UNIVERSITY OF SOUTHAMPTON

FACULTY OF LAW, ARTS AND SOCIAL SCIENCES

CENTRE FOR HIGHER EDUCATION MANAGEMENT AND POLICY AT SOUTHAMPTON

School of Management

PROPOSAL FOR A GOVERNANCE DECISION- MAKING MODEL IN A PORTUGUESE PUBLIC UNIVERSITY (PPU)

Volume II of II

by

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Thesis for the Degree of Doctor of Philosophy

April 2007

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Table - Current PHES Legal Regime

▪ public universities	Law no. 108/88 of 24/9 DL no. 252/97 of 26/9 Law no. 1/3 of 6/1
▪ public polytechnic institutions	Law no. 54/90 of 5/9
▪ private and cooperative education	DL no. 16/94 of 22/1 Law no. 37/94 of 11/11
▪ Portuguese catholic university	DL no. 128/90 of 17/4 DL no. 307/71 of 15/7 (article 10)

Table - PHES Evolution - Student Population (1910-2004)

	Number of students
1910	1,246
1964	2,662
1970	42,000
1990	187,000
1995	300,000
2001	387,000
2002	396,000
2003	399,000
2004	401,000

Source: www.ine.pt

Table - PHES Structure

(excluding the Catholic University and the 14 institutions of military education)

	Polytechnic	University	**Sum total**
Public	28	15	**43**
Private	110	14	**124**
Sum total	**138**	**29**	**167**

Source: http://www.desup.min-edu.pt/

Figure - Number of Enrolments in Public and Private PHES

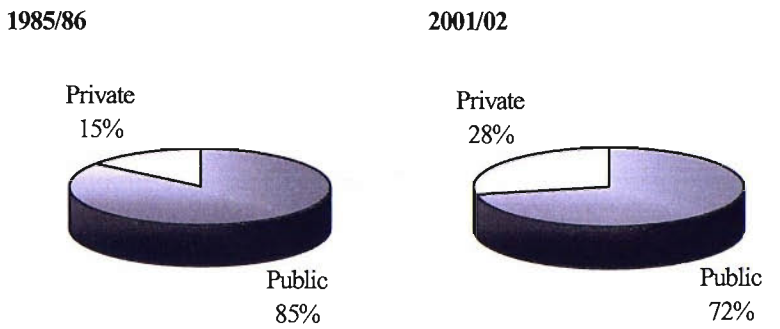


Figure - Number of Enrolments in Portuguese Universities and Polytechnics

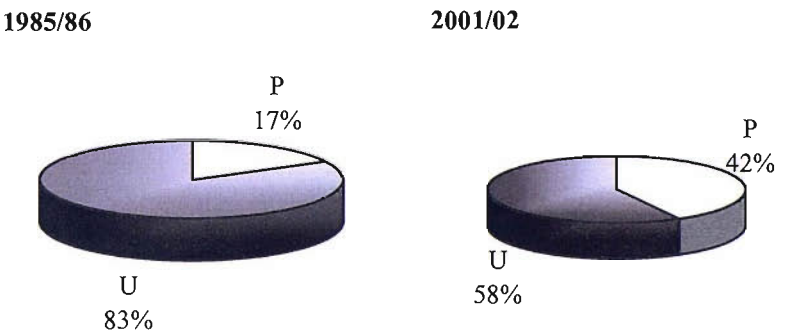


Figure - Number of Enrolments, by Gender, in PHES

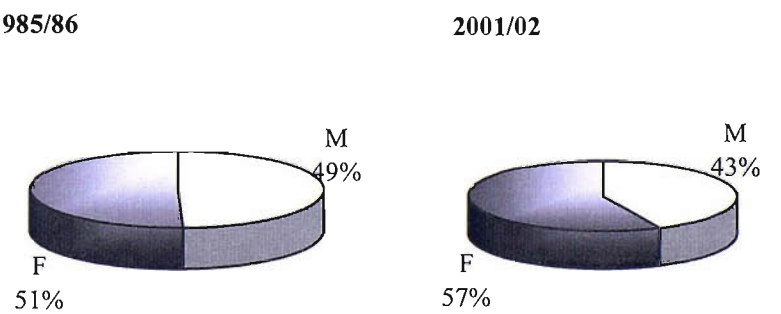


Table - PHES Evolution - Number of Graduates (1990-2000)

	Bachelor's Degree	4-5 year Degree(1)	Master's and Post-Graduation	Total
1990/91	4,567	13,805	297	18,671
1999/00	5,722	45,407	2,575	53,704

Source: DGESup/DSAT, Statistics

(1) the creation of two-stage degrees in the polytechnic system contributed at the time towards the significant number of 4-5 year degree graduates;

Table - PHES Evolution - Number of Graduates (1990-2000)

Diploma holders in 2002/03	Polytechnics	Universities	Public System
Average rate	54%	63.5%	59.4%
(max-min)	(87.3-37.3)	(73-45.3)	

Source: School Success Index [OCES (2004)]

Appendix 1.1.2.b. Portuguese Public Universities – Additional Information

Memo – PPU Current Yearly Financing by State Budget

The Portuguese public financing model establishes three levels for HE: the current yearly financing by state budget; the financing of the Investment Plan and the financing resorting to contracts.

The current yearly financing by state budget model foresees a reference factor indexed to system quality and excellence criteria for each economic year.

The ministry annually establishes the ratios for the areas of eligible students and types of staff..

Ratio / *Area*		Students / Teaching Staff	Teaching Staff / Non Teaching Staff
Medicine; Dental Medicine		1/6	0.85
Music			0.45
Sciences; Technology; Pharmaceutical Sciences		1/11	0.75
Veterinary Science		1/9	0.85
Agriculture; Sylviculture; Fishing		1/11	0.75
Physical Education; Psychology; Media		1/12	0.50
Architecture		1/12	0.50
Visual Arts		1/12	0.50
Computation		1/14	0.50
Mathematics		1/14	0.50
Economics; Management; Languages; Geography		1/17	0.45
Humanities Arts; Social Sciences		1/20	0.35
Law; Social Politics		1/20	0.35
Education	Sciences; Dental Techniques		0.75
	Languages		0.45
	Mathematics		0.45
	Letters; Social Sciences		0.35
Pos-Graduati	Medicine; Dental Medicine; Music	1/5	0.75
	Tecnologi; Pharmaceutical Sciences; Medicine; Fishing; Veterinary; Agriculture; Syviculture	1/8	0.75
	another postgraduations	1/13	0.45

Central Office	number of students	Non Teaching Staff
1 a 3.000 students	A	30
3.001 a 14.000 students	B	D=B/140
> 14.001 students	C	E=C/180
Sum total	N=A+B+C	ND=30+D+E

(Year:2005/2006)

Based on these ratios, the number of standard teaching staff and standard non-teaching staff is obtained for each institution:

PPU – No. of Students and Standard Teaching and Non-Teaching Staff

	Number of students		Standard	
	Graduate	*Pos-Graduate*	*Teaching Staff*	*Non-Teaching Staff*
UC	*20,273*	*876*	*1,638*	*1,152*
UL	*19,231*	*1,671*	*1,592*	*1,108*
UP	*23,606*	*1,473*	*2,141*	*1,559*
UTL	*19,541*	*1,522*	*1,736*	*1,273*
UNL	*13,282*	*869*	*1,124*	*809*
UA	*8,335*	*341*	*734*	*553*
UM	*15,288*	*665*	*1,205*	*842*
UE	*7,717*	*223*	*645*	*476*
UAc	*3,111*	*91*	*237*	*174*
UAlg	*4,476*	*251*	*379*	*289*
UTAD	*7,660*	*10*	*639*	*489*
UBI	*4,399*	*32*	*346*	*254*
UMa	*2,408*	*0*	*185*	*134*
Total	***149,327***	***8,024***	***12,600***	***9,112***

(1) Includes non-teaching staff from central administration

Memo – PPU Legal Framework

- University Autonomy Law (Law no. 108/88 of 24/9);
- University Autonomy Development (DL no. 252/97 of 26/9);
- Legal Regime of HE Development and Quality (Law no.1/2003 of 6/1).

  The constitutional autonomy for PPU corresponds to a set of rights, such as:
  - defining its internal organization, its statutory constitution;
  - self-determination and self-organization in scientific and pedagogic matters;
  - defining its cultural and discipline politics;
  - managing its financial resources (administrative, financial and patrimonial), in accordance with DL no.252/97 of 26/9.
- Assessment (Law no. 38/94 of 21/11; Law no. 205/98 of 21/7 and Statement no. 484/2006 of 9/1).

The National Evaluation Board for HE is a non-operational agency, which supervises the assessment process. Four Assessment Boards perform the organization of assessment itself: Public Universities, Private Universities, Public Polytechnics and Private Polytechnics. It is of the responsibility of the Public Universities Assessment Board to control the assessment process in PPU.

Appendix 2.2.3.a. Rationality Models in Organizations

Models / Decision Elements	Rational	Collegial	Politics	Bureaucratic	Anarchic
Values	acknowledged from the start	Shared responsibility	Multiple, non-consensual, based on self-interests	Operational efficiency	Diffuse, multiple, motivated by choice of opportunity
Alternatives	Means to serve the desired ends	Determined by the participants background and interests and by the evolution of the discussion	Expressing the actors' personal interests	Historic. Isn't searched outside the routine	Problems and solutions that fluctuate
Premises	Maximizing	Consensus	Winning	"It worked before"	"Ad-hoc" Accident
Information	Complete (economic perspective)	Relevant Soft	Incomplete	Relevant: procedures and rules	casual and without hierarchising
Choices	Choosing the maximizing alternative	Chooses the solution that satisfies the majority	Enact the group proposal that prevails	Identifying the procedure's output	Enacting coincidence Inconsistent
Implementation	Represent "enact details of choice"	Delegated or "enacted" by each person	Certifying and Monitoring details of choice	Determined by sub-routines	Incidental
Results	Intended consequences	Organic change	Negotiating the consequences of choice	Predicted through the organization's structure and interaction rules	Incidental
Feed-back	Useful information for understanding causal relations, nature of the problem	Informal, ad-hoc	Relative changes in the actor's strength and in organizational conditions	Repetition	New problems, solutions and actors
Advantages / Disadvantages	(+) logical and sequential approach (-) simplifying premises (do not contemplate cross-sectioning)	(+) participative and promotes commitment (-) potentially little efficient and effective	(+) functioning close to reality (-) the best solution may not be selected	(+) privileges efficiency (-) little flexible	(+) contemplates casuality (-) lack of efficiency
Authors	March and Simon (1958) Cyert and March (1963)	Groot, Neave and Svec (1998) Chaffee, Ellen Earl e Tierney, William G. (1988)	Allison (1971)	Mintzberg et al (1976) Cheshure and Ferg [ver em Lahti (1996)].	Cohen, March and Olsen (1972) [vide in Lahti (1996)]

Adaptation based on the models described by Chafee (1983); Hart (1992); Lahti (1996); Choo (1998) and Costa (2000)

Appendix 2.2.3.b. HE – Handy's Culture Typology

Organization Typology – Charles Handy			
Culture	***Symbols***	***God***	***Examples***
power	Spider web (The spider is in the centre of the strings of power and influence)	Zeus King of Gods	Investigation Centres
role attribution	Greek temple (The temple's strength comes from its pillars, which symbolize functions and divisions)	Apollo God of Order and Reason	Bureaucratic Organization
tasks	Net (The organization is a net of commanding units)	Athens Young Warrior Goddess	Matricial Organization
person	 Cluster (Galaxy of individual stars)	Dionysus God of wine and fields God of individual self-orientation	University

Adapted from Handy (1976:176:186) and Handy (1994:19-43)

Appendix 2.2.3.c. Discipline Groups and Nature of Knowledge

Type	***Examples***	***Nature of the Knowledge***
Hard-Pure	*Physics* *Chemistry* *Mathematics*	*Concerned with the universal; cumulative;* *atomistic; impersonal;* *clear verification criteria;* *results: specific discovery.*
Soft-Pure	*History* *Anthropology* *Sociology*	*Concerned with the specific; reiterative* *arguable criteria;* *results: interpretation.*
Hard-Applied	*Mechanical Eng.* *Clinical Medicine*	*Concerned with the supremacy of the physical environment;* *pragmatic;* *qualitative and quantitative criteria;* *results: products or techniques.*
Soft-Applied	*Law* *Administration* *Education*	*Concerned with professional practices;* *utilitarian; functional* *uses case studies;* *results: procedures and protocol.*

