which was presented during a national seminar. Over the period of 2005 – 2006 in cooperation with Polish Agency for Enterprise Development, PRF developed a report "Partnership between Science and Economy", also commissioned by PCC.

Another component of the works carried out by PRF related to pro-innovative policy, carried out jointly with the Polish Chamber of Commerce – KIGNET Office, was an expert opinion "Defining the notions of innovation and innovativeness; outlining current conditions and references to pro-innovative policy – interdisciplinary approach" (2006). In the publication the presumptions were presented stating that unless progress in innovativeness within the institutions of the knowledge sector is made,



prof. M. Dietrich, Prof. K.J. Kurzydłowski. The seminar "The tasks of Polish HEIs in the implementation of new Lisbon Strategy" (May 9th 2005)



prof. M. Szulczewski. The seminar "The tasks of Polish HEIs in the implementation of new Lisbon Strategy" (May 9th 2005)

The Foundation also expressed its view on, at that time widely discussed and extremely significant, the issue of Lisbon Strategy. PRF, in cooperation with the Institute of Knowledge Society, organised a series of seminars on the role of HEIs in the process of the strategy implementation, with the support of the National Bank of Poland and the Office of Committee for European Integration. The recorded speeches and debates taking place during the seminars were published in two volumes "The tasks of Polish HEIs in the implementation of Lisbon Strategy" (2004) and "The tasks of Polish HEIs in the implementation of new Lisbon Strategy" (2005).



Seminar "The offer of higher education versus labour market requirements" (June 12th 2005)

the development of innovativeness at the national level cannot be expected. This refers, in particular, to establishing new relations of HEIs and research institutes and corporations as well as other subjects of economic life.

Finally, as the contribution to formulating a precise definition of pro-innovative policy we can regard the project "Financing scientific research and implementation works in companies. Budget-based instruments of R&D financing in Poland – a proposal (for 2005-2015), carried out jointly with the Polish Chamber of Commerce. The contribution included project coordination, Seminar organization and promoting the publication, which contained a preliminary proposal of the new system of financing R&D, based on comparative analysis of the sources of financing similar activities across EU and in Poland.

PROMOTING NEW SOLUTIONS IN HIGHER EDUCATION AND THE SYSTEM OF HIGHER EDUCATION AND RESEARCH IN POLAND AND INTERNATIONALLY, PRF CONTRIBUTION TO INTERNATIONAL PROJECTS

The works carried out by Polish Rectors Foundation, apart from national or institutional issues, are focused on solutions of international dimension. In particular, the Foundation offered financial and conceptual support to the idea of establishing the Polish educational and Cultural Centre in Astan (Kazakhstan). The project, lasting for several years, involved joint visits of the President of PRF and the President of CRASP paid over the period of 2009 – 2011.

One of the most important events with the participation of the Foundation, was organizing jointly with UNESCO-CEPES and the Institute of Knowledge Society an international conference “New Generation of Policy Documents and Laws on Higher Education: Their Thrust in the Context of the Pillars of the Bologna Process” – as part of the activities of Bologna Follow-up group (November 2004).

The conference was organized under the patronage of the President of RP, Aleksander Kwaśniewski, by the Institute of Knowledge Society, with the support of Polish Rectors Foundation and by the European Centre of Higher Education UNESCO-CEPES in cooperation with the Ministry of National Education and Sport,

European University Association – EUA, the Council of Europe and the Conference of Rectors of Academic Schools in Poland. (CRASP).

The conference was organized as one of several official seminars of an international coordinating team – Bologna Follow-up Group scheduled for the period of 2003 – 2005. The objective of the conferences was discussing the crucial issues of higher education system in united Europe as well as drawing up recommendations for the ministers of education for their meeting in Bergen in spring 2005. The meetings of the ministers are held every 2 years with the purpose of summarising the advancement in the Bologna Process – in creating European space for higher education.

Stipulated by the Bologna Declaration substantial changes occurring in higher education of European countries, generated the need for developing “new generation” of relevant law regulations. Reviewing the contents of the action strategy and drafts of the acts, adopted in different countries since signing the Bologna Declaration in June 1999 was the main objective of the conference, whereas its outcome was approving of and presenting to the ministers of 40 countries, responsible for Bologna Process

Conference “New generation of Policy Documents and Laws on Higher Education: Their Thrust in the Context of the Pillars of the Bologna Process (November 2004)





Conference "New generation of Policy Documents and Laws on Higher Education: Their Thrust in the Context of the Pillars of the Bologna Process (November 2004)

the recommendations concerning harmonizing legislation on higher education in Europe.

