

DIAGNOSTIC TOOL																			
DIMENSIONS	SUBDIMENSIONS	TEACHING					RESEARCH					TM							
		None	Low	Medium	High	Full	None	Low	Medium	High	Full	None	Low	Medium	High	Full			
AUTONOMY To what extent the HEIs is able to decide freely in relation to the central authority	ORGANISATIONAL It refers to the degree of freedom in decision making on its internal organisation	Functions of governing bodies						Functions of governing bodies						Functions of governing bodies					
		Composition of governing bodies						Composition of governing bodies						Composition of governing bodies					
		Member's selection of governing bodies						Member's selection of governing bodies						Member's selection of governing bodies					
		Member's dismissal of governing bodies						Member's dismissal of governing bodies						Member's dismissal of governing bodies					
		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					
	ACADEMIC It refers to the degree of freedom in decision making on academic issues	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					
		Student selection						Creation of research teams						Make patents					
		Introduction of programs						Acquisition of research tools/technical instruments						Set up of socio-economic activities (such as museum management, medical laboratories...)					
		Closing of programs												Set up of students follow up mechanisms					
		Design of courses program content												Set up of students placement office					
	HUMAN RESOURCES It refers to the degree of freedom in decision making on HRM	Choice of the language of instruction																	
		Students services																	
		Recruitment procedures for academic staff						Recruitment procedures for academic staff						Percentage of dedicated time on TM activities for academic staff					
		Recruitment procedures for administrative staff						Recruitment procedures for administrative staff						Percentage of dedicated time on TM activities for administrative staff					
		Salaries for academic staff						Salaries for academic staff						Time limits for support TM activities					
		Salaries for administrative staff						Salaries for administrative staff											
	FINANCIAL It refers to the degree of freedom in decision making on financial issues	Dismissals for academic staff						Dismissals for academic staff											
		Dismissals for administrative staff						Dismissals for administrative staff											
Promotions for academic staff							Promotions for academic staff												
Promotions for administrative staff							Promotions for administrative staff												
Set the level of fees							Borrow money						Investment of its own resources						
Borrow money							Buy/sell assets						Borrow money						
MANAGEMENT TECHNIQUES To what extent the HEIs is able to effectively use managerial tools	Buy/sell assets						Attraction of funds from private sector						Buy/sell assets						
	Set the level of scholarships						Attraction of funds from EI and international organisations						Attraction of funds from private sector						
	Decision on how to allocate public funds						Decision on how to allocate public funds						Attraction of funds from EU and international organisations						
	Quality procedures for accreditation of academic courses						Quality procedures for programs research design						Decision on how to allocate public funds						
	Quality procedures for evaluation of academic courses						Quality procedures for research teams						Quality procedures for supporting the capacity to make patents						
	Quality procedures for evaluation of student services						Quality procedures for acquisition of research tools/technical instruments						Quality procedures for realisation of socio-economic activities						
PERFORMANCE MONITORING SYSTEM It refers to the degree of effectiveness in the use of performance measurement and monitoring tools	Quality procedures for evaluation of student performance												Quality procedures for evaluation of students follow up						
	Quality procedures for evaluation of student performance												Quality procedures for student placement office management						
	Planning documents (medium and long term strategic goals)						Planning documents (medium and long term strategic goals)						Planning documents (medium and long term strategic goals)						
	Accrual accounting documents						Accrual accounting documents						Accrual accounting documents						
	Budget documents (short term operational goals)						Budget documents (short term operational goals)						Budget documents (short term operational goals)						
	Indicators able to measure economy						Indicators able to measure economy						Indicators able to measure economy						
EVALUATION SYSTEM It refers to the degree of effectiveness in the use of evaluation tools	Indicators able to measure efficiency						Indicators able to measure efficiency						Indicators able to measure efficiency						
	Indicators able to measure effectiveness						Indicators able to measure effectiveness						Indicators able to measure effectiveness						
	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						
	Committee for evaluation						Committee for evaluation						Committee for evaluation						
	Data for decision making on organizational performance evaluation						Data for decision making on organizational performance evaluation						Data for decision making on organizational performance evaluation						
ACCOUNTABILITY To what extent the HEIs is accountable to or is held to be accountable by stakeholders	Data for decision making on individual performance evaluation for staff						Data for decision making on individual performance evaluation for managerial staff						Data for decision making on individual performance evaluation for managerial staff						
	Performance related pay mechanisms						Performance related pay mechanisms						Performance related pay mechanisms						
	Mission and vision						Mission and vision						Mission and vision						
	Central governing bodies organisation and functioning						Central governing bodies organisation and functioning						Central governing bodies organisation and functioning						
	Planning documents (Strategical plans)						Planning documents (Strategical plans)						Planning documents (Strategical plans)						
	Corporate (Heis) social responsibility documents						Corporate (Heis) social responsibility documents						Corporate (Heis) social responsibility documents						
ACADEMIC TOPICS It refers to the degree of effectiveness in being held to be accountable by stakeholders in academic topic	Student performance						Research results						Support the creation of start ups/ spin offs						
	Student services						Creation of research teams						Make patents						
	Criteria and procedures for student access						Acquisition of research tools/technical instruments						Set up of socio-economic activities (such as museum management, medical laboratories...)						