Adapted from Table 2.1. by Becher and Trowler (2001:36)

Appendix 2.2.3.d. Key-Dimensions of Institutional Cultures

Key- Dimension	***The organization must define:***
Environment	-its environment /surroundings -its attitude towards the environment
Mission	-its mission -the importance of the mission in decision-making - its identity with the mission
Socialization	-how the socialization of new members takes place -explicit and implicit integration rules
Information	-what constitutes the information -who holds it -how it goes around
Strategy	-strategy -who decides -who judges the decision and how
Leadership	-what the institution expects of its leaders -who are the formal and informal leaders

Adapted from Valimaa's systematization (1998:129)

2005 Education Criteria for Performance Excellence—Item Listing

P	**Preface: Organizational Profile**		
	P.1 Organizational Description		
	P.2 Organizational Challenges		
2005 Categories and Items			**Point Values**
1	**Leadership**		**120**
	1.1 Senior Leadership	70	
	1.2 Governance and Social Responsibilities	50	
2	**Strategic Planning**		**85**
	2.1 Strategy Development	40	
	2.2 Strategy Deployment	45	
3	**Student, Stakeholder, and Market Focus**		**85**
	3.1 Student, Stakeholder, and Market Knowledge	40	
	3.2 Student and Stakeholder Relationships and Satisfaction	45	
4	**Measurement, Analysis, and Knowledge Management**		**90**
	4.1 Measurement, Analysis, and Review of Organizational Performance	45	
	4.2 Information and Knowledge Management	45	
5	**Faculty and Staff Focus**		**85**
	5.1 Work Systems	35	
	5.2 Faculty and Staff Learning and Motivation	25	
	5.3 Faculty and Staff Well-Being and Satisfaction	25	
6	**Process Management**		**85**
	6.1 Learning-Centered Processes	45	
	6.2 Support Processes and Operational Planning	40	
7	**Organizational Performance Results**		**450**
	7.1 Student Learning Results	100	
	7.2 Student- and Stakeholder-Focused Results	70	
	7.3 Budgetary, Financial, and Market Results	70	
	7.4 Faculty and Staff Results	70	
	7.5 Organizational Effectiveness Results	70	
	7.6 Leadership and Social Responsibility Results	70	
	TOTAL POINTS		**1000**

Note: The Scoring System used with the Criteria Items in a Baldrige assessment can be found on pages 53–56.

Source: http://www.quality.nist.gov/Education_Criteria.2005.htm

Cost Activity Distribution 2002/2003

	amount (€)	%
Faculty of Letters	12,933,144.39	15.40%
Faculty of Law	4,999,513.21	5.95%
Faculty of Pharmacy	5,165,129.95	6.15%
Faculty of Economics	6,922,192.80	8.24%
Faculty of Psycology	4,215,791.44	5.02%
Faculty of Sports	1,555,508.67	1.85%
Central Structure	2,527,385.56	3.01%
Interdisciplinary Research Institute	192,126.49	0.23%
Faculty of Sciences and Technology	30,225,343.80	35.98%
Faculty of Medicine	15,258,421.23	18.17%
Total	83,994,557.54	100.00%

Percentage distribution of Activities per Faculty 2002/2003

Activities	Letters	Law	Pharmacy	Economics	Psycology	Sports	Sciences	Medicine	average
Teaching	52.63%	72.90%	54.29%	56.55%	63.46%	69.74%	55.14%	56.30%	60.13%
Research	27.99%	15.15%	38.74%	38.33%	32.58%	18.11%	39.21%	25.70%	29.48%
Service Provision and Other Programms	3.74%	11.95%	6.80%	5.12%	1.20%	9.98%	2.14%	15.82%	7.09%
Common Activity Costs	15.64%	0.00%	0.17%	0.00%	2.76%	2.17%	3.51%	2.18%	3.30%
total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

2002/2003	Pharmacy		Economics		Psychology	
Degrees/No. Students	Courses	no. students	Courses	no. students	Courses	no. students
Undergraduate Degrees	1	937	5	2225	2	1334
Post-graduate Degrees	1	15	6	33	1	18
Master's Degree	1	12	13	123	6	51
total	3	964	24	2381	9	1403
Research Projects						
Individual Projects	6		8		9	
Institutional Projects	3		8		5	
Research Units	1		3		2	
total	10		19		16	

Appendix 4.1.4.a. UC – Rector's Formal Consent (10 April 2003)

Considero que é de enquadrar o [illegible] no âmbito da instituição, tendo em conta o seu interesse para a Univ. Estabeleça-se o processo conta com uma unidade piloto.

10 Abril 2003

Universidade de Coimbra
ADMINISTRAÇÃO

Ao Magnífico Reitor da
Universidade de Coimbra

Na sequência do Despacho Reitoral de 2002.04.03, junto envio a V. Exª o projecto-piloto a desenvolver no âmbito do programa do International Centre for Higher Education Management da Universidade de Bath pela Administração. Trata-se duma proposta de trabalho, intitulada ''Construção e acompanhamento de um Sistema de Informação de apoio à Gestão Universitária'' que se destina à construção de um sistema de informação, ao serviço de uma efectiva melhoria da gestão académica.

As instituições, e as universidades em particular, são hoje centros de informação, onde esta circula em turbilhão, e cujo registo pode ser orientado no sentido de uma melhoria contínua.

O modelo deverá ser construído a partir de uma unidade-piloto, propondo-se uma Faculdade, eventualmente a Faculdade de Economia, desde que os orgãos competentes desta Unidade Orgânica venham a considerar o presente projecto relevente e com interesse para a Escola.

Dado o objectivo da investigação, a utilidade que pode ter para a universidade e considerando a relação profissional existente, pretende-se colher o sentido do enquadramento do projecto no âmbito da organização, o que passará por uma definição do Reitor. Face ao exposto, venho, deste modo, solicitar a V. Exª se digne informar sobre o entendimento da instituição relativamente ao projecto piloto que vai ser desenvolvido.

À consideração superior

A Administradora

(Margarida Mano)

Appendix 4.1.4.b. FEUC - FEUC's PCD Formal Consent (27 May 2003)

Universidade de Coimbra
ADMINISTRAÇÃO

Ex.mo Senhor
Presidente do Conselho Directivo da
Faculdade de Economia da
Universidade de Coimbra
Av. Dias da Silva, nº165
3004-512 Coimbra

Junto envio a V. Exª o projecto-piloto a desenvolver no âmbito do Programa do International Centre for Higher Education Management da Universidade de Bath.

Trata-se duma proposta de trabalho, intitulada ''Construção e acompanhamento de um Sistema de Informação de apoio à Gestão Universitária'' que se destina à construção dum sistema de informação, ao serviço de uma melhoria da gestão académica.

Tendo em conta que o modelo deverá ser construído a partir de uma unidade-piloto, foi sugerida ao Magnífico Reitor a Faculdade de Economia, desde que os seus orgãos competentes considerem o projecto com interesse para a Escola.

Por Despacho Reitoral de 10 de Abril de 2003, o projecto obteve enquadramento institucional fundamentado no seu interesse para a Universidade, incumbindo-me o Magnífico Reitor de estabelecer, para o efeito, o contacto com a Faculdade.

Face ao exposto, venho, deste modo, solicitar se digne pronunciar relativamente à presente proposta.

Com os melhores cumprimentos,

A Administradora

(Margarida Mano)

15 Abril 2003

visto.
24 junho 2003

Ao Magnífico Reitor
Para conhecimento
30/5/03

2003 -05- 29

UNIVERSIDADE DE COIMBRA
ENTRADA
Nº 11237 2003 -05- 29
Dest.

Universidade de Coimbra
Faculdade de Economia

Exma. Senhora
Administradora da Universidade de Coimbra
COIMBRA

Sua referência	Sua comunicação de	Nossa referência	COIMBRA - Portugal
		642	27/Maio/2003

ASSUNTO:

A Faculdade de Economia encara com o maior interesse o projecto piloto a desenvolver no âmbito do Programa do International Centre for Higher Education Management da Universidade de Bath, pelo que vem manifestar todo o seu empenho e disponibilidade para participar na qualidade de unidade piloto.

Com os melhores cumprimentos

O PRESIDENTE DO CONSELHO DIRECTIVO

(Prof. Doutor Pedro Hespanha)

LS/MH

PROJECT MONITORING PLAN					REVIEW 7	DATA: 31-03-2006	CREATED:	APPROVED:
University of Coimbra	TYPE OF SERVICE:				PROPOSAL FOR A GOVERNANCE DECISION- MAKING MODEL IN A PORTUGUESE PUBLIC UNIVERSITY (PPU)			

ACTIVITY DISCRIPTION	Method	Final Output			SCHEDULING
					2003 JUL AUG SEP OCT NOV DEC | 2004 JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC | 2005 JAN FEB MAR APR MAY JUN JUL AUG SEPT OCT NOV DEC | 2006 JAN FEB MAR APR MAY
CONTROL POINT		Document no.	Tape	Report no.	
1 - Project organization					
1.1 - Organizing the project file		4			
1.2 - Framing interviews	Tape/Interview	5	Tape 1-2	1	
1.2.1 Validating the inputs and base activity	Analytical Account Doc	1		1	
1.2.2 Validating the structure, management bodies, competencies and managers	Interview Report	5		1	
1.2.3 Typifying the structure, management bodies, and managers per activity level	Matrix Doc	4		1	
1.3 - Establishing the full-population	Matrix Doc	7		1	
1.4 - Planning the project	Project Control Plan			7	
1.5 - Deviation Analysis and Review	Project Control Plan			7	
2 - Defining the Analytical Frame					
2.0 -Regular Reporting to supervisors				5	
2.1 - Literature Review	Assignments	4		4	
2.2 - Defining the Research Methodology	Assignments	2		2	
2.3 - Research Development and Analysis					
2.3.1 Macro Level - PPU	Doc.				
2.3.2 Meso Level - Superstructure - UC	Interviews - phase 2	2	Tape 2		
2.3.3 Micro Level - FEUC	Interviews - phase 1	15		1	
2.3.4 Meso Level - Superstructure UC	Interviews - phase 2	15	Tape 3-11	1	
3 - Constructing the Model					
3.0 -Regular Reporting to supervisors				2	
3.1 - Analysis	Atls.ti	1			
3.2 - Validation/Conclusions	Various	1			
4 - Validation					
4.0 -Regular Reporting to supervisors				2	
4.1 Adequacy of a Performance Excellence Model	Doc.	1			
4.2 PPU Administrators Inquiry	Electronic Inquiry	13		1	
5 - Final Project					
5.0 -Regular Reporting to supervisors				5	

Appendix 4.4.a. Information Qualitative Analysis – Program Characteristics

Table A.1
Program Characteristics

	Version	Operating System	Coding	Search & Retrieval	Database Mgmt	Memoing	Data linking	Matrix building	Network display	Theory-building	User friendliness
AQUAD	[3.2]	D	■	◒	□	■		◒		■	✔✔
askSam	[5.1]	DW		●	■	□	■				✔✔
ATLAS/ti	[1.0e]	D	■	◒	□	■	■	○	●[a]	■	✔✔✔
Folio Views	[3.0]	DW	■	●	■	■	■	○			✔✔✔
HyperQual[b]	[4.3]	Mc	■	○	■	■	■	○			✔✔
HyperRESEARCH	[1.5]	McW	■	◒	□			○		■	✔✔✔
Inspiration	[4.0]	Mc		○		■	■		●		✔✔✔
Kwalitan	[3.1]	D	■	◒	□	■	□			□	✔✔✔
MAX[b]	[3.x]	D	■	○	■		■				✔✔
MECA	[1.0]	McDU					■		◒	■	✔✔
Meta Design	[4.0]	McW		○		□	■		●		✔✔
Metamorph[c]	[3.5]	McDUM		●[d]	□	□	■				✔
	[4.0]	McWU	□	●[d]	□	■	■				✔✔
NUDIST	[2.3]	McWUM	■	●	□		□	◒		■	✔
	[3.0]	Mc	▣	◉	□	▣	□	◉	◒	▣	✔✔
Orbis[b,e]	[1.0]	DW	□	◉	■	□	□	◉			✔✔
QCA	[3.0]	D		○		□		◒		■	✔
QUALPRO	[4.0]	D	■	◒	□	□					✔✔✔
SemNet	[1.0.2]	Mc		◒		■	■		◉	■	✔✔
Sonar Professional	[8.4]	McW		◉	□	■	□			□	✔✔
The Ethnograph	[4.0]	D	■	◒	□	■		○			✔✔
The Text Collector	[1.7]	D		●	□						✔✔✔
WordCruncher	[4.5]	D		◒	□		■				✔
	[Beta]	W		●	□	■	■				✔✔
ZyIndex	[5.0]	DW		●	□	■	■				✔

■ = Designed for this purpose, as we see it (May be more or less effective)
□ = Not really designed for it, but can do at least in a limited way
blank = Can't do this

● = Strong
◒ = OK
○ = Weak
blank = absent

✔ = Not too friendly
✔✔ = Fairly friendly
✔✔✔ = Very friendly

Operating System: Mc = Macintosh; D = DOS; U = Unix; M = Main Frame; W = Windows

[a] Weaker than Inspiration and MetaDesign on graphics, but can create networks from data.
[b] Reviewed from documentation, so ratings are somewhat speculative.
[c] Based on version 3.5 and a demo of version 4.0, so ratings for 4.0 are somewhat speculative.
[d] For raw text retrieval, in a class by itself.
[e] Available as add-on module for XyWrite 4.0 or NotaBene 4.0 word processors. Ratings include word processor features.

