

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	QUALITY ASSURANCE SYSTEM It refers to the degree of effectiveness in the use of quality procedures	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						
		Quality procedures for evaluation of student performance												Quality procedures for evaluation of students follow up						
	PERFORMANCE MONITORING SYSTEM It refers to the degree of effectiveness in the use of performance measurement and monitoring tools	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						
	ORGANISATIONAL TOPICS It refers to the degree of effectiveness in being accountable to or in being held to be accountable by stakeholders	Committee for evaluation						Committee for evaluation						Committee for evaluation						
		Data for decision making on organizational performance						Data for decision making on organizational performance						Data for decision making on organizational performance						
		Performance related pay mechanisms						Performance related pay mechanisms						Performance related pay mechanisms						
		Performance related pay mechanisms						Performance related pay mechanisms						Performance related pay mechanisms						
	ACCOUNTABILITY To what extent the HEIs is accountable to or is held to be accountable by stakeholders	ORGANISATIONAL TOPICS It refers to the degree of effectiveness in being accountable to or in being held to be accountable by stakeholders	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		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								
						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					RESEARCH					TM							
			None	Low	Medium	High	Full	None	Low	Medium	High	Full	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!		

				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!		

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!