During the conference both the implemented and still constructed law regulations regarding higher education were presented, originating from: Austria, Croatia, Denmark, Great Britain, Greece, Hungary, the Netherlands, Norway, Poland, Romania, Russia and Spain. The material presented served as the basis for formulating conclusions and recommendations in the context of work conducted on the strategy for development and legal framework enhancing the formation of the European space of higher education.

The conference was attended, among others, by the Minister of National Education of Hungary – Magyar Balint, the President of EUA – Prof. Eric Froment, EUA General Secretary – Lesley Wilson.

W sumie w trakcie konferencji obecni byli reprezentanci 21 krajów. Overall, the conference was attended by the representatives of 21 European countries and 2 observers from USA. Poland was represented, among others, by Mirosław Sawicki (the Minister of National Education and Sport), Prof. Tadeusz Szulc (Deputy Minister of National Education and Sport), Prof. Franciszek Ziejka (President of CRASP, Rector of Jagiellonian University), Prof. Piotr Węgleński (Rector of the University of

Warsaw), Prof. Stanisław Mańkowski (Rector of the Warsaw University of Technology).

The inaugurating lecture of the conference "Education and Knowledge as a Carrying Force for United Europe" was given by Prof. Bronisław Geremek (a Member of European Parliament). The lecture at the conference gala dinner was given by Professor Leszek Balcerowicz (President of NBP – National Bank of Poland).

PRF was also a co-organizer of an international conference "Demography and Higher Education in Europe. An Institutional Perspective (October 12 – 13 2007) in Bucharest, Romania. It was organized by UNESCO-CEPES in cooperation with Elias Foundation of the Romanian Academy, OECD and the Institute of Knowledge Society. Additionally, the Foundation prepared a report "A study on present and future impact of demography on Higher Education in Poland".

Conference "New generation of Policy Documents and Laws on Higher Education: Their Thrust in the Context of the Pillars of the Bologna Process (November 2004)



COOPERATION AND CONVERGENCE OF TWO SECTORS – PUBLIC AND NON-PUBLIC HIGHER EDUCATION

The Polish Rectors Foundation, jointly with the Consortium of Non-Public Higher Education Institutions founded the Institute of Knowledge Society – an organization of public benefit, conducting research on higher education as well as scientific and pro-innovative policy. The activities mentioned resulted in performing numerous projects. In particular, PRF, in cooperation with the Foundation for the Promotion and Accreditation of Economic Education and the Higher School of Insurance and Banking (now – the Academy of Finance) organized the 1st national conference “The Model of Cooperation between Public and Non-Public HEIs – the Current Status and perspectives”, attended by approximately 250 rectors representing both sectors (November 7th 2003). The outcome of the conference was the publication of the same title. During the conference a presentation was given on preliminary findings of the research, whose final results were introduced in the publication “Cooperation between Public and Non-Public Academic Schools”.

During further works aimed at developing convergence between the sectors, in September 2010 PRF initiated the activity of the Centre for Analyses and Dialogue in Higher Education (CAiD), established in partnership with CRASP, CRVSP and PKPP Lewiatan. The objective of CAiD is, among others, elaborating new solutions for public and non-public sectors in higher education. Similar solutions may lead to a gradual convergence of the basis for competition between academic schools representing both sectors and eventually improve the quality of education. Similar direction for further activities was outlined in the academic community draft of the “Strategy for Higher Education development: 2010 – 2020”. Apart from this, the activity of CAiD is aimed at preparing

The Conference “Financing and Public – Private Partnership in the Higher Education System – Polish Practice versus International Experience” (April 2012)



dr K. Pawłowski. The Conference “Financing and Public – Private Partnership in the Higher Education System – Polish Practice versus International Experience” (April 2012)

experts opinions and analyses developed by expert teams, regarding various aspects of coexistence of public and non-public academic schools, in accordance with the principle of convergence between the public and non-public sectors in the higher education system.

The activity of CAD is managed by Coordinating Team, which is supervised by the PRF Supervisory Board. The tasks of the Team include selecting and inviting experts as well as commissioning certain projects to expert teams and approving the outcomes of their activities. The nomination of the candidates is requested from CRASP (CRPVS), CRVSP, PKPP, PCC, BCC, PBA and, if found necessary – from other legal entities and individuals. The Inaugurating Meeting of the Coordinating Team was held on December 1st 2010 in PRF premises, and was attended by the Presidents of CRASP, CRVSP and the President of PRF.

Up to the present moment the following tasks have been commissioned:

- Selective profitability rise in Polish HEIs (up to the point they are regarded as companies) as competitiveness interference and the impact on commercial exchange between member states in the light of verdicts pronounced by EU courts and EC resolutions.
- (Educational) services of academic schools in the light of the notion of “paid services rendered” as stipulated by art. 56 of TFUE (with respect to the principle of rendering educational





The Conference “Financing and Public – Private Partnership in the Higher Education System – Polish Practice versus International Experience” (April 2012)

services by Polish academic schools in the light of the EU acquis).