In Miles, M. and Huberman, A. (1994), *Qualitative Data Analysis*, Thousand Oaks, California: Sage Publications, pp.316.

Appendix 4.4.1.a. FEUC - Document sent to Interviewees

A management decision support system (MDSS) is being developed at the Faculty of Economics. This project is guided towards the internal needs if the different management levels of the Faculty.

In a first phase we decided the main objective would be to collect the perceptions of Top Management regarding the

- strategic organizational objectives;
- management critical variables;
- information systems.

This objective aims to establish an adequate framework of the development of the project and to achieve results that correspond to the needs and expectations of the agents.

For this effect I requested an interview, which would last approximately 1h30m. Thanking you in advance, I thought it would be adequate and convenient to make you acquainted with the Interview Guide.

1. What are the Faculty's **strategic organizational objectives** that determine your activity?

2. What are the **critical management areas (variables)** of the different activities developed by the Faculty?

3. In what way, and with what instruments, do you **monitor** the areas for which the body you are part of is responsible?

4. What criteria do you privilege in the **efficiency level evaluation of an information system** for management in the Faculty?

Thank you for your cooperation.

(*Margarida Mano*)

Appendix 4.4.1.b. FEUC – Interviews

Management Body	Name	E-mail	Position	Date	Scheduled Time	✓	Documents		Notes
Assembly of Representatives	Prof. Doutor João Alberto Sousa Andrade		President	3 Nov.	19:00	✓	Doc.2.3.2.c		
Executive Board	Prof. Doutor Pedro Manuel Teixeira Botelho Hespanha		Dean/Teacher	11 Jul. 18 Jul.		✓	Doc.1.2.c Doc.1.2.d	Tape 1 Tape 2	
	Carlos Pereira Feio		Vice-President/Teacher	3 Nov.	16.15	✓	Doc.2.3.2.b		
	Doutor Luís Filipe Gens Moura Ramos		Teacher	3 Nov.	14.00	✓	Doc.2.3.2.a	Tape 3	
	Dr. Filipe Jorge Ribeiro de Almeida	falmeida@fe.uc.pt	Teacher	5 Nov.	14.00	✓	Doc.2.3.2.f	Tape 5	
	Gabriela Maria V.S.Sousa Correia		Non-teaching Staff	5 Nov.	9.30	✓	Doc.2.3.2.d	Tape 4	Daily Tuition Revenue Map
	José dos Santos Almeida	mestfeuc@fe.uc.pt	Non-teaching Staff	5 Nov.	11.00	✓	Doc.2.3.2.e	Tape 4	Only the notes that were taken during the interview are valid (only the voice of the interviewer could be heard)
	Daniel João Cardoso Rocha		Student	7 Nov.	11.30	✓	Doc.2.3.2.l	Tape 7 e 8	
	João Carlos Gomes Machado Martins Pedro	roidas@hotmail.com	Student	7 Nov.	14.00	✓	Doc.2.3.2.j	Tape 7	
	João Paulo Soares Gonçalves		Student						
	Tiago Nuno Moreira Salgo Ribeirinha		Student						
Pedagogical Board	Prof. Doutor Fernando Alberto Baetas de Oliveira Ruivo	fruivo@fe.uc.pt	Teacher	5 Nov.	16.00	✓	Doc.2.3.2.g		Teachers Inquiry regarding communication
	Humberto Coelho	humberto@aeiou.pt	Student	7 Nov.	16.00	✓	Doc.2.3.2.i	Tape 8	Only the notes that were taken during the interview are valid (the interviewee has a low voice and is not understandable; occasionally a couple sentences can be heard)
Academic Board	Prof. Doutor José Joaquim Dinis Reis		President/Teacher	17 Nov.	14.30	✓	Doc.2.3.2.o	Tape 11	Memorandum for the Scientific Council – 8 July 2003
Executive Board	Prof. Doutor António José Marques Mendes	marques.mendes@netcabo.pt	Ex-President	18 Nov.	14.00	✓	Doc.2.3.2.p	Tape 14	
	Prof. Doutor João Veríssimo de Oliveira Lisboa	lisboa@fe.uc.pt	Ex-President	7 Nov.	9.30	✓	Doc.2.3.2.h	Tape 6	
Support Services	Dra. Maria Leonor Morais Marinho Dias			17 Nov.	9.30	✓	Doc.2.3.2.m	Tape 9	Proposal for a Review of the Curricular Structure of the Degree in Management (Jan. '03); New Study Plan for the Degree in Economics.
	Dra. Maria Rosário Pinheiro Cruz Pericão			17 Nov.	11.30	✓	Doc.2.3.2.n	Tape 10	Library's Annual Report – 2002/2003 Academic Year
	Dra. Isabel Santos Ferreira Dias								
	Engª. Margarida Maria Rodrigues Viegas								

Appendix 4.4.1.c. FEUC - Repertory Grid

What are the faculty's **strategic organizational objectives** which determine your activity?	Teaching					Research					Service Provision					Support Services				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
consider fundamental																				
require more attention																				
demand more manager's commitment																				
consider more (less) assumed by the Faculty																				
more relevant (short-term)																				
more control																				

What are the **critical management areas (variables)** of the different activities developed by the Faculty?	Teaching					Research					Service Provision					Support Services				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
consider fundamental																				
require more attention																				
demand more manager's commitment																				
consider more (less) assumed by the Faculty																				
more relevant (short-term)																				
more control																				

In what way, and with what instruments, do you **monitor** the areas for which the body you are part of is responsible?	information circulation channels					Control mechanisms					Evaluation circulation channels					Key agents/structures				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
consider more relevant at the present time (near future)																				
demand more manager's commitment																				
consider more (less) assumed by the Faculty																				
over which you have more (less) control																				

What criteria do you privilege in the **efficiency level evaluation of an information system** for management in the Faculty?	information circulation channels					Control mechanisms					Evaluation circulation channels					Key agents/structures				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
current																				
future objectives																				
current periodicity																				
desired periodicity																				
current evaluation																				
strong points																				
improvement opportunities																				

Appendix 4.4.1.d. FEUC - Feed-back Document sent to Interviewees

Dear _____

In the scope of the project design and development of a management decision support system (MDSS), and subsequent to the interview you so kindly agreed to do, giving me some of your time and sharing ideas and feelings which are fundamental to develop the project I forward to you a summary where the main ideas are highlighted.

The conclusions that are presented in the attached sheet are a result of the initial phase of the work. They denote the Faculty's organizational objectives survey and the characteristics that should be taken into consideration in a decision support system.

My unconditional appreciation for the personal and important contribute to this project,

Yours sincerely,

(*Margarida Mano*)

29 March 2004

The 15 interviews carried out at Faculty's Top Management level allowed us to identify the main organizational objectives and collect perceptions regaridng the needs of an Information System of Managements Decision Support.

In fact, although the faculty does not have a defined formal strategic structure, the interviews allowed us to perceive that there is a very strong consensus, at top management level, regardless the body the managers belong to, or the body they represent, regarding:

- the mission and the Faculty's strategic objectives greatly directed towards the knowledge process, and in particular of education (teaching and learning); in a systematic perspective of openness towards society, whether in respect to the community, by means of a social mission that derives from its public nature, whether related to the market, by means of the competition strategies of which IFEUC is a clear example of a project of internal discussion and galvanization;
- the role of the support services, as a network that should function in an (autonomous?) way facilitating the managers' role, towards being less time consuming;
- the importance of a management decision support system, based on the dynamization of the internal networks of scientific, academic and student nuclei, and whose structure should be made in a mixed manner between the electronic channels, with a high information selection, and personalized oral and/or written channels, where information is simultaneously transmitted, discussed and validated.

Appendix 4.4.2.a. UC - Document sent to Interviewees

Dear Professor _____,
I thank you for the time you have granted me for a conversation which will take approximately one hour, on ___, _____, at __h__m, at the Faculty of _____-.
This request is made in the scope of the study i am developing about "Decision Making Model and underlying Information System in a Portuguese Public University", where , in a first phase, surveying the perceptions regarding the decision process in faculties is one of the most important steps.
Thus, our idea exchange will be developed in the following scope:

I. Perception of Decision-Making

1. While being the one responsible for management in the University/Faculty which is/are the activity/activities where you feel your action has more impact?
   In which areas do you think your decisions influence in a more relevant manner the future of the University/Faculty?
2. What is your perception regarding the importance of the decision-making process, in the different activities, at Faculties/University level.

II. Decision-Making Process

1. How do you make decisions?
   On what are you decisions preferably based? What conditions do you find necessary? What information?
2. How do you put into practice the decisions that are made?
   What type of delegation do you consider to be important (if it exists)?
   What type of monitoring do you consider to be necessary (if it exists)?

III. Relevant Information for the Decision-Making Process

1. What are the critical variables that you consider absolutely relevant in the decision-making process?
2. What is the type of information whose absence is, in your opinion, more evident in the decision-making process?

The information collected is exclusively for this study and will naturally be classified, as well as its source.

Thank you for your cooperation,
Margarida Mano

Appendix 4.4.2.b. UC - Interview Guide

I. Perception of Decision-Making

1. While being the one responsible for management in the University/Faculty which is/are the activity/activities where you feel your action as a decision-maker has more impact?

   In which areas do you think your decisions influence in a more relevant manner the future of the University/Faculty?

   - Can you give some examples? In the different areas?
   - Which ones take up more of your time?

2. What is your perception regarding the decision-making process, in the different activities, at Faculties/University level.

   - collect the management units that are identifyed.

II. Decision-Making Process

1. How do you make decisions?

   On what are you decisions preferably based? What conditions do you find necessary? What information?

   - leadership style
   - information type:
     - deep information/knowledge of a certain area "informed judgement";
     - hard information – positive
     - soft information – informal/subjective
     - without information "instinct"

2. How do you put into practice the decisions that are made?

   What type of delegation do you consider to be important (if it exists)?

   What type of monitoring do you consider to be necessary (if it exists)?

III. Relevant Information for the Decision-Making Process

1. What are the critical variables that you consider absolutely relevant in the decision-making process?
   - to identify by activity;
   - to identify frequency;
   - to identify the type of monitoring.