	Academic load												Student follow up						
													Set up of student placement office						
HUMAN RESOURCE TOPICS It refers to the degree of effectiveness in being held to be accountable by stakeholders in HR topics	Recruitment procedures for academic staff						Recruitment procedures for academic staff						Percentage of dedicated time on TM activities for academic staff						
	Recruitment procedures for administrative staff						Recruitment procedures for administrative staff						Percentage of dedicated time on TM activities for administrative staff						
	Salaries for academic staff						Salaries for academic staff						Time limits for support TM activities						
	Salaries for administrative staff						Salaries for administrative staff						Punitive sanctions against unethical behavior						
	Dismissals for academic staff						Dismissals for academic staff												
	Dismissals for administrative staff						Dismissals for administrative staff												
FINANCIAL TOPICS It refers to the degree of effectiveness in being held to be accountable by stakeholders in financial topics	Promotions for academic staff						Promotions for academic staff												
	Promotions for administrative staff						Promotions for administrative staff												
	Punitive sanctions against unethical behavior						Punitive sanctions against unethical behavior												
	Budget sources						Budget sources						Budget sources						
Budget allocation						Budget allocation						Budget allocation							
Debt level						Debt level						Debt level							

DIAGNOSTIC TOOL RESULTS											
Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor
AUTONOMY	Organisational	#DIV/0!	18.3%	AUTONOMY	Organisational	#DIV/0!	26.0%	AUTONOMY	Organisational	#DIV/0!	32.7%
	Academic	#DIV/0!	41.6%		Academic	#DIV/0!	28.2%		Academic	#DIV/0!	19.3%
	Human resources	#DIV/0!	26.0%		Human resources	#DIV/0!	22.9%		Human resources	#DIV/0!	20.4%
	Financial	#DIV/0!	14.2%		Financial	#DIV/0!	22.9%		Financial	#DIV/0!	27.6%
	Average	#DIV/0!	Weighted average		Average	#DIV/0!	Weighted average		Average	#DIV/0!	Weighted average
Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor
MANAGEMENT TECHNIQUES	Quality assurance system	#DIV/0!	29.9%	MANAGEMENT TECHNIQUES	Quality assurance system	#DIV/0!	23.5%	MANAGEMENT TECHNIQUES	Quality assurance system	#DIV/0!	21.6%
	Performance planning system	#DIV/0!	19.1%		Performance planning system	#DIV/0!	23.6%		Performance planning system	#DIV/0!	26.7%
	Performance monitoring system	#DIV/0!	21.3%		Performance monitoring system	#DIV/0!	23.2%		Performance monitoring system	#DIV/0!	22.7%
	Evaluation system	#DIV/0!	29.8%		Evaluation system	#DIV/0!	29.6%		Evaluation system	#DIV/0!	28.9%
	Average	#DIV/0!	Weighted average		Average	#DIV/0!	Weighted average		Average	#DIV/0!	Weighted average
Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor
ACCOUNTABILITY	Organisational topics	#DIV/0!	26.5%	ACCOUNTABILITY	Organisational topics	#DIV/0!	24.0%	ACCOUNTABILITY	Organisational topics	#DIV/0!	32.3%
	Academic topics	#DIV/0!	31.1%		Academic topics	#DIV/0!	26.3%		Academic topics	#DIV/0!	22.1%
	Human resources topics	#DIV/0!	25.2%		Human resources topics	#DIV/0!	22.7%		Human resources topics	#DIV/0!	18.9%
	Financial topics	#DIV/0!	17.1%		Financial topics	#DIV/0!	27.0%		Financial topics	#DIV/0!	26.7%
	Average	#DIV/0!	Weighted average		Average	#DIV/0!	Weighted average		Average	#DIV/0!	Weighted average

STAKEHOLDERS MAP																			
DIMENSIONS	SUBDIMENSIONS	TEACHING	None	Low	Medium	High	Full	RESEARCH	None	Low	Medium	High	Full	TM	None	Low	Medium	High	Full
PARTICIPATION To what extent stakeholders are engaged in strategic decision making	ORGANISATIONAL TOPICS It refers to the degree of stakeholders' engagement in organisational topics	INTERNAL STAKEHOLDERS	Students ( students, students unions, alumni)					Students ( students, students unions, alumni)					Students ( students, students unions, alumni)						
		Academic staff (Professors, researchers)					Academic staff (Professors, researchers)					Academic staff (Professors, researchers)							
		Administrative staff					Administrative staff					Administrative staff							
		Employees' unions					Employees' unions					Employees' unions							
		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)							
		Local authorities					Local authorities					Local authorities							
	EXTERNAL STAKEHOLDERS	Research and consultant institutes					Research and consultant institutes					Research and consultant institutes							
	Donors					Donors					Donors								
	International organisations					International organisations					International organisations								
	NGO					NGO					NGO								
	Private firms					Private firms					Private firms								