- University operation versus implementing the acts on public finance and procurement – main issues and possible solutions.
- A HEI as an enterprise in the environment of unified principles of competition (also as a beneficiary of state subsidies), with respect to certain statutory elements of Polish HEIs, in view of the findings of EU acquis.
- Solutions and experience related to the qualifications of services rendered by HEIs in the light of uniform principles regarding EU member state subsidies, valid in selected EU member states.
- The practice of implementation of EU rules in Poland regarding state aid allocated in financing the activity of HEIs.
- Financing by the state the activity of HEIs, in particular, non-public HEIs, in the light of EU rules regarding state aid – reference to national legislation: conclusions.
- Rationality of procurement system in the light of HEIs autonomy and transactional costs theory.
- Institutional conditions of effective and fair competition in Polish higher education as regards funds acquisition and allocation (state and private), for the purposes of higher education development.

- Overview of most serious pathologies observed in Polish higher education – recommendations aimed at mitigating the pathologies.
- Diversification of higher education in Great Britain – current status, change trends, implementation potential in Poland.
- Overview of experience in selected HEIs worldwide regarding the modernization of education and scientific research contributing to raising the international ranking position of a HEI. Subjects of study: selected HEIs in South Korea and Australia.

In order to present the results of its activity CAiD organises seminars, which are attended by the representatives of CRASP (CRPVS), CRVSP, PKPP, PCC, BCC, PBA as well as other interested institutions and organizations. So far two conferences have been organized:

- The Convergence between Public and Non-Public Sectors of Higher Education (April 7th 2011, Centre of Analyses and Dialogue of the Polish Rectors Foundation with Koźmiński University);
- Financing and Public – Private Partnership in the Higher Education System – Polish Practice versus International Experience; attended by more than 70 representatives of HEIs and the media (April 2012, The Centre of Analyses and Dialogue of the Polish Rectors Foundation, with the University of Information Technology and Management in Rzeszów)

The conference “The Convergence between Public and Non-Public Sectors of Higher Education” (April 7th 2011)



PRF ACTIVITY INSTITUTIONAL LEVEL

SUPPORTING HIGHER EDUCATION INSTITUTIONS AND THEIR REPRESENTATIVES

PROJECTS, DEVELOPMENT INSTRUMENTUM,
QUALIFICATIONS

SYSTEMIC SUPPORT OF HEIS AND OF HEIS – CRASP (CRPASP) AND

A crucial part of the contribution made by the Polish Rectors Foundation in the systemic support of HEIs activities was developing the “Code of Good Practices in Universities”, which was formally adopted by the Senates of many Polish HEIs.

(...) However, we should bear in mind that the position of a rector requires not only managing, heading and representing a HEI, but also – perhaps even more importantly – acting as a leader of the academic community. In this respect a rector is a guardian of the academic community ethos (...)

The above words are quoted from the Code..., prepared by a Team appointed by the Polish Rectors Foundation. The final version of the document was approved by the CRASP Plenary Meeting and presented on June 8th 2007 during the ceremony of the 10th anniversary of the Conference of Rectors of Academic Schools in Poland. The

English version of the Code... was presented by CRASP at the EUA conference held in Wrocław (October 24 – 27 2007).

The fundamental principles provided by the Code include:

1. The principle of public service.
2. The principle of impartiality in public affairs.
3. The principle of legalism.
4. The principle of autonomy and responsibility.
5. The principle of the division and balance of power.
6. The principle of creativity.
7. The principle of transparency.
8. The principle of subsidiarity.
9. The principle of respecting dignity and tolerance.
10. The principle of supranational accessibility.

Following the adoption of the Code by the CRASP Plenary Meeting, the Polish Rectors Foundation over the period of

Training “Good Practices in HEI Election Procedures”(December 10th, 2007)



ADVISORY ACTIVITY FOR THE BENEFIT CRVSP MEMBERS

2007 – 2008 organised a series of training and discussion seminars devoted to good practices in election procedures for collegial and one-person organs in HEIs “Good Practices in HEI Election Procedures.”

It was intended by the initiators that the Act on Higher Education, as a project “of modern nature and opening new opportunities of functioning to HEIs” would create new conditions stimulating their internal reconstruction in order to manage the challenges to be faced by the Higher Education sector in the 21st century. Therefore, one of the priorities of the act was confirming HEI’s autonomy, including academic schools, particularly, by means of trusting a wider scope of regulations to the competence of the Senates and statutes of HEIs. In this connection the Foundation developed the study “The analysis of HEIs statutes in terms of selected criteria of implementing the Act on Higher Education”(2006).