2. What is the type of information whose absence is, in your opinion, more evident in the decision-making process?

Body	Name	email		Date	Time	Location	Observations
Rectory	Prof. Doutor FERNANDO SEABRA SANTOS	fseabra@ci.uc.pt	✓				
	Prof. Doutor ANTÓNIO JOSÉ AVELAS NUNES	anunes@ci.uc.pt	✓	10.11.04	11:30	Reitoria	
	Profª. Doutora CRISTINA MARIA SILVA ROBALO CORDEIRO	crobalo@ci.uc.pt	✓	15.11.04	14:30	Reitoria	
OI	Prof. FERNANDO REGATEIRO		✓	03.11.04	15:00	OI	

Interviews

Body	Faculty	Name	email		Date	Time	Location	Observations
Executive Board	FLUC	Prof. Doutor LÚCIO JOSÉ SOBRAL DA CUNHA	luciogeo@ci.uc.pt	✓	8.11.04	15:00	FLUC	
	FDUC	Prof. Doutor MANUEL CARLOS LOPES PORTO			8.11.04	9:00	FDCUC	
	FMUC	Prof. Doutor MANUEL AMARO MATOS SANTOS ROSA	mfrosa@fmed.uc.pt	✓	9.11.04	16:30	FMUC	
	FCTUC	Prof. Doutor LÉLIO QUARESMA LOBO	conselhocientifico@fct.uc.pt	✓	5.11.04	11:00	Colégio S. Jerónimo	
	FFUC	Prof. Doutor ADRIANO TEIXEIRA BARBOSA SOUSA		✓	5.11.04	15:00	Palácio dos Grilos	
	FEUC	Prof. Doutor PEDRO AUGUSTO DE MELO LOPES FERREIRA	pedrof@fe.uc.pt	✓	25.10.04	15:00	FEUC	
	FPCEUC	Prof. Doutor JOSÉ MANUEL TOMÁS SILVA	jtsilva@fpce.uc.pt	✓	8.11.04	11:00	Palácio dos Grilos	
	FCDEFUC	Profª. Doutora ANA MARIA MIRANDA BOTELHO TEIXEIRA	ateixeira@fcdef.uc.pt		9.11.04	10:30	Palácio dos Grilos	

Body	Faculty	Name	email		Date	Time	Location	Observations
Academic Board	FLUC	Prof. Doutor JOSÉ MARIA AMADO MENDES	jamendes@ci.uc.pt	✓	9.11.04	14:30	FLUC	
	FMUC	Profª. Doutora CATARINA ISABEL NENO RESENDE DE OLIVEIRA		✓	10.11.04	16:30	FMUC	
	FCTUC	Prof. Doutor LÉLIO QUARESMA LOBO	conselhocientifico@fct.uc.pt	✓	5.11.04	17:00	FCTUC	
	FCDEFUC	Prof. Doutor CARLOS ALBERTO FONTES RIBEIRO	Fontes.ribeiro@clix.pt	✓	10.11.04	14:00	Palácio dos Grilos	

Appendix 4.4.2.d. UC - Feed-back Document sent to Interviewees

Dear

As regards the interview you were so kind to grant me in November, I hereby send you the document I personally transcribed from the recording made at the time.

In order to guarantee information reliability, I request that you be so kind as to verify its content and inform me of any possible changes, comments or further suggestion you consider appropriate and for which I thank you in advance. If no changes are made I will consider the content of the current document valid.

As I had a chance to refer, this is classified information, exclusively used for the study I have been developing. In this scope, information will only be used under circumstances that guarantee its anonymity.

I am very grateful for all the collaboration that you have given me and which has proven to be a valuable contribution in the development of the study, whose results o will make know when apt.

Respectfully,

(Margarida Mano)

Appendix 4.4.2.e. UC - Code List

Code-Filter: All

HU: Entrevistas_Análise
File: [C:\ATLAS_Ag_05\entrevistas_análise.hpr5]
Edited by: Super
Date/Time: 03-10-05 11:14:57

---

1 Academic Tensions
1 Academic Values
1 Activities - Critical Variables
1 Bologna Process
1 Change
1 Consensus
1 Context
1 Decision-maker CD
1 Decision - Conditions
1 Decision - Credibility
1 Decision - Factors of Success
1 Decision - Impact
1 Decision - Monitoring
1 Decision - Rationality
1 Decision - Style
1 Decision CC
1 Decision CD
1 DMP - Centralisation vs decentralisation
1 DMP - Centralisation* vs decentralisation*
1 DMP - HR Involvement
1 DMP - Information - Importance
1 DMP - Information - Technical
1 DMP - Information - Unavailability
1 DMP U Manager - Critical Variables
1 DMP Activities
1 DMP CC - Collegial
1 DMP CC - Information
1 DMP CC - Stakeholders
1 DMP CD - Collegial
1 DMP CD - Information
1 DMP CD - Profile
1 DMP CD - Stakeholders
1 HR - Factors of Success
1 HR Concerns
1 Image
1 Information - Activities
1 Information Channels
1 Institutional Relations
1 Institutional Values
1 Internationalization
1 Leadership - Profile
1 Leadership - Skills
1 Leadership vs Management - U Managers
1 Legal Constraints
1 Listening to People
1 Management - Profile
1 Management - Skills
1 Management Model - Faculty Bodies

1 Management Model* - Faculty Bodies
1 Management Model* - Head Figure
1 Management Model* - Top Bodies
1 Management Principles
1 Manager CC
1 Manager CD
1 Manager Profile
1 Manager Skills
1 Mission CC
1 Mission CD
1 Mission Essence
1 Mission R
1 Power CC - Delegation
1 Power CD - Delegation
1 Power R - Delegation
1 Quality
1 Research
1 Resources - Information Gap
1 Service Provision
1 Students
1 Support Services
1 T & L
2 Academic Key-Ideas
2 Activities
2 Context - Key Ideas
2 Critical Variables
2 Decision - phase 1
2 Decision - phase 2
2 Decision - phase 3
2 Decision - University Managers
2 DMP - Collegial
2 DMP - Collegial vs Individual
2 DMP - Information - Types
2 DMP - Stakeholders
2 DMP CC
2 DMP CD
2 DMP R
2 DMP U Manager - Information
2 DSS - Information
2 FR
2 HR
2 Leadership
2 Leadership vs Management
2 Management
2 Manager
2 Manager (who?)
2 Mission - University Managers
2 Power CC
2 Power CD
2 Power Delegation
2 Power R
2 University Managers
2 Values
3 CC
3 CD
3 Decision Phases
3 DMP - Information
3 DMP - Structure Tensions
3 DMP - University Managers

3 Leadership / Management
3 Management Model
3 Management Model*
3 Power
3 R
3 Resources
3 Stakeholders
3 University Mission
4 Decision
4 DMP
Academic vs Managers
Academic vs Staff
Academic vs Stakeholders
Accountability
Assessment
Authority
Autonomy
Bologna Process - Constraint
Bologna Process - Cycle Duration (-)
Bologna Process - Cycle Duration (+)
Bologna Process - Opportunity
Bureaucracy
Change - Context
Change - Culture
Change - Resistence
Charisma
Competitiveness
Conflict of Interests
Consensus
Context - Personal Interests
Context - Students' Interests
Cordiality
Decision-maker CD - Action
Decision-maker CD - Characteristics
Decision-maker CD - Image
Decision-maker CD - Responsibility
Decision - Majority
Decision CC - Conditions
Decision CC - Credibility
Decision CC - Factors of Success
Decision CC - Impact
Decision CC - Monitoring
Decision CC - Rationality
Decision CC - Style
Decision CD - Conditions
Decision CD - Credibility
Decision CD - Current
Decision CD - Factors of Acceptance
Decision CD - Factors of Influence
Decision CD - Factors of Success
Decision CD - Impact
Decision CD - Important
Decision CD - Indirect Impact
Decision CD - Monitoring
Decision CD - Must be Explained
Decision CD - Rationality
Decision CD - Sectorial Impact
Decision CD - Sensibility
Decision CD - Style

Decision CD - Support
Decision CD - Typology
Decision OI - Factors of Success
DMP
DMP - CD vs CC
DMP - Centralisation
DMP - Centralisation*
DMP - Collegial
DMP - Collegial - Rationality
DMP - Collegial - Representativity
DMP - Complexity
DMP - Descentralisation
DMP - Descentralisation*
DMP - Individual
DMP - Information - Complete
DMP - Information - General
DMP - Information - Impact
DMP - Information - Soft
DMP - Information - Stock
DMP - Information - Technical (-)
DMP - Information - Technical (+)
DMP - International Benchmarking
DMP - Research
DMP - Service Provision
DMP - Stakeholders - Auscultation
DMP - T & L
DMP CC - Collegial
DMP CC - Collegial - Structure & Organization
DMP CC - Consensus
DMP CC - Critical Variables
DMP CC - HR Involvement
DMP CC - Information Importance
DMP CC - Information Unavailability
DMP CC - Informed Decision
DMP CC - Listening to People
DMP CC - Stakeholders Importance (-)
DMP CC - Stakeholders Importance (+)
DMP CD - Centralisation (-)
DMP CD - Collegial
DMP CD - Consensus (-)
DMP CD - Consensus (+)
DMP CD - Critical Variables
DMP CD - Discritionary Power
DMP CD - Experience
DMP CD - HR Involvement
DMP CD - Information - Importance (-)
DMP CD - Information - Importance (+)
DMP CD - Information Gap - FR Attainment
DMP CD - Information Gap - HR Competencies
DMP CD - Information Unavailability
DMP CD - Information Unavailability - University Centralization
DMP CD - Informed Decision
DMP CD - Intuition
DMP CD - Listening to People
DMP CD - Listening to People - Choices
DMP CD - Non-informed Decision
DMP CD - Personal Perception
DMP CD - Stakeholders Importance (-)
DMP CD - Stakeholders Importance (+)

DMP OI
DMP OI - Actors
DMP OI - Critical Variables
DMP OI - Listening to People
FR
FR - Efficiency
Goals
HR
HR - Equity (-)
HR - Involvement
HR - Management
HR - Motivation
HR - Qualifications
Ideas
Image - Alumni
Image - International Research
Image - Prestige
Image - Research
Image - Service Provision
Image - T & L
Information - Circulation Channels - Formal
Information - Circulation Channels - Informal
Information - Circulation Channels - Organization
Information - Research
Information - Service Provision
Information - T & L
Institutional Relations - Internal (-)
Institutional Relations - Internal (+)
Internationalization - Research
Internationalization - T & L
Leadership
Leadership - Achievement
Leadership - Auscultation
Leadership - Authority
Leadership - Building Teams
Leadership - Credibility
Leadership - Innovation
Leadership - Limitations
Leadership - Motivation
Leadership - Responsibility
Leadership - Trust
Leadership - Vision
Leadership = Management
Leadership vs Management
Leadership vs Management - CC
Leadership vs Management - CD
Leadership vs Management - DMP
Leadership vs Management - HR
Leadership vs Management - OI
Legality
Management
Management - Organization
Management - Profitability
Management - Resource Allocation
Management - Responsibility
Management - Vision
Management Model
Management Model - AR*
Management Model - CC

Management Model - CC*
Management Model - CD
Management Model - CD*
Management Model - CP*
Management Model - Head Figure*
Management Model - Head Figure* - Duration of Mandate
Management Model - Head Figure* - Motivation
Management Model - Head Figure* - Strong Points
Management Model - Professionalisation
Management Model - Students' Participation*
Management Model - Top Bodies - Senate
Management Model - Top Bodies*
Management Model - Top Bodies* - University
Management Model - Ways of Choosing Head Figure*
Manager - Personality
Manager - Skills
Manager CC - Experience
Manager CC - Skills
Manager CD - Experience
Manager CD - Needed Stimuli
Manager CD - Skills
Manager CD - Training
Manager CD - Ways of Learning
Methods & Organization
Mission - Complexity
Mission - Research
Mission - Service Provision - Typology
Mission - T & L
Mission - T & L - Professionalization
Mission CC - T & L
Mission CD
Mission CD - Essence
Mission CD - Research
Mission CD - Service Provision
Mission CD - T & L
Mission OI - Research
Mission OI - Service Provision
Mission OI - Service Provision - Public
Norms
Objectives
Power
Power CC
Power CC - Actors
Power CC - Decisions - Weakness
Power CC - Delegation
Power CC - Delegation - Conditions
Power CC - Domains
Power CD
Power CD - Actors
Power CD - Decisions - Weakness
Power CD - Delegation
Power CD - Delegation - Computers
Power CD - Delegation - Conditions
Power CD - Domains
Power CD - Law
Power CD - Non Delegated
Power OI
Power OI - Delegation
Pragmatic Issues

