			—			—		DIAGNOSTIC TOOL											
DIMENSIONS	SUBDIMENSIONS	TEACHING	None	low t	Madium	High	Eull	RESEARCH	None	Low	Madium	Ulah	Full	TM	Mone	LOW P	Madium	Mich	Euill
DIMENSIONS	SUBDIMENSIONS	Functions of governing bodies	None	LUW	wediani	rigii	Pull	Functions of governing bodies	None	LUW	Wediani	rugu	Pull	Functions of governing bodies	None	LOW	neciality	riigii	ruii
		Composition of governing bodies						Composition of governing bodies						Composition of governing bodies					
	ORGANISATIONAL It refers to the degree of	Member's selection of governing bodies						Member's selection of governing bodies						Member's selection of governing bodies					
	freedom in decision making on its internal	Member's dismissal of governing bodies						Member's dismissal of governing bodies						Member's dismissal of governing bodies					
	organisation	Selection criteria of governing bodies						Selection criteria of governing bodies						Selection criteria of governing bodies					
		Dismissal criteria of governing bodies						Dismissal criteria of governing bodies						Dismissal criteria of governing bodies					
		Creation of administrative structures						Creation of administrative structures						Creation of administrative structures					
		Overall student numbers						Research programmes						Support the creation of start ups/spin offs				$\overline{}$	
	ACADEMIC	Student selection						Creation of research teams						Make patents Set up of socio-economic activities (such as museum					
	It refers to the degree of freedom in decision	Introduction of programs						Acquisition of research tools/technical instruments						management, medical laboratories) Set up of students follow up mechanisms					\vdash
	making on academic issues	Closing of programs									<u> </u>							$\overline{}$	
	133063	Design of courses program content									_			Set up of students placement office				\vdash	
AUTONOMY		Choise of the language of instruction									-						\dashv	-	
To what extent the HEIs is able to decide freely in relation to the		Students services															\dashv	_	\vdash
central authority		Recruitment procedures for academic staff						Recruitment procedures for academic staff						Percentage of dedicated time on TM activities for academic staff Percentage of dedicated time on TM activities for administrative			\dashv		
		Recruitment procedures for administrative staff						Recruitment procedures for administrative staff						staff			\dashv		
	HUMAN RESOURCES	Salaries for academic staff						Salaries for academic staff						Time limits for support TM activities			\dashv	-	\vdash
	It refers to the degree of freedom in decision	Salaries for administrative staff	\vdash			\vdash		Salaries for administrative staff				\vdash					\dashv	_	\vdash
	making on HRM	Dismissals for academic staff	H			H		Dismissals for academic staff									\dashv		
		Dismissals for administrative staff						Dismissals for administrative staff										-	Н
		Promotions for academic staff						Promotions for academic staff									\dashv	-	Н
		Promotions for administrative staff				\vdash		Promotions for administrative staff			_	\vdash					\dashv	$\overline{}$	\vdash
	FINANCIAL	Set the level of fees						Borrow money						Investment of its own resources			\dashv	$\overline{}$	Н
	It refers to the degree of freedom in decision	Borrow money Buy/sell assets						Buy/sell assets Attraction of funds from private sector						Borrow money Buy/sell assets			\dashv	-	
	making on financial issues	Buy/sell assets Set the level of scholarships						Attraction of funds from EU and international organisations						Suy/sell assets Attraction of funds from private sector			\dashv	$\overline{}$	
	issues	Decision on how to allocate public funds						Decision on how to allocate public funds						Attraction of funds from EU and international organisations			\neg	$\overline{}$	
		Decision on now to anocate public runus						pecision on now to anotate public runus						Decision on how to allocate public funds			\neg		
		Quality procedures for accreditation of academic courses						Quality procedures for programs research design						Quality procedures for supporting the creation of start ups/spin			\neg	$\overline{}$	