In 2006 the Foundation presented the draft template of an Agreement, concluded between a HEI and a student making tuition payment, according to the provisions of Art. 160 of The Act on Higher Education. The draft was developed by Polish Rectors Foundation in cooperation with The Parliament of RP Students, presented to HEIs and intended to be applied by them at their discretion. The provisions of the draft and the layout of the Agreement were thoroughly analysed and prepared with the intention of harmonious combining the interests of both the parties. As the unquestionable advantage of the draft we can regard the participation of the Parliament of PR Students during its development as well as students’ support for its contents.

In addition, the representatives of PRF – IKS gave over one hundred lectures, presentations and speeches on national and international forums.

prof. A. Kraśniewski, rev. prof. A. Szostek. Training “Good Practices in HEI Election Procedures”(December 10th, 2007)



CONCEPTUAL AND ORGANISATIONAL RECTORS OF ACADEMIC SCHOOLS IN FOUNDATION ACTS JOINTLY)

For many years the Polish Rectors Foundation has been supporting the activity of the CRASP Commission for Organisational and Legislative Affairs by providing the operation of the commission's office. Regular meetings of the commission, including the ones held away from its headquarters, are organized by the Foundation and Institute's office. The Foundation also provides the required funding of the meetings.

During the meetings the committee has issued several dozen of opinions regarding legal regulations and directives as well as a number of interpretations. Also the CRASP Statute has repeatedly been the subject of discussion and work of the CRASP Commission for Organisational and Legislative Affairs (KOiL); they resulted, among others, in a new version of the statute, adopted by the Plenary Meeting in 2011.

The problems related to standards of education, which were the subject of discussion at KOL meeting on March 3rd -5th 2005, served as one of the crucial issues of top priority, connected with reforming the system of academic education in Poland. Eventually, the Foundation declared its readiness to conduct the project "New approach to standards of education and the resulting findings

concerning the contents of a directive issued by the minister in charge of higher education"; the report on the project was published jointly by PRF and CRASP in a book of the same title.



Signing the strategic agreement between CRASP and PRF (March 25th, 2006)

Discussion Forum of National Qualifications Framework (January 23rd 2012)



SUPPORT FOR THE CONFERENCE OF POLAND (WITH WHICH POLISH RECTORS

Within the next several years two more reports were developed and published in a series on studying problems. A book, published in 2006, entitled "The Model of Promotion in Scientific Research" contained, among others, the record of the debate at the conference of March 17th – 18th 2006 in Cracow, devoted to those issues. In 2007 the Foundation, jointly with the Conference of Rectors of Academic Schools in Poland conducted a project "The model and the formula of the programme for two-cycle studies in the light of labour market factors and the requirements of the Bologna Process. The findings of the project were published in 2008, jointly with the Foundation for Educational System in a book entitled "The Formula of Two-Cycle and Advanced Studies".

The series of publications on study issues was financially supported by Sygnity company (formerly – ComputerLand).

In 2012 PRF organized a series of Discussion Forums concerning the National Qualifications Framework for the representatives of HEIs. The Forums were intended to provide the opportunity of sharing experience between the persons responsible for NQF implementation in HEIs and their basic organisational units, as well as to create a platform providing expert consultancy, including, among others, the experts of

the Bologna Process Expert Team. The three forums were attended in total by approximately 200 participants (January 23rd, February 16th, March 17th 2012).



Signing the strategic agreement between CRASP and PRF (March 25th, 2006)

KOIL Meeting held away from the premises (May 8th 2009)



BENCHMARKING IN HIGHER EDUCATION

In 2007 The Polish Rectors Foundation, jointly with the Institute of Knowledge Society initiated a long-term research programme Benchmarking in Higher Education, aimed at developing a system offering a wider access to complete comparative management information in HEIs in Poland.

The idea and the main objective of the programme is designing and implementing in our country a benchmarking system, which up to the present moment has not been sufficiently advanced or consistent, however indispensable. The system will involve monitoring Polish HEIs based on a variety of their ranking position markers in terms of diversified criteria. The criteria will be based on a number of representative qualitative and effectiveness-related parameters, related to current condition of HEIs, their objectives and resources, their strategy and competitive positioning, performance measurement and development forecasts. The analysis shall be performed at national and European level, with regard to changes in HEIs environment, in particular those occurring on labour market, related to pro-innovative policy, etc. With access to such system the competent authorities and institutions responsible for higher education will gain a greater amount of relevant management information, consequently they will be able (they will also be persuaded to act adequately) to perform a realistic evaluation of the situation inside a HEI and in its environment. Based on this, they will be able to forecast and stimulate certain changes in their policy to be applied as well as in their competitive positioning both in Poland and abroad. Permanent access to information, to analytical and synthetic materials of this nature – today similar access is impossible, as the scope and character remains beyond the scope of Central Statistical Office and the Ministry of Science and Higher Education statistical data – will offer Polish HEIs extensive new opportunities of initiating activities aimed at improvement of the quality of education of graduates as perceived from employers' perspective, and more widely, for enhancing the quality of HE overall activity as a leverage of national development. The system will also allow for objective comparison of a HEI position according to various criteria. Therefore, also employers will be interested in having access to the system.