Principles
Qualifications
Quality - Research
Quality - Service Provision
Quality - T & L
Research - Critical Variables
Responsibility
Risks
Rules
Service Provision - Critical Variables
Stakeholders
Stakeholders - Alumni
Strategic Perspective
Students
T & L - Critical Variables
University - Past vs Future
University vs Polytechnic
Values - Academic Spirit
Values - Academic Spirit - Weakness
Values - Faculty
Values - Individual
Values - Institution
Values - Notabilis

Appendix 4.4.2.f. UC - Code List - Families

Code Families

HU: Entrevistas_Análise
File: [C:\ATLAS_Ag_05\entrevistas_análise.hpr5]
Edited by: Super
Date/Time: 03-10-05 11:15:47

Code Family: Academic
Created: 15-06-05 13:23:12 (Super)
Codes (5): [Academic vs Managers] [Academic vs Staff] [Academic vs Stakeholders] [Values - Academic Spirit] [Values - Academic Spirit - Weakness]
Quotation(s): 24

Code Family: Activities
Created: 15-06-05 13:42:56 (Super)
Comment:
TERM: (("Research" | "Service Provision") | (("Research" | "T & L") | ("Service Provision" | "T & L")))
Codes (28): [DMP - Research] [DMP - Service Provision] [Image - Research] [Image - Service Provision] [Image - T & L] [Information - Research] [Information - Service Provision] [Information - T & L] [Internationalization - Research] [Internationalization - T & L] [Mission - Research] [Mission - Service Provision - Typology] [Mission - T & L] [Mission - T & L - Professionalization] [Mission CC - T & L] [Mission CD - Research] [Mission CD - Service Provision] [Mission CD - T & L] [Mission OI - Research] [Mission OI - Service Provision] [Mission OI - Service Provision - Public] [Quality - Research] [Quality - Service Provision] [Quality - T & L] [Research - Critical Variables] [Service Provision - Critical Variables] [Students] [T & L - Critical Variables]
Quotation(s): 140

Code Family: Autonomy/Decentralization
Created: 15-06-05 13:44:24 (Super)
Codes (14): [Autonomy] [DMP - Centralisation] [DMP - Centralisation*] [DMP - Descentralisation] [DMP - Descentralisation*] [DMP CD - Centralisation (-)] [DMP CD - Information Unavailability - University Centralization] [Power CC - Delegation] [Power CC - Delegation - Conditions] [Power CD - Delegation] [Power CD - Delegation - Computers] [Power CD - Delegation - Conditions] [Power CD - Non Delegated] [Power OI - Delegation]
Quotation(s): 85

Code Family: Bologna Process
Created: 15-06-05 12:26:48 (Super)
Codes (4): [Bologna Process - Constraint] [Bologna Process - Cycle Duration (-)] [Bologna Process - Cycle Duration (+)] [Bologna Process - Opportunity]
Quotation(s): 16

Code Family: CC
Created: 15-06-05 14:26:11 (Super)
Codes (31): [Decision CC - Conditions] [Decision CC - Credibility] [Decision CC - Factors of Success] [Decision CC - Impact] [Decision CC - Monitoring] [Decision CC - Rationality] [Decision CC - Style] [DMP - CD vs CC] [DMP CC - Collegial] [DMP CC - Collegial - Structure & Organization] [DMP CC - Consensus] [DMP CC - Critical Variables] [DMP CC - HR Involvement] [DMP CC - Information Importance] [DMP CC - Information Unavailability] [DMP CC - Informed Decision] [DMP CC - Listening to People] [DMP CC - Stakeholders Importance (-)] [DMP CC - Stakeholders Importance (+)] [Leadership vs Management - CC] [Management Model - CC] [Management Model - CC*] [Manager CC - Experience] [Manager CC - Skills] [Mission CC - T & L] [Power CC] [Power CC - Actors] [Power CC - Decisions - Weakness] [Power CC - Delegation] [Power CC - Delegation - Conditions] [Power CC - Domains]
Quotation(s): 218

Code Family: CD
Created: 15-06-05 14:23:45 (Super)
Codes (66): [Decision-maker CD - Action] [Decision-maker CD - Characteristics] [Decision-maker CD - Image] [Decision-maker CD - Responsibility] [Decision CD - Conditions] [Decision CD - Credibility] [Decision CD - Current] [Decision CD - Factors of Acceptance] [Decision CD - Factors of Influence] [Decision CD - Factors of Success] [Decision CD - Impact] [Decision CD - Important] [Decision CD - Indirect Impact] [Decision CD - Monitoring] [Decision CD - Must be Explained] [Decision CD - Rationality] [Decision CD - Sectorial Impact] [Decision CD - Sensibility] [Decision CD - Style] [Decision CD - Support] [Decision CD - Typology] [DMP - CD vs CC] [DMP CD - Centralisation (-)] [DMP CD - Collegial] [DMP CD - Consensus (-)] [DMP CD - Consensus (+)] [DMP CD - Critical Variables] [DMP CD - Discritionary Power] [DMP CD - Experience] [DMP CD - HR Involvement] [DMP CD - Information - Importance (-)] [DMP CD - Information - Importance (+)] [DMP CD - Information Gap - FR Attainment] [DMP CD - Information Gap - HR Competencies] [DMP CD - Information Unavailability] [DMP CD - Information Unavailability - University Centralization] [DMP CD - Informed Decision] [DMP CD - Intuition] [DMP CD - Listening to People] [DMP CD - Listening to People - Choices] [DMP CD - Non-informed Decision] [DMP CD - Personal Perception] [DMP CD - Stakeholders Importance (-)] [DMP CD - Stakeholders Importance (+)] [Leadership vs Management - CD] [Management Model - CD] [Management Model - CD*] [Manager CD - Experience] [Manager CD - Needed Stimuli] [Manager CD - Skills] [Manager CD - Training] [Manager CD - Ways of Learning] [Mission CD] [Mission CD - Essence] [Mission CD - Research] [Mission CD - Service Provision] [Mission CD - T & L] [Power CD] [Power CD - Actors] [Power CD - Decisions - Weakness] [Power CD - Delegation] [Power CD - Delegation - Computers] [Power CD - Delegation - Conditions] [Power CD - Domains] [Power CD - Law] [Power CD - Non Delegated]
Quotation(s): 449

Code Family: Change
Created: 15-06-05 12:30:35 (Super)
Codes (3): [Change - Context] [Change - Culture] [Change - Resistence]
Quotation(s): 37

Code Family: Collegial
Created: 15-06-05 14:10:52 (Super)
Codes (6): [DMP - Collegial] [DMP - Collegial - Rationality] [DMP - Collegial - Representativity] [DMP CC - Collegial] [DMP CC - Collegial - Structure & Organization] [DMP CD - Collegial]
Quotation(s): 70

Code Family: Consensus
Created: 15-06-05 14:07:43 (Super)
Codes (8): [Consensus] [DMP CC - Consensus] [DMP CC - Listening to People] [DMP CD - Consensus (-)] [DMP CD - Consensus (+)] [DMP CD - Listening to People] [DMP CD - Listening to People - Choices] [DMP OI - Listening to People]
Quotation(s): 73

Code Family: Constraints
Created: 15-06-05 13:47:50 (Super)
Codes (8): [Bologna Process - Constraint] [Bureaucracy] [Change - Resistence] [Conflict of Interests] [Legality] [Norms] [Risks] [Rules]
Quotation(s): 70

Code Family: Context
Created: 15-06-05 12:29:37 (Super)
Codes (6): [Change - Context] [Competitiveness] [Context - Personal Interests] [Context - Students' Interests] [University - Past vs Future] [University vs Polytechnic]
Quotation(s): 40

Code Family: Critical Variables
Created: 15-06-05 14:12:11 (Super)
Codes (12): [Bologna Process - Constraint] [Decision CD - Factors of Influence] [DMP CC - Critical Variables] [DMP CC - Information Unavailability] [DMP CD - Critical Variables] [DMP CD - Information Unavailability] [DMP CD - Information Unavailability - University Centralization] [DMP OI - Critical Variables] [Leadership - Limitations] [Research - Critical Variables] [Service Provision - Critical Variables] [T & L - Critical Variables]

Quotation(s): 146

Code Family: Decision
Created: 15-06-05 12:40:28 (Super)
Comment:
TERM: (("Decision - Majority" | "Decision CC") | (("Decision - Majority" | "Decision CD") | (("Decision - Majority" | "Decision OI") | (("Decision CC" | "Decision CD") | (("Decision CC" | "Decision OI") | ("Decision CD" | "Decision OI"))))))
Codes (26): [Decision - Majority] [Decision CC - Conditions] [Decision CC - Credibility] [Decision CC - Factors of Success] [Decision CC - Impact] [Decision CC - Monitoring] [Decision CC - Rationality] [Decision CC - Style] [Decision CD - Conditions] [Decision CD - Credibility] [Decision CD - Current] [Decision CD - Factors of Acceptance] [Decision CD - Factors of Influence] [Decision CD - Factors of Success] [Decision CD - Impact] [Decision CD - Important] [Decision CD - Indirect Impact] [Decision CD - Monitoring] [Decision CD - Must be Explained] [Decision CD - Rationality] [Decision CD - Sectorial Impact] [Decision CD - Sensibility] [Decision CD - Style] [Decision CD - Support] [Decision CD - Typology] [Decision OI - Factors of Success]
Quotation(s): 159

Code Family: Decision-Maker CD
Created: 15-06-05 17:59:07 (Super)
Codes (4): [Decision-maker CD - Action] [Decision-maker CD - Characteristics] [Decision-maker CD - Image] [Decision-maker CD - Responsibility]
Quotation(s): 21

Code Family: Decision - Majority
Created: 15-06-05 12:35:40 (Super)
Codes (1): [Decision - Majority]
Quotation(s): 6

Code Family: Decision CC
Created: 15-06-05 12:33:21 (Super)
Codes (7): [Decision CC - Conditions] [Decision CC - Credibility] [Decision CC - Factors of Success] [Decision CC - Impact] [Decision CC - Monitoring] [Decision CC - Rationality] [Decision CC - Style]
Quotation(s): 39

Code Family: Decision CD
Created: 15-06-05 12:32:29 (Super)
Codes (17): [Decision CD - Conditions] [Decision CD - Credibility] [Decision CD - Current] [Decision CD - Factors of Acceptance] [Decision CD - Factors of Influence] [Decision CD - Factors of Success] [Decision CD - Impact] [Decision CD - Important] [Decision CD - Indirect Impact] [Decision CD - Monitoring] [Decision CD - Must be Explained] [Decision CD - Rationality] [Decision CD - Sectorial Impact] [Decision CD - Sensibility] [Decision CD - Style] [Decision CD - Support] [Decision CD - Typology]
Quotation(s): 111

Code Family: Decision OI
Created: 15-06-05 12:31:50 (Super)
Codes (1): [Decision OI - Factors of Success]
Quotation(s): 3

Code Family: DMP
Created: 15-06-05 12:55:14 (Super)
Comment:
TERM: (("DMP - Information" | "DMP - Various") | (("DMP - Information" | "DMP CC") | (("DMP - Information" | "DMP CD") | (("DMP - Information" | "DMP OI") | (("DMP - Various" | "DMP CC") | (("DMP - Various" | "DMP CD") | (("DMP - Various" | "DMP OI") | (("DMP CC" | "DMP CD") | (("DMP CD" | "DMP OI") | ("DMP CC" | "DMP OI")))))))))
Codes (61): [DMP] [DMP - CD vs CC] [DMP - Centralisation] [DMP - Centralisation*] [DMP - Collegial] [DMP - Collegial - Rationality] [DMP - Collegial - Representativity] [DMP - Complexity] [DMP - Descentralisation] [DMP - Descentralisation*] [DMP - Individual] [DMP - Information - Complete] [DMP - Information - General] [DMP - Information - Impact] [DMP - Information - Soft] [DMP - Information -