	QUALITY ASSURANCE	Quality procedures for evaluation of academic courses						Quality procedures for research teams						Quality procedures for supporting the capacity to make patents			\neg	$\overline{}$	
	SYSTEM It refers to the degree of							Quality procedures for acquisition of research tools/technical						Quality procedures for realisation of socio-economic activities					
	of quality procedures	*** Quality procedures for evaluation of student narvices Instruments Quality procedures for evaluation of student narvices Quality procedures for evaluation of student performance Quality procedures for evaluation of student performance Quality procedures for evaluation of student performance	Quality procedures for evaluation of students follow up																
	of quality procedures Quality procedures for evaluation of student performance											Quality procedures for student placement office management							
	PERFORMANCE PLANNING SYSTEM	Planning documents (medium and long term strategic goals)						Planning documents (medium and long term strategic goals)						Planning documents (medium and long term strategic goals)	follow up				
	It refers to the degree of	Accrual accounting documents						Accrual accounting documents						Accrual accounting documents					
MANAGEMENT TECHNIQUES	effectiveness in the use of planning tools													Budget documents (short term operational goals)					
To what extent the HEis is able to effectively	PERFORMANCE	Indicators able to me asure economy						Indicators able to measure economy						Indicators able to measure economy					
use managerial tools	MONITORING SYSTEM	Indicators able to me asure efficiency						Indicators able to measure efficiency						Indicators able to measure efficiency					
	effectiveness in the use	Indicators able to measure effectiveness						Indicators able to measure effectiveness						Indicators able to measure effectiveness					
	measurement and	Indicators able to measure customers satisfaction						Indicators able to measure customers satisfaction						Indicators able to measure customers satisfaction					
		Data collection system						Data collection system						Data collection system					
	EVALUATION EVETEM	Committee for evaluation						Committee for evaluation						Committee for evaluation				-	
	It refers to the degree of	evaluation						evaluation			_	_		evaluation Data for decision making on organizational performance evaluation Data for decision making on individual performance evaluation			_	_	Щ
	of evaluation tools	Data for decision making on individual performance evaluation for staff		_				for managerial staff						Data for decision making on individual performance evaluation for managerial staff	\rightarrow	_		ш	Ш
	ORGANISATIONAL	Performance related pay mechanisms		_		\vdash		Performance related pay mechanisms		_	_			Performance related pay mechanisms	_	_	_	_	\vdash
	TOPICS	Mission and vision						Mission and vision						Mission and vision			\dashv		Ш
	effectiveness in being accountable to or in	Central govening bodies organisation and functioning				$\vdash \vdash$		Central govening bodies organisation and functioning			-	_		Central govening bodies organisation and functioning			\dashv		\vdash
	being held to be	Planning documents (Strategical plans)		_		Н		Planning documents (Strategical plans)						Planning documents (Strategical plans)	_	_			Н
	stakeholders in	Corporate (Heis) social responbility documents		-		\vdash		Corporate (Heis) social responbility documents						Corporate (Heis) social responbility documents	-	-	\dashv	_	\vdash
	ACCADEMIC TOPICS It refers to the degree of	Student performance						Research results						Support the creation of start ups/ spin offs				\blacksquare	Н
	effectiveness in in being accountable to or in	Student services	\vdash			$\vdash \vdash$		Creation of research teams Acquisition of research tools/technical instruments				-		Make patents Set up of socio-economic activities (such as museum		\vdash			