The programme is inspired by similar European projects. Special attention of the authors is focused on the initiative "European benchmarking programme on university management. A self-improvement tool for universities focused on successful governance, leadership and strategic development". It is assumed that the project completion will enable the system's integration with the activities of foreign partner institutions.

It was agreed that the distribution of the results will take place electronically; periodically the results will be traditionally published in printed form. The data collected are accompanied by methodological comment, they provide information regarding individual parameters and



*A Meeting of the Steering Committee
(February 18th 2008)*

position markers as well as characteristics and evaluation of processes for individual HEIs. Experts' comments on a HEI benchmarking results are an integral part of the final product. Additionally, some comments are published, comprising professional analyses and the results interpretation.

As regards computer IT environment and electronic channels of information distribution, thanks to Sygnity IT company, which provided the KWERO tool, a database was created, accessible upon meeting certain requirements. In the future the database will provide sufficient portion of information allowing for obtaining additional knowledge based on its selective cross-sectional presentation (indicating changes over time, identifying trends, etc.). Thus, the project will enable creating two products: HEIs benchmarking with comments (annually) and comparative database of long-term data, reflecting certain trends observed in relation to selected markers and indicators of a HEI's position, including the ongoing processes.

Up to the present moment the wider project of benchmarking in HE has comprised other projects as follows:

- E-learning;
- ???
- Processes benchmarking in resource management to enhance productivity and competitiveness – management control;
- Flexibility of the system of studies;
- Implementation of national qualifications framework.

During the first stage of the project, the activities of the multidisciplinary steering committee, consisting of 15 distinguished professors, resulted in two publications: "The Assumptions of Management Information Development in HEIs in Poland" and "Benchmarking in the System of Higher Education", edited by Professor J. Woźnicki. Another task of the Committee was to define the assumptions of the project and to appoint leaders for individual projects.

During the second stage, focused on e-learning and internal systems of quality of education provision, pilot research has been conducted, with 34 participating HEIs. The first of the projects involved, among others, IT infrastructure of a HEI, digitalization of education processes, digitalization of libraries and their collections, distant learning. The second one was aimed at specifying the level of advancement in the implementation of the policy of quality of education provision in Polish HEIs.

The third stage led to completion of two more projects: "Benchmarking of Processes of Resource Management for Enhancing productivity and Competitiveness – Management Control" and "Flexibility of the System of Studies". In the first of the studies 37 HEIs participated. Based on the data gathered, the final report was developed, covering such issues as basic law regulations and standards applicable to performing management control, the results of the analysis of self-evaluation regarding the implementation of management control in public HEIs (quantitative results of the survey). The report also contained a comment on the principles of delegating responsibilities in HEIs, including new law regulations, concerning the liability in case

of failure in observing the discipline in public finance, which went in power at the beginning of February 2012; the procedures of management control, a list of obligatory procedures regarding the required standards, specified by the Minister of Finance; a brief description of the implementation and functioning of the risk management model in a HEI.

In the second study, outlining the condition of Polish HE in terms of the processes of flexibility of studies enhancement, 35 HEIs took part. The final report consists of a descriptive part, outlining the specific features of flexibility enhancement process, and of an analytical part, based on a survey's results.

The findings of the projects were published in "Benchmarking in the System of Higher Education – Selected Issues".

For the period of April 1st 2012 – March 31st 2013 another project is scheduled, related to the processes of implementing the National Qualifications Framework. It has been assumed that the changes introduced under the amendment of the Act on Higher Education regarding education will be analysed against the results obtained during the project on studies flexibility enhancement. Thus, the persons involved in the project will have a unique opportunity of comparing the situation before and after NQF implementation.

Inaugurating the activity of the Steering Committee (April 9th 2007) – prof. Bogusław Smólski, prof. Jerzy Błażejowski, prof. Jerzy Woźnicki, prof. Tadeusz Luty, prof. Zbigniew Marciniak



Initiating work of project teams for e-learning and for internal systems for quality of education provision (November 27th 2008)



RAISING THE COMPETENCES OF AND PHD COMMUNITY LEADERS

One of the projects conducted by the Polish Rectors Foundation as part of strategic partnership with the Conference of Rectors of Academic Schools in Poland is a long-term Scheme of permanent projects within the system of developing competences of HE top management. The activities performed as part of the Scheme are coordinated by a Consulting Team, consisting of CRASP and PRF representatives. Over the period of 2005 – 2012 the Scheme has comprised numerous initiatives involving training and discussions:

- July 2005 r.** – organizing “Summer School of Strategic Management” for rectors and vice-rectors – elects, elected for the term of 2005 – 2008; the event was supported by the University of Warmia and Mazury in Olsztyn (51 participants);
- July 2006 r.** – organizing “II Summer School of Strategic Management” for chancellors, their deputies and the candidates for those positions in HEIs; the event was supported by the University of Warmia and Mazury in Olsztyn (70 participants);
- March 2007 r.** – organizing I Winter Conference for rectors and vice-rectors of the 1st term. The conference was held in Krynica, in the field premises of the University of Agriculture in Cracow (40 participants);

July 2007 r. – organizing “III Summer School of Strategic Management” for the persons responsible for the coordination, supervision and financial settlement of research projects; the event was supported by, among others, the Białystok University of Technology and the University of Białystok (40 participants);

July 2008 r. – organizing “IV Summer School of Strategic Management” for rectors and vice-rectors elected for the term of 2008 – 2012; the event was supported by and held in the premises of the University of Warmia and Mazury in Olsztyn. The inauguration lecture was given by Professor Barbara Kudrycka, the Minister of Science and Higher Education (60 participants);

February 2009 r. – organizing “V School of Strategic Management” by the Polish Rectors Foundation for chancellors and their deputies in Wojanów near Jelenia Góra (70 participants);

February 2010 r. – organizing, with the support of the Association of Internal Auditors of HEIs “VI School of Strategic Management” by the Polish Rectors Foundation, for internal auditors of HEIs, in the Conference Centre “SIMP Castle in Rydzyna” (30 participants);

VI School of Strategic Management of the Polish Rectors Foundation for internal auditors of HEIs (February 7th – 10th 2010)

IV Summer School of PRF for rectors – elects of the term 2008 – 2012 (July 12th – 20th 2008)



TOP MANAGEMENT OF HEIS

June 2010 r. – organizing “VII School of Strategic Management” by the Polish Rectors Foundation for chancellors and their deputies in HEIs. The sessions were held in the Training and Conference Centre – “Castle on the Rock” Hotel in Trzebiezowice (60 participants);

September 2010 r. – organizing “VIII School of Strategic Management” by the Polish Rectors Foundation for rectors and vice-rectors of HEIs. The sessions were held in Ossa Hotel near Rawa Mazowiecka (34 participants);

June 2011 r. – organizing “IX School of Strategic Management” by the Polish Rectors Foundation for chancellors and bursars. The sessions were held in Jawor Hotel in Jaworze (82 participants);

September 2011 r. – organizing “X School of Strategic Management” by the Polish Rectors Foundation for self-government doctoral students organizations leaders. The sessions were held in Training and Conference Centre Czarny Potok Hotel in Zakopane. (52 participants);

May 2012 r. – organizing “XI School of Strategic Management” by the Polish Rectors Foundation for chancellors and bursars / financial directors. The sessions were held in the Conference Centre of “Krasicki” hotel in Lidzbark Warmiński. (72 participants);

July 2012 r. – organizing “XII School of Strategic Management” by the Polish Rectors Foundation for Rectors – elects for the term of 2012 -16. The sessions were held in “Hotel Ossa Congress&Spa” hotel complex.

prof. J. Woźnicki, prof. B. Kudrycka – the Minister of Science and Higher Education, IV PRF Summer School for rectors – elects for the term of 2008 – 2012 (July 12th – 20th 2008)

IX School of Strategic Management for chancellors and bursars (June 5th – 9th 2011)



DISSEMINATION OF RECOMMENDATIONS THE SYSTEM OF HIGHER EDUCATION AND

The Polish rectors Foundation with the Institute of Knowledge Society organizes regular nationwide Seminar on the issues of proper HEI management and of good practices in HEIs, attended by the members of Founders Committee of PRF and IKS and guests invited. Over the last several years the questions raised during the meetings included:

- customs in the process of education in HEIs (September 26th 2003),
- Drug-free HEIs; the contribution of rectors and rectors – seniors into public life in other than education or research-related issues, Industrial and Technological Park (September 8th 2004),
- the Code of Academic Good Practices – assumptions, budget presentation of Framework Scheme No 7 (September 5th 2005),
- the Code of Good Practices in HEIs (September 19th 2006),
- self-government and governance of a university – ethos and procedures (September 10th 2007),
- Strategic issues of higher education and science in rectors’ debate (September 17th 2008),
- Current problems of higher education and science – strategic approach (September 23rd 2009),



The Meeting of PRF – IKS Founders (September 17th 2008)

- Responsibility of higher education and new purposes to be faced by a 21st century HEI (September 20th 2010),
- The dynamics of the public - non-public balance in Polish higher education over the decade of 2010 – 2020; tuition fee, demography and policy (September 13th 2010).