Stock] [DMP - Information - Technical (-)] [DMP - Information - Technical (+)] [DMP - International Benchmarking] [DMP - Research] [DMP - Service Provision] [DMP - Stakeholders - Auscultation] [DMP - T & L] [DMP CC - Collegial] [DMP CC - Collegial - Structure & Organization] [DMP CC - Consensus] [DMP CC - Critical Variables] [DMP CC - HR Involvement] [DMP CC - Information Importance] [DMP CC - Information Unavailability] [DMP CC - Informed Decision] [DMP CC - Listening to People] [DMP CC - Stakeholders Importance (-)] [DMP CC - Stakeholders Importance (+)] [DMP CD - Centralisation (-)] [DMP CD - Collegial] [DMP CD - Consensus (-)] [DMP CD - Consensus (+)] [DMP CD - Critical Variables] [DMP CD - Discritionary Power] [DMP CD - Experience] [DMP CD - HR Involvement] [DMP CD - Information - Importance (-)] [DMP CD - Information - Importance (+)] [DMP CD - Information Gap - FR Attainment] [DMP CD - Information Gap - HR Competencies] [DMP CD - Information Unavailability] [DMP CD - Information Unavailability - University Centralization] [DMP CD - Informed Decision] [DMP CD - Intuition] [DMP CD - Listening to People] [DMP CD - Listening to People - Choices] [DMP CD - Non-informed Decision] [DMP CD - Personal Perception] [DMP CD - Stakeholders Importance (-)] [DMP CD - Stakeholders Importance (+)] [DMP OI] [DMP OI - Actors] [DMP OI - Critical Variables] [DMP OI - Listening to People] [Leadership vs Management - DMP]
Quotation(s): 461

Code Family: DMP - Information
Created: 15-06-05 12:24:13 (Super)
Codes (18): [DMP - Information - Complete] [DMP - Information - General] [DMP - Information - Impact] [DMP - Information - Soft] [DMP - Information - Stock] [DMP - Information - Technical (-)] [DMP - Information - Technical (+)] [DMP - International Benchmarking] [DMP CC - Information Importance] [DMP CC - Information Unavailability] [DMP CC - Informed Decision] [DMP CD - Information - Importance (-)] [DMP CD - Information - Importance (+)] [DMP CD - Information Gap - FR Attainment] [DMP CD - Information Gap - HR Competencies] [DMP CD - Information Unavailability] [DMP CD - Information Unavailability - University Centralization] [DMP CD - Informed Decision]
Quotation(s): 97

Code Family: DMP - Various
Created: 15-06-05 12:51:53 (Super)
Codes (16): [DMP] [DMP - CD vs CC] [DMP - Centralisation] [DMP - Centralisation*] [DMP - Collegial] [DMP - Collegial - Rationality] [DMP - Collegial - Representativity] [DMP - Complexity] [DMP - Descentralisation] [DMP - Descentralisation*] [DMP - Individual] [DMP - Research] [DMP - Service Provision] [DMP - Stakeholders - Auscultation] [DMP - T & L] [Leadership vs Management - DMP]
Quotation(s): 158

Code Family: DMP CC
Created: 15-06-05 12:41:20 (Super)
Codes (11): [DMP CC - Collegial] [DMP CC - Collegial - Structure & Organization] [DMP CC - Consensus] [DMP CC - Critical Variables] [DMP CC - HR Involvement] [DMP CC - Information Importance] [DMP CC - Information Unavailability] [DMP CC - Informed Decision] [DMP CC - Listening to People] [DMP CC - Stakeholders Importance (-)] [DMP CC - Stakeholders Importance (+)]
Quotation(s): 80

Code Family: DMP CD
Created: 15-06-05 12:49:08 (Super)
Codes (22): [DMP CD - Centralisation (-)] [DMP CD - Collegial] [DMP CD - Consensus (-)] [DMP CD - Consensus (+)] [DMP CD - Critical Variables] [DMP CD - Discritionary Power] [DMP CD - Experience] [DMP CD - HR Involvement] [DMP CD - Information - Importance (-)] [DMP CD - Information - Importance (+)] [DMP CD - Information Gap - FR Attainment] [DMP CD - Information Gap - HR Competencies] [DMP CD - Information Unavailability] [DMP CD - Information Unavailability - University Centralization] [DMP CD - Informed Decision] [DMP CD - Intuition] [DMP CD - Listening to People] [DMP CD - Listening to People - Choices] [DMP CD - Non-informed Decision] [DMP CD - Personal Perception] [DMP CD - Stakeholders Importance (-)] [DMP CD - Stakeholders Importance (+)]
Quotation(s): 147

Code Family: DMP OI
Created: 15-06-05 12:50:56 (Super)
Codes (4): [DMP OI] [DMP OI - Actors] [DMP OI - Critical Variables] [DMP OI - Listening to People]
Quotation(s): 18

Code Family: Factors of Success
Created: 15-06-05 14:17:09 (Super)
Codes (9): [Bologna Process - Opportunity] [Change - Context] [Decision CC - Factors of Success] [Decision CD - Factors of Acceptance] [Decision CD - Factors of Success] [Decision CD - Must be Explained] [Decision OI - Factors of Success] [Ideas] [Image - Prestige]
Quotation(s): 67

Code Family: FR
Created: 15-06-05 13:29:17 (Super)
Codes (3): [FR] [FR - Efficiency] [Management - Resource Allocation]
Quotation(s): 26

Code Family: HR
Created: 15-06-05 13:26:32 (Super)
Codes (9): [DMP CC - HR Involvement] [DMP CD - HR Involvement] [HR] [HR - Equity (-)] [HR - Involvement] [HR - Management] [HR - Motivation] [HR - Qualifications] [Leadership vs Management - HR]
Quotation(s): 45

Code Family: Image
Created: 15-06-05 12:56:05 (Super)
Codes (6): [Image - Alumni] [Image - International Research] [Image - Prestige] [Image - Research] [Image - Service Provision] [Image - T & L]
Quotation(s): 17

Code Family: Information
Created: 15-06-05 12:26:02 (Super)
Comment:
TERM: ("DMP - Information" | "Information Channels")
Codes (21): [DMP - Information - Complete] [DMP - Information - General] [DMP - Information - Impact] [DMP - Information - Soft] [DMP - Information - Stock] [DMP - Information - Technical (-)] [DMP - Information - Technical (+)] [DMP - International Benchmarking] [DMP CC - Information Importance] [DMP CC - Information Unavailability] [DMP CC - Informed Decision] [DMP CD - Information - Importance (-)] [DMP CD - Information - Importance (+)] [DMP CD - Information Gap - FR Attainment] [DMP CD - Information Gap - HR Competencies] [DMP CD - Information Unavailability] [DMP CD - Information Unavailability - University Centralization] [DMP CD - Informed Decision] [Information - Circulation Channels - Formal] [Information - Circulation Channels - Informal] [Information - Circulation Channels - Organization]
Quotation(s): 128

Code Family: Information Channels
Created: 15-06-05 12:23:44 (Super)
Codes (3): [Information - Circulation Channels - Formal] [Information - Circulation Channels - Informal] [Information - Circulation Channels - Organization]
Quotation(s): 34

Code Family: Internationalization
Created: 15-06-05 13:33:15 (Super)
Codes (4): [DMP - International Benchmarking] [Image - International Research] [Internationalization - Research] [Internationalization - T & L]
Quotation(s): 26

Code Family: Leadership
Created: 15-06-05 12:58:16 (Super)
Codes (14): [Goals] [Ideas] [Leadership] [Leadership - Achievement] [Leadership - Auscultation] [Leadership - Authority] [Leadership - Building Teams] [Leadership - Credibility] [Leadership - Innovation] [Leadership - Limitations] [Leadership - Motivation] [Leadership - Responsibility] [Leadership - Trust] [Leadership - Vision]
Quotation(s): 110

Code Family: Leadership - Management
Created: 15-06-05 12:57:25 (Super)
Codes (7): [Leadership = Management] [Leadership vs Management] [Leadership vs Management - CC] [Leadership vs Management - CD] [Leadership vs Management - DMP] [Leadership vs Management - HR] [Leadership vs Management - OI]
Quotation(s): 41

Code Family: Leadership vs Management
Created: 15-06-05 16:00:53 (Super)
Comment:
TERM: (("Leadership" | "Leadership - Management") | (("Leadership" | "Management") | (("Leadership" | "Profile - Manager/Leader") | (("Leadership - Management" | "Management") | (("Leadership - Management" | "Profile - Manager/Leader") | ("Management" | "Profile - Manager/Leader"))))))
Codes (51): [Academic vs Managers] [Accountability] [Charisma] [Cordiality] [Decision-maker CD - Characteristics] [Decision CC - Style] [Decision CD - Current] [Decision CD - Style] [DMP CD - Experience] [DMP CD - Intuition] [DMP CD - Personal Perception] [Goals] [HR - Management] [Ideas] [Leadership] [Leadership - Achievement] [Leadership - Auscultation] [Leadership - Authority] [Leadership - Building Teams] [Leadership - Credibility] [Leadership - Innovation] [Leadership - Limitations] [Leadership - Motivation] [Leadership - Responsibility] [Leadership - Trust] [Leadership - Vision] [Leadership = Management] [Leadership vs Management] [Leadership vs Management - CC] [Leadership vs Management - CD] [Leadership vs Management - DMP] [Leadership vs Management - HR] [Leadership vs Management - OI] [Management] [Management - Organization] [Management - Profitability] [Management - Resource Allocation] [Management - Responsibility] [Management - Vision] [Manager - Personality] [Manager - Skills] [Manager CC - Experience] [Manager CC - Skills] [Manager CD - Experience] [Manager CD - Skills] [Methods & Organization] [Objectives] [Pragmatic Issues] [Qualifications] [Responsibility] [Values - Individual]
Quotation(s): 317

Code Family: Management
Created: 15-06-05 12:59:02 (Super)
Codes (13): [Accountability] [Decision CD - Current] [Goals] [HR - Management] [Management] [Management - Organization] [Management - Profitability] [Management - Resource Allocation] [Management - Responsibility] [Management - Vision] [Methods & Organization] [Objectives] [Pragmatic Issues]
Quotation(s): 72

Code Family: Management Model
Created: 15-06-05 12:59:43 (Super)
Codes (9): [Academic vs Managers] [Academic vs Staff] [Institutional Relations - Internal (-)] [Institutional Relations - Internal (+)] [Management Model] [Management Model - CC] [Management Model - CD] [Management Model - Professionalisation] [Management Model - Top Bodies - Senate]
Quotation(s): 62

Code Family: Management Model*
Created: 15-06-05 13:00:44 (Super)
Codes (12): [Management Model - AR*] [Management Model - CC*] [Management Model - CD*] [Management Model - CP*] [Management Model - Head Figure*] [Management Model - Head Figure* - Duration of Mandate] [Management Model - Head Figure* - Motivation] [Management Model - Head Figure* - Strong Points] [Management Model - Students' Participation*] [Management Model - Top Bodies*] [Management Model - Top Bodies* - University] [Management Model - Ways of Choosing Head Figure*]
Quotation(s): 66

Code Family: Manager
Created: 15-06-05 15:55:46 (Super)
Comment:
TERM: (("Manager - Others" | "Manager CC") | (("Manager - Others" | "Manager CD") | ("Manager CC" | "Manager CD")))
Codes (9): [Manager - Personality] [Manager - Skills] [Manager CC - Experience] [Manager CC - Skills] [Manager CD - Experience] [Manager CD - Needed Stimuli] [Manager CD - Skills] [Manager CD -

Training] [Manager CD - Ways of Learning]
Quotation(s): 40

Code Family: Manager - Other
Created: 15-06-05 13:09:01 (Super)
Codes (2): [Manager - Personality] [Manager - Skills]
Quotation(s): 18

Code Family: Manager CC
Created: 15-06-05 13:08:08 (Super)
Codes (2): [Manager CC - Experience] [Manager CC - Skills]
Quotation(s): 9

Code Family: Manager CD
Created: 15-06-05 13:08:30 (Super)
Codes (5): [Manager CD - Experience] [Manager CD - Needed Stimuli] [Manager CD - Skills] [Manager CD - Training] [Manager CD - Ways of Learning]
Quotation(s): 14