	ACADEMIC TOPICS It refers to the degree of stakeholders' engagement in academic topics	INTERNAL STAKEHOLDERS	Students ( students, students unions, alumni)					Students ( students, students unions, alumni)					Students ( students, students unions, alumni)						
Academic staff (professors, researchers)						Academic staff (professors, researchers)					Academic staff (professors, researchers)								
Administrative staff						Administrative staff					Administrative staff								
Employees' unions						Employees' unions					Employees' unions								
Central authorities ( Ministry of Education, Central evaluation agency, Central quality agency)						Ministry of Education					Ministry of Education								
Local authorities						Local authorities					Local authorities								
EXTERNAL STAKEHOLDERS	Research and consultant institutes					Research institutes					Research institutes								
Donors					Donors					Donors									
International organisations					International organisations					International organisations									
NGO					NGO					NGO									
Private firms					Private firms					Private firms									
HUMAN RESOURCES TOPICS It refers to the degree of stakeholders' engagement in human resources topics	INTERNAL STAKEHOLDERS	Students ( students, students unions, alumni)					Students ( students, students unions, alumni)					Students ( students, students unions, alumni)							
	Academic staff (Professors, researchers)					Academic staff (Professors, researchers)					Academic staff (Professors, researchers)								
	Administrative staff					Administrative staff					Administrative staff								
	Employees' unions					Employees' unions					Employees' unions								
	Central authorities ( Ministry of Education, Central evaluation agency, Central quality agency)					Ministry of Education					Ministry of Education								
	Local authorities					Local authorities					Local authorities								
EXTERNAL STAKEHOLDERS	Research and consultant institutes					Research institutes					Research institutes								
Donors					Donors					Donors									
International organisations					International organisations					International organisations									
NGO					NGO					NGO									
Private firms					Private firms					Private firms									
FINANCIAL TOPICS It refers to the degree of stakeholders' engagement in financial topics	INTERNAL STAKEHOLDERS	Students ( students, students unions, alumni)					Students ( students, students unions, alumni)					Students ( students, students unions, alumni)							
	Academic staff (Professors, researchers)					Academic staff (Professors, researchers)					Academic staff (Professors, researchers)								
	Administrative staff					Administrative staff					Administrative staff								
	Employees' unions					Employees' unions					Employees' unions								
	Central authorities ( Ministry of Education, Central evaluation agency, Central quality agency)					Ministry of Education					Ministry of Education								
	Local authorities					Local authorities					Local authorities								
EXTERNAL STAKEHOLDERS	Research and consultant institutes					Research institutes					Research institutes								
Donors					Donors					Donors									
International organisations					International organisations					International organisations									
NGO					NGO					NGO									
Private firms					Private firms					Private firms									

				STAKEHOLDERS RESULTS							
Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor	Dimension	Subdimension	Score	Priority factor
PARTICIPATION	Organisational topics	#DIV/0!	21.0%	PARTICIPATION	Organisational topics	#DIV/0!	21.5%	PARTICIPATION	Organisational topics	#DIV/0!	29.0%
	Academic topics	#DIV/0!	37.4%		Academic topics	#DIV/0!	32.4%		Academic topics	#DIV/0!	20.1%
	Human resources topics	#DIV/0!	22.9%		Human resources topics	#DIV/0!	22.6%		Human resources 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
GOVERNANCE FOR TEACHING	Autonomy	#DIV/0!	36.8%	GOVERNANCE FOR RESEARCH	Autonomy	#DIV/0!	29.7%	GOVERNANCE FOR THIRD MISSION	Autonomy	#DIV/0!	23.6%
	Accountability	#DIV/0!	21.4%		Accountability	#DIV/0!	24.8%		Accountability	#DIV/0!	21.0%
	Management techniques	#DIV/0!	19.9%		Management techniques	#DIV/0!	18.6%		Management techniques	#DIV/0!	27.7%
	Participation	#DIV/0!	21.9%		Participation	#DIV/0!	26.9%		Participation	#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	Activity	Score	Priority factor	Dimension	Activity	Score	Priority factor
AUTONOMY	Teaching	#DIV/0!	40.1%	ACCOUNTABILITY	Teaching	#DIV/0!	40.2%
	Research	#DIV/0!	40.6%		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
MANAGEMENT TECHNIQUES	Teaching	#DIV/0!	48.2%	PARTICIPATION	Teaching	#DIV/0!	37.0%
	Research	#DIV/0!	27.8%		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!		