Over the period of its functioning the Foundation, together with the Institute of Knowledge Society, organized a number of conferences and seminars. Among them some initiatives can be mentioned:

- a series of training and discussion seminars “HEIs statutes in the light of new Act on Higher Education”, which involved

The Meeting of PRF – IKS Founders (September 17th 2008)



ON THE DESIRABLE DEVELOPMENTS IN RESEARCH IN ACADEMIC COMMUNITY



The Meeting of PRF – IKS Founders (September 10th 2007)

the presentation and discussion over the legislative delegations into HEIs statutes, as well as statutory options under the new Act on Higher Education (2005);

- seminar “Good customs in the educational process in HEIs” (September 26th 2003);
- an international conference closing Staszic Year “The Concept of a University in Poland in the period of 16th – 21st centuries. Tribute to Stanisław Staszic”, organized in cooperation with the Institute of History of Science PAN (PAS), A. Gieysztor Pułtusk academy of Humanities, the Warsaw

University of Technology and Cardinal Stefan Wyszyński University (2006);

- a seminar “The Application of Research Findings by Businesses”, organized jointly with Polish Chamber of Commerce (2006);
- training and discussion seminars “Good Practices in Election Procedures in HEIs” (2007, 2008);
- a series of training and discussion seminars “Internal Systems for Quality of Education Provision”, which included the comments on the provisions of the Act on Higher Education as well as the requirements of the Bologna Process (2007);
- a seminar “Investing in Human Capital and the Development of Knowledge Sector”, organized jointly with the Consortium of Non-Public HEIs” (May 31st 2007);
- a seminar “The Direction of European and Polish HE Development”, organized jointly with the Foundation for the Development of the Education System (April 21st 2008);
- Conference “Creativity and Innovation 2009” organized jointly with the Management of Warsaw Fairs (ZTW) (2009).

The Meeting of PRF – IKS Founders (September 23rd 2009)



THE NATIONAL SEMINAR FOR PHD STUDENTS THE ROLE OF HIGHER EDUCATION IN FORMING THE KNOWLEDGE SOCIETY

The growing number doctoral theses whose topics are related to the issues of knowledge society and research on higher education, as well as the recent introduction of new scientific discipline of social sciences – the public policy science, reveal the need of a deeper integration of scientific community in Poland. This was the intention of organizing a PRF – IKS Seminar “The Role of Higher Education in the Knowledge Society Formation”.

The Seminar was held in 3 editions: between 2004 and 2008 (two) and 2011 – 2012 (one). The seminars are held in the series of four meetings per academic year, constituting a 30-hour session. The Seminar’s Programme Council consists of supervisors / tutors of doctoral students participating in the seminar, and IKS – PRF representatives.

The objective of the Seminar is providing the participating PhD students with the opportunity of meeting in person the leading experts specialising in the system of higher education and scientific research in Poland, and, additionally:

- creating a scientific environment for PhD students working on dissertations related to the issues of the knowledge society, basic problems of functioning the system of higher education and scientific research in Poland and abroad;
- creating a national forum for contacts and sharing experience for PhD students as well as for presentation of PhD students’ achievements, working on dissertation topic;
- participating in educating a group of Polish young experts specializing in higher education issues, qualified for conducting joint research in the future,



The Seminar “The Role of Higher Education in the Knowledge Society Formation” (June 1st 2009)

- offering access to information regarding the works conducted in the past and initiated at present on PhD dissertations on one of the issues covered during the Seminar.

The Seminar is organized, in particular, for young researchers working on dissertations in the new discipline of public policy sciences, in social sciences as well as for PhD students working on dissertations in other disciplines (management, sociology, pedagogy, science knowledge, technical sciences, etc.), related to higher education and scientific research.

In all the Seminars there has been the total number of participants amounting to approximately 100 – they were PhD students specializing in the issues of higher education.

The Seminar “The Role of Higher Education in the Knowledge Society Formation” (June 1st 2009)