Code Family: Mission
Created: 15-06-05 13:07:41 (Super)
Comment:
TERM: (("Mission - Others" | "Mission CC") | (("Mission - Others" | "Mission CD") | (("Mission - Others" | "Mission OI") | (("Mission CC" | "Mission CD") | (("Mission CC" | "Mission OI") | ("Mission CD" | "Mission OI"))))))
Codes (14): [Mission - Complexity] [Mission - Research] [Mission - Service Provision - Typology] [Mission - T & L] [Mission - T & L - Professionalization] [Mission CC - T & L] [Mission CD] [Mission CD - Essence] [Mission CD - Research] [Mission CD - Service Provision] [Mission CD - T & L] [Mission OI - Research] [Mission OI - Service Provision] [Mission OI - Service Provision - Public]
Quotation(s): 43

Code Family: Mission - Various
Created: 15-06-05 13:05:56 (Super)
Codes (5): [Mission - Complexity] [Mission - Research] [Mission - Service Provision - Typology] [Mission - T & L] [Mission - T & L - Professionalization]
Quotation(s): 19

Code Family: Mission CC
Created: 15-06-05 13:03:28 (Super)
Codes (2): [Mission - Research] [Mission CC - T & L]
Quotation(s): 12

Code Family: Mission CD
Created: 15-06-05 13:02:49 (Super)
Codes (5): [Mission CD] [Mission CD - Essence] [Mission CD - Research] [Mission CD - Service Provision] [Mission CD - T & L]
Quotation(s): 15

Code Family: Mission OI
Created: 15-06-05 13:01:51 (Super)
Codes (3): [Mission OI - Research] [Mission OI - Service Provision] [Mission OI - Service Provision - Public]
Quotation(s): 6

Code Family: Model's Relevant Variables
Created: 15-06-05 14:22:45 (Super)
Comment:
TERM: (("Collegial" | "Constraints") | (("Collegial" | "Critical Variables") | (("Collegial" | "Factors of

Success") | (("Constraints" | "Critical Variables") | (("Constraints" | "Factors of Success") | ("Critical Variables" | "Factors of Success"))))))
Codes (34): [Bologna Process - Constraint] [Bologna Process - Opportunity] [Bureaucracy] [Change - Context] [Change - Resistence] [Conflict of Interests] [Decision CC - Factors of Success] [Decision CD - Factors of Acceptance] [Decision CD - Factors of Influence] [Decision CD - Factors of Success] [Decision CD - Must be Explained] [Decision OI - Factors of Success] [DMP - Collegial] [DMP - Collegial - Rationality] [DMP - Collegial - Representativity] [DMP CC - Collegial] [DMP CC - Collegial - Structure & Organization] [DMP CC - Critical Variables] [DMP CC - Information Unavailability] [DMP CD - Collegial] [DMP CD - Critical Variables] [DMP CD - Information Unavailability] [DMP CD - Information Unavailability - University Centralization] [DMP OI - Critical Variables] [Ideas] [Image - Prestige] [Leadership - Limitations] [Legality] [Norms] [Research - Critical Variables] [Risks] [Rules] [Service Provision - Critical Variables] [T & L - Critical Variables]
Quotation(s): 341

Code Family: OI
Created: 15-06-05 14:27:51 (Super)
Codes (11): [Decision OI - Factors of Success] [DMP OI] [DMP OI - Actors] [DMP OI - Critical Variables] [DMP OI - Listening to People] [Leadership vs Management - OI] [Mission OI - Research] [Mission OI - Service Provision] [Mission OI - Service Provision - Public] [Power OI] [Power OI - Delegation]
Quotation(s): 32

Code Family: Power
Created: 15-06-05 13:21:35 (Super)
Comment:
TERM: (("Power - Others" | "Power CC") | (("Power - Others" | "Power CD") | (("Power - Others" | "Power OI") | (("Power CC" | "Power CD") | (("Power CC" | "Power OI") | ("Power CD" | "Power OI"))))))
Codes (20): [Authority] [DMP CD - Discritionary Power] [Power] [Power CC] [Power CC - Actors] [Power CC - Decisions - Weakness] [Power CC - Delegation] [Power CC - Delegation - Conditions] [Power CC - Domains] [Power CD] [Power CD - Actors] [Power CD - Decisions - Weakness] [Power CD - Delegation] [Power CD - Delegation - Computers] [Power CD - Delegation - Conditions] [Power CD - Domains] [Power CD - Law] [Power CD - Non Delegated] [Power OI] [Power OI - Delegation]
Quotation(s): 163

Code Family: Power - Various
Created: 15-06-05 13:19:22 (Super)
Codes (3): [Authority] [DMP CD - Discritionary Power] [Power]
Quotation(s): 23

Code Family: Power CC
Created: 15-06-05 13:17:30 (Super)
Codes (6): [Power CC] [Power CC - Actors] [Power CC - Decisions - Weakness] [Power CC - Delegation] [Power CC - Delegation - Conditions] [Power CC - Domains]
Quotation(s): 42

Code Family: Power CD
Created: 15-06-05 13:18:05 (Super)
Codes (10): [DMP CD - Discritionary Power] [Power CD] [Power CD - Actors] [Power CD - Decisions - Weakness] [Power CD - Delegation] [Power CD - Delegation - Computers] [Power CD - Delegation - Conditions] [Power CD - Domains] [Power CD - Law] [Power CD - Non Delegated]
Quotation(s): 105

Code Family: Power OI
Created: 15-06-05 13:18:32 (Super)
Codes (2): [Power OI] [Power OI - Delegation]
Quotation(s): 4

Code Family: Profile - Manager/Leader
Created: 15-06-05 13:59:47 (Super)

Codes (21): [Academic vs Managers] [Charisma] [Cordiality] [Decision-maker CD - Characteristics] [Decision CC - Style] [Decision CD - Style] [DMP CD - Experience] [DMP CD - Intuition] [DMP CD - Personal Perception] [Ideas] [Leadership - Vision] [Management - Vision] [Manager - Personality] [Manager - Skills] [Manager CC - Experience] [Manager CC - Skills] [Manager CD - Experience] [Manager CD - Skills] [Qualifications] [Responsibility] [Values - Individual]
Quotation(s): 127

Code Family: Quality
Created: 15-06-05 13:22:11 (Super)
Codes (4): [Assessment] [Quality - Research] [Quality - Service Provision] [Quality - T & L]
Quotation(s): 26

Code Family: Research
Created: 15-06-05 13:38:32 (Super)
Codes (9): [DMP - Research] [Image - Research] [Information - Research] [Internationalization - Research] [Mission - Research] [Mission CD - Research] [Mission OI - Research] [Quality - Research] [Research - Critical Variables]
Quotation(s): 54

Code Family: Resources
Created: 15-06-05 13:31:40 (Super)
Comment:
TERM: ("FR" | "HR")
Codes (12): [DMP CC - HR Involvement] [DMP CD - HR Involvement] [FR] [FR - Efficiency] [HR] [HR - Equity (-)] [HR - Involvement] [HR - Management] [HR - Motivation] [HR - Qualifications] [Leadership vs Management - HR] [Management - Resource Allocation]
Quotation(s): 71

Code Family: Service Provision
Created: 15-06-05 13:40:26 (Super)
Codes (9): [DMP - Service Provision] [Image - Service Provision] [Information - Service Provision] [Mission - Service Provision - Typology] [Mission CD - Service Provision] [Mission OI - Service Provision] [Mission OI - Service Provision - Public] [Quality - Service Provision] [Service Provision - Critical Variables]
Quotation(s): 22

Code Family: Stakeholders
Created: 15-06-05 13:36:08 (Super)
Codes (8): [Academic vs Stakeholders] [DMP - Stakeholders - Auscultation] [DMP CC - Stakeholders Importance (-)] [DMP CC - Stakeholders Importance (+)] [DMP CD - Stakeholders Importance (-)] [DMP CD - Stakeholders Importance (+)] [Stakeholders] [Stakeholders - Alumni]
Quotation(s): 56

Code Family: T & L
Created: 15-06-05 13:37:30 (Super)
Codes (10): [Image - T & L] [Information - T & L] [Internationalization - T & L] [Mission - T & L] [Mission - T & L - Professionalization] [Mission CC - T & L] [Mission CD - T & L] [Quality - T & L] [Students] [T & L - Critical Variables]
Quotation(s): 72

Code Family: Values
Created: 15-06-05 13:10:36 (Super)
Codes (7): [Principles] [Values - Academic Spirit] [Values - Academic Spirit - Weakness] [Values - Faculty] [Values - Individual] [Values - Institution] [Values - Notabilis]
Quotation(s): 53

Appendix 5.1.1.a. PPU - Insignias and Expressions in the Statutes

Univ.	*Statutes*		*logotype*
	art.	*Expressions*	
UC	71	-"the seal, the flag and the hymn are symbols of university of Coimbra "	
		-description of the seal, flag and the colors of the seal and flag	
	72	-*honoris causa* doctorate	
		-honorific medal	
	73	-main academic cerimonies: "retor`s entrance into office ", "solemn doctorate " and the	
		-insignia and the protocols of academics cerimonial	
	74	-Day of University: 1 March	
UL	3	-"flag, timbre, hymn and the another proper symbols "	
UP	41	-symbols, distinctions and academic cerimonics	
	42	-Day of University: 22 March	
UTL			
UNL			
UA	6	-"they are insignias ":	
		-flag & logotype (university)	
		-long habit and silver medal (rector & doctors)	
		-long habit and bronze medal (masters)	
	Annex I	-models and description of the insignias	
UMi.	5	-university colors	
		-emblems and attire	
UE	4	-"emblem & seal"	
	5	-"academic attire "	
		-attire of the professors and researchers	
		-use of the cap and rosette	
		-use of the insignia	
	6	-Day of University: 1 November	
UAc.	108	"academic attire "	
	Annex I	-colors, detailed design, fabrics	
	109	"doctorate insignias "	
	Annex II	-colors, detailed shape, fabrics	
	110	-"heraldic elements "	
	Annex III	blazon, flag, *ex-libris*	
	IV, V, VI	emblem, embossed seal, detailed material colors and shape	
	111	-"diplomas and doctoral diploma "	
UAlg.	6	-insignias, flag, logotype and professoral attire	
		-Day of University: 11 December	
UTAD	7	-Day of University: 22 March	
UBI	3	-"insignia "	
		-emblem and professoral attire	
		-Day of University: 30 April	
UMa	6	-"Symbol, flag & seal"	
	7	-"academic attire and honorific medal"	
	8	-Day of University: 6 May	

Appendix 5.1.2.a. UC - Strategic Policy Analysis (2003-2005)

Main Outlines of University Policies			
Strategic Objectives		Senate Deliberations by Rectory Proposal	Rector Decisions
1. Consolidate and Innovate in training activities.	1.1 Consolidation of the educational supply at graduate level; 1.2 Broadening the educational supply at post-graduate level; 1.3 Continuous training and informal training; 1.4 Long-distance learning.	53/2003- Pro-Rectors' Nomination 128/2003 – Pro-Rectors' Nomination 130/2003 – Assignment of the rights to the surface of Executive Training Institute	6/2003 28/03 31/04
2. To guarantee the training quality.	2.1 Teachers' Support; 2.2 Management of the pedagogic quality; 2.3 Promoting schooling success.	55/2003 – Tuition fees' regulation 96/2003 – Tuition valuation May/2004 – Bologna Document	17/03
3. Reinforce the School Social Services	3.1 Scholarships; 3.2 Psico-pedagogic support; 3.3 Accommodation; 3.4 Nutrition; 3.5 Health, Culture and Sports.		17/03
4. Reinforce the I&D activities		46/2003- Interdisciplinary Research Centre – statutes Oct/2003 – Approval of the University of Coimbra Prize 13/2004 – Motion – Nobel Prize for Economics– Prof. Celso Furtado May/2004 – Overheads regulation	24/04
5. Reinforce specialized service provision activity		53/2003- Pro-Rectors' Nomination 129/2003 - Assignment of the rights to the surface of the Instituto Pedro Nunes – Company incubator	2/03; 10/03; 14/03; 18/03 26/04; 27/04
6. Reinforce cultural interventions	6.1 The defence and preservation of the patrimony; 6.2 Cultural spaces and infrastructures; 6.3 Training cultural actors; 6.4 A quality cultural programme.	53/2003- Pro-Rectors' Nomination	
7. Reinforce internationalization		127/2003 – Free Japanese Language and Culture Course - I e II	
8. Universities Press and Libraries	8.1 The University of Coimbra Press; 8.2 Establishment of an Integrated Bibliographic Information System.	57/2003 – University Press Regulation - Change Doc 804 – Nomination of the Directors of the General Library and University Press 93/2003 –Election of the University Press Director 98/2003 – Election of the Director of the University Archive 131/2003 – General Library and	9/03 30/04