	Additional solution of parameters (abort term operational goals) Indicators addition measure encounty Indicators addition measure encounty Indicators addition measure efficiency Indicators addition additional addition	management, medical laboratories)			\dashv		\vdash												
		Academic load		-		\vdash						\vdash	\vdash	Student follow up		-	\dashv	$\overline{}$	\vdash
ACCOUNTABILITY				\dashv		\vdash					_			Set up of student placement office	-	-	\dashv	$\overline{}$	Н
To what extent the HEis is accountable to														Percentage of dedicated time on TM activities for academic staff Percentage of dedicated time on TM activities for administrative			\dashv	_	Н
or is held to be accountable by	III BAAA PERO INC.													staff			\dashv	_	Н
stakeholders	TOPICS	Salaries for academic staff		\dashv										Time limits for support TM activities		-	\dashv	_	\vdash
	It refers to the degree of effectiveness i in being	Salaries for administrative staff						Salaries for administrative staff						Punitive sanctions against unethical behavior		-	\dashv	-	
	accountable to or in being held to be	Dismissals for academic staff				\vdash		Dismissals for academic staff				\vdash					\dashv	\neg	\vdash
	accountable by stakeholders in HR topic	Dismissals for administrative staff						Dismissals for administrative staff									\dashv	_	\vdash
		Promotions for academic staff						Promotions for academic staff									\dashv	_	
		Promotions for administrative staff Punitive sanctions against unethical behavior				H		Promotions for administrative staff Punitive sanctions against unethical behavior									\dashv	$\overline{}$	Н
	FINANCIAL TOPICS							Punitive sanctions against unethical behavior Budget souces						Budget souces				_	
	It refers to the degree of effectiveness inin being accountable to or in	Budget sources				H											\dashv		Н
	being held to be	Budget allocation				H		Budget allocation						Budget allocation			\dashv		
	accountable by	Debt level				_		Debt level						Debt level					

					DIAGNOSTIC TO	OL RESULTS					
					Dirital Control Control	OE RESOLIS					
Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor
	Organisational	#DIV/0!	18,3%		Organisational	#DIV/0!	26,0%		Organisational	#DIV/0!	32,79
***************************************	Academic	#DIV/0!	41,6%		Academic	#DIV/0!	28,2%		Academic	#DIV/0!	19,39
AUTONOMY	Human resources	#DIV/0!	26,0%	AUTONOMY	Human resources	#DIV/0!	22,9%	AUTONOMY	Human resources	#DIV/0!	20,49
	Financial	#DIV/0!	14,2%		Financial	#DIV/0!	22,9%		Financial	#DIV/0!	27,6%
		Average	Weighted average			Average	Weighted average			Average	Weighted average
		#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!
Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor
	Quality assurance				Quality assurance	ſ			Quality assurance	ſ	
	system	#DIV/0!	29,9%		system	#DIV/0!	23,5%		system	#DIV/0!	21,69
MANAGEMENT	Performance			MANAGEMENT	Performance			MANAGEMENT	Performance	ĺ	
TECHNIQUES	planning system	#DIV/0!	19,1%	TECHNIQUES	planning system	#DIV/0!	23,6%	TECHNIQUES	planning system	#DIV/0!	26,7%
	Performance	((D)) / (O)	24 20/		Performance	#PD / / O.I	22.20/		Performance	110 to 1/01	22.70
	monitoring system Evaluation system	#DIV/0!	21,3% 29.8%		monitoring system Evaluation system	#DIV/0!	23,2% 29.6%		monitoring system Evaluation system	#DIV/0!	22,7% 28.9%
	Evaluation system	Average	Weighted average		Evaluation system	Average	Weighted average		Evaluation system	Average	Weighted average
		#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!
		#510/0:	#517/0:			#510/0:	#514/0:			#510/0:	#610/0:
Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor
	Organisational topics	#DIV/0!	26,5%		Organisational topics	#DIV/0!	24,0%		Organisational topics	#DIV/0!	32,39
	Academic topics	#DIV/0!	31,1%		Academic topics	#DIV/0!	26,3%		Academic topics	#DIV/0!	22.19
ACCOUNTABILITY	Human resources		31,170	ACCOUNTABILITY	Human resources		20,570	ACCOUNTABILITY	Human resources		22,17
	topics	#DIV/0!	25,2%		topics	#DIV/0!	22,7%		topics	#DIV/0!	18,99
	Financial topics	#DIV/0!	17,1%		Financial topics	#DIV/0!	27,0%		Financial topics	#DIV/0!	26,7%
		Average	Weighted average			Average	Weighted average			Average	Weighted average
		#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!