A LIST OF SELECTED BOOKS PUBLISHED BY THE POLISH RECTORS FOUNDATION AND THE INSTITUTE OF KNOWLEDGE SOCIETY

1. Barcz, Jan; Wilkin Jerzy [red.]: *Wybrane zagadnienia dotyczące finansowania uczelni*. FRP, ALK, Warszawa 2011
2. Chmielecka, Ewa: *Współdziałanie uczelni publicznych i niepublicznych – opinie rektorów*. ISW, Warszawa 2004.
3. *Co nam przynosi Konstytucja Europejska?* FRP, PAN, Warszawa 2005.
4. *Europejskie szanse polskiej młodzieży*. FRP, PAN, Warszawa 2006.
5. *Kodeks Dobre praktyki w szkołach wyższych*. FRP, KRASP, Kraków 2007.
6. Kozłowski, Jan [red.]: *Budżetowe instrumenty finansowania B+R w Polsce: propozycja na lata 2005-2015*. KIG, ISW, Warszawa 2005.
7. Leja, Krzysztof [red.]: *Spółeczna odpowiedzialność uczelni*. WZiE PG, ISW, Gdańsk 2008.
8. Luterek, Mariusz; Szczepańska, Anna: *Podsumowanie debat nad projektem opracowania pt. Strategia rozwoju szkolnictwa wyższego: 2010-2020*. Projekt środowiskowy. FRP, Warszawa 2010.
9. Morawski, Roman Z. [oprac.]: *Polskie szkolnictwo wyższe: stan, uwarunkowania i perspektywy*. FRP, Warszawa 2009.
10. *Nowe reguły finansowania szkół wyższych oparte na zasadzie współfinansowania studiów – doświadczenia międzynarodowe. Wstęp do operacjonalizacji strategii rozwoju szkolnictwa wyższego w Polsce 2010–2020*. ISW, Warszawa 2012.
11. *Określenie istoty pojęć: innowacji i innowacyjności, ze wskazaniem aktualnych uwarunkowań i odniesień do polityki proinnowacyjnej – podejście interdyscyplinarne*. ISW, KIG, Warszawa 2006.
12. *Partnerstwo publiczno-prywatne (PPP) w świetle doświadczeń międzynarodowych oraz strategii rozwoju szkolnictwa wyższego 2010-2020*. ISW, Warszawa 2012.
13. *Polska w Zjednoczonej Europie: substrat ludzki i kapitał społeczny*. PAN, FRP, Warszawa 2006.
14. *Przyszłość Unii Europejskiej a traktat ustanawiający konstytucję dla Europy*. FRP, PAN, Warszawa 2004.
15. *Raport o zasadach poszanowania autorstwa w pracach dyplomowych oraz doktorskich w instytucjach akademickich i naukowych*. FRP, Warszawa 2005.
16. *Strategia rozwoju szkolnictwa wyższego: 2010-2020*. Projekt środowiskowy. FRP, Warszawa 2009.
17. Wilkin, Jerzy [red.]: *Reformowanie systemu szkolnictwa wyższego w Polsce – uwarunkowania ekonomiczno-finansowe i prawne*. OAESP WNE UW, FRP, Warszawa 2010.
18. Woźnicki, Jerzy [red.]: *Benchmarking w systemie szkolnictwa wyższego. Wybrane problemy*. FRP, Warszawa 2012
19. Woźnicki, Jerzy [red.]: *Benchmarking w systemie szkolnictwa wyższego*. FRP, Warszawa 2008.
20. Woźnicki, Jerzy [red.]: *Benchmarking w systemie szkolnictwa wyższego: wybrane problemy*. FRP, Warszawa 2012.
21. Woźnicki, Jerzy [red.]: *Formuła studiów dwustopniowych i zaawansowanych*. FRP, KRASP, Warszawa 2008.
22. Woźnicki, Jerzy [red.]: *Model współdziałania uczelni publicznych i niepublicznych – stan obecny i perspektywy*. ISW, FPA-KE, Warszawa 2004.
23. Woźnicki, Jerzy [red.]: *Nowe podejście do standardów kształcenia w szkolnictwie wyższym*. FRP, KRASP, Warszawa 2006.
24. Woźnicki, Jerzy [red.]: *Regulacje Prawne, dobre wzorce i praktyki dotyczące korzystania przez podmioty gospodarcze z wyników prac badawczych i innych osiągnięć intelektualnych instytucji akademickich i naukowych*. ISW, KIG, PAPP, Warszawa 2006.
25. Woźnicki, Jerzy [red.]: *Założenia dotyczące rozwoju systemu informacji zarządczej w szkołach wyższych w Polsce*. FRP, Warszawa 2008.
26. Woźnicki, Jerzy: *A Study on Current and Prospective Impact of Demography on Higher Education in Poland*. PRF, Warsaw 2007.
27. Woźnicki, Jerzy: *Uczelnie akademickie jako instytucje życia publicznego*. FRP, Warszawa 2007. [wersja anglojęzyczna – wydanie UNESCO-CEPES].
28. *Zadania polskich szkół wyższych w realizacji nowej Strategii Lizbońskiej*. FRP, Warszawa 2005.
29. *Zadania polskich szkół wyższych w realizacji Strategii Lizbońskiej*. ISW, Warszawa 2004.
30. Ziejka, Franciszek [red.]: *Model awansu naukowego w Polsce*. FRP, KRASP, Warszawa 2006.