							STAKEHOLDERS MAP			_							
MENSIONS	SUBDIMENSIONS		TEACHING	None Low	Medium	High Full	RESEARCH	None	Low	Medium	High	Full	TM	None	Low N	edium	High
			Students (students, students unions, alumni)				Students (students, students unions, alumni)						Students (students, students unions, alumni)				
		INTERNAL	Academic staff (Professors, reserchers)				Academic staff (Professors, reserchers)						Academic staff (Professors, reserchers)				
		STAKEHOLDERS	Administrative staff				Administrative staff						Administrative staff				
			Employees' unions				Employees' unions						Employees' unions				
	ORGANISATIONAL TOPICS		Central authorities (Ministry of Education, Central evaluation agency, Central quality agency)				Central authorities (Ministry of Education, Central evaluation agency, Central quality agency)						Central authorities (Ministry of Education, Central evaluation agency, Central quality agency)				\neg
	It refers to the degree of stakeholders'		Local authorities				Local authorities						Local authorities				
	engagement in		Local authorities Research and consultant institutes				Research and consultant institutes	1				_	Research and consultant institutes	\vdash			\dashv
	organisational topics	EXTERNAL															-
		STAKEHOLDERS	Donors				Donors						Donors				\dashv
			International organisations		-		International organisations	+			_	-	International organisations			-	-
			NGO		-		NGO	1				-	NGO				\rightarrow
			Private firms		-		Private firms	-			_	_	Private firms			-	\dashv
			Students (students, students unions, alumni)		ļ		Students (students, students unions, alumni)	-					Students (students, students unions, alumni)				_
		INTERNAL STAKEHOLDERS	Academic staff (professors, reserchers)		ļ		Academic staff (professors, reserchers)						Academic staff (professors, reserchers)				
		STAKEHULDERS	Administrative staff				Administrative staff						Administrative staff				
			Employees' unions				Employees' unions						Employees' unions				
	ACADEMIC TOPICS It refers to the degree		Central authorities (Ministry of Education, Central evaluation agency, Central quality agency)				Ministry of Education						Ministry of Education				
	of stakeholders' engagement in academic topics		Local authorities				Local authorities						Local authorities				
			Research and consultant institutes				Research institutes						Research institutes				
		EXTERNAL STAKEHOLDERS	Donors				Donors						Donors				
			International organisations				International organisations						International organisations				
			NGO				NGO						NGO				-
TICIPATION what extent								1									-
eholders are ed in strategic			Private firms				Private firms						Private firms			_	-
sion making			Students (students, students unions, alumni)				Students (students, students unions, alumni)						Students (students, students unions, alumni)			_	_
		INTERNAL STAKEHOLDERS	Academic staff (Professors, reserchers)		-		Academic staff (Professors, reserchers)	-					Academic staff (Professors, reserchers)			-	_
			Administrative staff		-		Administrative staff	-			-		Administrative staff	\vdash		_	_
	HUMAN RESOURCES		Employees' unions Central authorities (Ministry of Education, Central evaluation		-		Employees' unions	-			_		Emplayees' unions	introd involution	_		
	TOPICS It refers to the degree		agency, Central quality agency)				Ministry of Education						Ministry of Education			_	
	of stakeholders'		Local authorities				Local authorities	_					Local authorities				
	engagement in human resources topics	EXTERNAL	Research and consultant institutes				Research institutes						Research institutes				
		STAKEHOLDERS	Donors				Donors						Donors				
			International organisations				International organisations						International organisations				
			NGO				NGO						NGO				
			Private firms				Private firms						Private firms				
			Students (students, students unions, alumni)				Students (students, students unions, alumni)						Students (students, students unions, alumni)				
		INTERNAL	Academic staff (Professors, reserchers)				Academic staff (Professors, reserchers)						Academic staff (Professors, reserchers)				$\overline{}$
		STAKEHOLDERS	Administrative staff		1		Administrative staff						Administrative staff				-
					<u> </u>			1								\dashv	_
	FINANCIAL TOPICS		Employees' unions Central authorities (Ministry of Education, Central evaluation		1		Employees' unions	+	H		\dashv		Employees' unions	\vdash	\vdash	\dashv	_
	It refers to the degree of stakeholders'		agency, Central quality agency)	\vdash	+	\vdash	Ministry of Education	+		\vdash			Ministry of Education	\vdash	\vdash	\dashv	_
	engagement in		Local authorities	\vdash	+		Local authorities	+	\vdash	\vdash	\dashv	_	Local authorities	\vdash	\vdash	\dashv	_
	financial topics	EXTERNAL	Research and consultant institutes	\vdash	1	\vdash	Research institutes	1		\vdash			Research institutes		\vdash	_	
		STAKEHOLDERS	Donors				Donors						Donors				
			International organisations		<u> </u>		International organisations	_	Ш				International organisations		Ш		
			NGO				NGO		\Box				NGO				
			Private firms		1	1 1 -	Private firms	1					Private firms		ıΤ	I	Ţ

					STAKEHOLDER	S RESULTS					
Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor
	Organisational				Organisational				Organisational		
	topics	#DIV/0!	21,0%		topics	#DIV/0!	21,5%		topics	#DIV/0!	29,0%
PARTICIPATION	Academic topics	#DIV/0! 37,4%		PARTICIPATION	Academic topics	#DIV/0!	32,4%	PARTICIPATION	Academic topics	#DIV/0!	20,1%
PARTICIPATION	Human resources			PARTICIPATION	Human resources			PARTICIPATION	Human resources		
	topics	#DIV/0!	22,9%		topics	#DIV/0!	22,6%		topics	#DIV/0!	21,6%
	Financial topics	#DIV/0!	18,6%		Financial topics	#DIV/0!	23,5%		Financial topics	#DIV/0!	29,3%
		Average	Weighted average			Average	Weighted average			Average	Weighted average
		#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!

					GENERAL	RESULTS					
Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor
	Autonomy	#DIV/0!	36,8%		Autonomy	#DIV/0!	29,7%		Autonomy	#DIV/0!	23,69
GOVERNANCE FOR	Accountability	#DIV/0!	21,4%	GOVERNANCE FOR	Accountability	#DIV/0!	24,8%	GOVERNANCE FOR	Accountability	#DIV/0!	21,0%
TEACHING	Management			RESEARCH	Management			THIRD MISSION	Management		
TEACHING	techniques	#DIV/0!	19,9%	RESEARCH	techniques	#DIV/0!	18,6%	I HIKD WISSION	techniques	#DIV/0!	27,79
	Participation	#DIV/0!	21,9%		Participation	#DIV/0!	26,9%		Participation	#DIV/0!	27,69
		Average	Weighted average			Average	Weighted average			Average	Weighted average
		#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!
Dimension	Activity	Score	Priority factor	Dimension	Activity	Score	Priority factor				
Difficition	Teaching	#DIV/0!	40.1%	Difficusion	Teaching	#DIV/0!	40,2%				
AUTONOMY	Research	#DIV/0!	40.6%	ACCOUNTABILITY	Research	#DIV/0!	35,6%				
	Third Mission	#DIV/0!	19,4%		Third Mission	#DIV/0!	24,3%				
		Average	Weighted average			Average	Weighted average				
		#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!				
Dimension	Activity	Score	Priority factor	Dimension	Activity	Score	Priority factor				
	Teaching	#DIV/0!	48,2%		Teaching	#DIV/0!	37,0%				
AGEMENT TECHNIC		#DIV/0!	27,8%	PARTICIPATION	Research	#DIV/0!	29,5%				
	Third Mission	#DIV/0!	24,0%		Third Mission	#DIV/0!	33,5%				
		Average	Weighted average			Average	Weighted average				
		#DIV/0!	#DIV/0!			#DIV/0!	#DIV/0!				