		University Archive Regulations 25/2004 – Election of the General Library Director	
9. Adequately instate Faculties and Services			
10. To defend the Environment, promote Safety, give the example	10.1 Buildings; 10.2 Accessibilities and Transportation; 10.3 Equipment in General; 10.4 Residue and affluent management; 10.5 Natural Resources Management; 10.6 Hygiene and health in the workplace; 10.7 Safety; 10.8 Monitoring and Divulging.	53/2003- Pro-Reitors' Nomination	6/2003 28/03 31/04
11.University Management improvement	11.1 The central importance of human resources; 11.2 Administrative modernization; 11.3 Service Reorganization	85/2003 – Organizational Structure of the Services of the University of Coimbra 91/2003 – University Staff Regulation Doc. 823/2003 – QMS Extension 12/2004 – Senate Regulation	3/2003; 4/2003; 7/2003; 11/2003/ 15/2003; 16/2003. 21 a 26/2003; 29 a 33/2003; 01 a 21/2004; 25/2004.
12. To promote a new relationship with society. To make Univer[sc]ity		92/2003 – Statutes of Diver[sc]idade, EM Out/2003 – Honorific Medal	32/04

Appendix 5.1.2.b. UC - Analysis of the Programatic Points of the Discourses proffered in the Solemn Openings (1984-2001)

Rector	Fernando Rebelo						Rui de Alarcão						Rui de Alarcão												sum of quotes	total average
	1998-2001						1994 a 1997						1984 a 1993													
	01	00	99	98	quotes	average	97	96	95	94	quotes	average	93	92d	91j	90	89	88	87	86	85	84	quotes	average		
Stakeholders -- Students	12		3 5 9 10	1 10	7	1,75	II.4 II.6	2.4 2.5	4 5		6	2,00	7 8	7	9				11 12 13	7	14 15		10	1,43	23	1,35
Cultural Action	7	7	5	6	4	1,00		2.2	3		2	0,67		5.6	8				5 6	5 6	6 7	6 7 8 9 10	13	1,86	19	1,12
Infrastructures	5	6	4 6	5 7	6	1.50	II.5	2.6	6		3	1,00	5	3	1 2 3				10	10	12	13	9	1,29	18	1,06
Financing	4	6	4	1 2 7	6	1,50	II.7	2.7	7		3	1,00	6	1 2 4	4				9	9	11		8	1,14	17	1,00
Scientific Research	8	8	7	4	4	1,00	II.3	2.1	2		3	1,00	4	5.5	7				4	4	4 5	4	8	1,14	15	0,88
Indicators	2	2	4		3	0.75	II.3	2.1	2		3	1,00	4	5.2	6				3	3	3	3 12	8	1,14	14	0,82
Internationalization	1	1 4	2	9	5	1,25	II.4				1	0,33		9	10					13		15	4	0,57	10	0,59
Educational Quality		3		3	2	0,50	II.4	2.1	2		3	1,00		5.1 5.4						3	3		4	0,57	9	0,53
External Stakeholders -- University Extension	6 9	5		8	4	1,00		2.3	9		2	0,67			10							5	2	0,29	8	0,47
Symbols	3	2			2	0,50	1.2				1	0,33	2	6						8 13		15	5	0,71	8	0,47
Organization and Management	10	9	8 9	10	5	1.25									11				8				2	0,29	7	0.41
Evaluation of the University				II	1	0,25	II.8	2.8			2	0,67	9										1	0,14	4	0,24
Image	II	10		12	3	0.75																			3	0.18

Note: The figures shown correspond to the programmatic points of the speeches

Appendix 5.2.1.a. Global PI Panel – Frequency by Activity, Level and Group

Activity	Level	Group	Freq.
Teaching and Learning	Activity	Academic	28
		Doctorate Degree	5
		Masters' Degree	7
		Post-graduation	17
		Entry	15
		Internationalization	32
		Quality	38
		Human Resources	22
		Facilities Resources	1
		Outcome	34
		Satisfaction	18
		Social	19
	Financial	Academic	12
		Doctorate Degree	1
		General Data	7
		Internationalization	2
		Sub-Total	**258**
Research.	Activity	Academic	1
		Doctorate Degree	3
		Masters' Degree	1
		Post-graduation	6
		General Data	1
		Projects	13
		Quality	12
		Human Resources	34
		Facilities Resources	1
		Outcome	47
		Satisfaction	5
		Society	1
	Financial	General Data	21
		Financing	1
		Projects	4
		Quality	1
		Human Resources	5
		Outcome	2
		Society	4
		Sub-Total	**163**
Service Provision	Activity	Cooperation	1
		Cultural / Sport	4
		General Data	2
		Image	3
		Internationalization	1
		Nuclei and Org.	2
		Projects	3
		Human Resources	2
		Outcome	2
		Satisfaction	1
		Social	2
		Society	5
	Financial	Cultural / Sport	3
		General Data	5
		Nuclei and Org.	2
		Projects	1
		Facilities Resources	1
		Outcome	4
		Sub-Total	**44**
		TOTAL	**465**

Activity	Level	Group	Freq.
Management	Activity	Academic	1
		General Data	1
		Internationalization	8
		Quality	9
		Acquisition Resources	1
		Human Resources	34
		Facilities Resources	15
		Satisfaction	12
	Financial	General Data	22
		Nuclei and Org.	3
		Human Resources	15
		Facilities Resources	4
		Outcome	2
		Sub-Total	**127**
Support Services Library	Activity	Cooperation	2
		Quality	7
		Bibliographic Resources	11
		Human Resources	2
		Facilities Resources	2
		Satisfaction	3
		Usage	17
	Financial	Academic	4
		General Data	9
		Projects	1
		Human Resources	1
		Usage	3
		Sub-Total	**62**
Support Services Computer	Activity	Academic	1
		Quality	3
		Computer Resources	18
		Satisfaction	4
	Financial	Academic	2
		Human Resources	1
		Computer Resources	2
		Sub-Total	**31**
		TOTAL	**220**

Appendix 5.2.1.b. Global PI Panel - Categorization by Activity, Group and Process

	Group		Input	Process	Output
Teaching & Learning	**Academic**		**18**	**15**	**16**
	Masters		**3**	**2**	**5**
	Post-graduations		**5**	**11**	**3**
	Entry		**12**	**3**	**0**
Research	**Doctorate**		**2**	**3**	**6**
	Internationalization		**6**	**19**	**18**
	Projects		**1**	**11**	**10**
	Scientific Production		**6**	**2**	**3**
Service Provision	**Culture/Sports**		**1**	**6**	**0**
	Social		**2**	**11**	**8**
	Society		**4**	**6**	**0**
	Cooperation		**0**	**3**	**0**
Common	**Global Data**		**16**	**22**	**30**
	Financing		**1**	**0**	**0**
	Nuclei and Org.		**0**	**5**	**2**
	Quality		**1**	**47**	**22**
	Resources	**Assets**	**0**	**0**	**1**
		Human	**33**	**67**	**16**
		Computers	**14**	**5**	**1**
		Facilities	**7**	**9**	**8**
	Usage		**1**	**12**	**7**
	Results		**1**	**34**	**56**
	Satisfaction		**0**	**13**	**30**
	Image		**1**	**1**	**1**

Appendix 5.2.3.a. FEUC - Summary of Opinions on DSS

Interview no.	Information Type	Information circulation channels	Agents/Key Structures	Monitorization	Information System characterization
1	- Internal activity of the Faculty or University (ex: Int. Relations). "	intranet	Extension Office		- Interaction with the interested parties in order to evaluate the information needs. - The information should be selected (specific for the target public). - Information should be organized.
2	- Decisions of the bodies should circulate in an institutional manner				- Benchmarking - Importance of registries. It is not a current practice to register information – cultural matter. - Based on the Faculty's and the University's Support Services.
3	Periodicity should be different according to the recipient and the operational degree. - Weekly – services - Monthly– services - Annualy	Nuclei (teaching and research) - Email – selected – "the delete-routine" – for the teaching staff "we've reached the information tiredness".	1st Degree coordinator Analytical Accounting		
4		What exists? Internal: - Poster pin up and bulletin board usage Improvement with a date stamp - Monthly informative bulletin (includes teachers scientific activity) – 500 exemplars - Email (very little filter in the information that is sent out How? - Obj: quarterly scientific information bulletin.	To create an information service		Information Service - Centralized - Especializes as regards information collection and processing - Clear definition of the competences and functions upstream of the information system (organization) and downstream (publicity). In a transitory phase, It could be the Dean's Extension and Support Office as long as more

		How do I gather information for the bulletin? In the following way: I request, onde week before I make it; I publicize, by email to all teachers through a message that reads "bulletin number whatever is going to be edited, regarding month x and that any information they consider relevant... that they think should be included in the information bulletin they should email it to me. That is the first step I take. I do this every month, just for teachers. In truth, I regret not having done this from the beginning for teaching-staff and student, but due to circumstantial reasons I did this for teachers, which was something that wasn't done up to then, and it remained that way, and it's something that hasn't brought on bad results. External: - Publicity in Schools and Fairs			people are involved. - It is important that continuous information gathering mechanisms exist.
5		- Email - Put up I think so, if everyone took the time to read it and look at it. Because, sometimes people say they don't see it... but that's because they don't open their emails, a lot of them; other don't look at the bulletin boards. And then things get lost. But I think we also have another great solution other than that, because sending letters out to people... even though they are sent. There are times when, other than that, we reinforce it, when it is something of great concern... we also send a letter. But, presently, if people are a little concerned that is almost enough.			
6	- Important to have the internal monthly information circulating – Information bulletin	- Web page - Email Only occasionally: - Telephone	- Coordinators (ex: Master's Degrees) - Important: place where any person could write or present;	- Currently monitorization is based on an informal model ("capillary"), which is no longer compatible with the size of the	

		- Post Ex: Master's Degree	where he/she could transmit certain concerns in a unorganized way.	institution. Monitorization should be formal.	
7	- of service usage	Information Circulation between Student Nuclei and the Faculty – desirable We basically...there are three channels: by mouth, that publicizes, that is the informal channel and then there are two important parts that were published, which are the matter of the advantages of the Internet and the matter of...the slides with the motives for which they are done, the brochures... maybe it's these two channel...	Students - Extension Units: Nuclei and Student Associations	- Important to acknowledge the type of usage of Bibliography, the type of computer room usage, to understand if the worst quality that students are served with is due to the users from outside the Faculty.	Students – have little information in the management bodies (partial information) - They have a lot of information regarding the extension organizations (Student Nuclei, etc..) - Facility for crucial access - Improvement in the registration service.
8	"and then I think there is a... a great disappointment because regarding those inquiries that are filled out at the end of each semester, the inquiries, ... I think students are interested in filling those out, but then they come to a point when they see that it's not used, or the results are not made public and then they think they are not really participating, that this is not taken into account".	- Email - Information bulletin if useful – it should be improved in terms of design	- Email box for student suggestions	Education - Success rate - Class Absence rate Library – what kind of book is mostly borrowed. Student inquiry regarding the functions of a given service...	
9	- "Set up a registration system with a written, organized memory of everything that hás to do with education"	- email, reg. with written information - web page	- vocational training measures for teachers regarding the comunication strategy doc – students - 1st Degree Students' Nuclei		- Promptness in getting the information (S. Cen, Sac) - Information System should consider the 3 bodies - Information centralization
10	- Give decisions of the bodies - Bibliography - + Pedagogic Guide	- email - forums - FEUC web page (very good)			- Promptness in accessing information (Acad.).
11		- digital and in person Because the one in person prevents the digital from being excessive, from carrying a river of excessive			- Information System, source information, codified - Consistent and transmittable - Flexible: does not imprison

		information, which is neither codified, nor prepared. If I only have the one in person we remain with that tacit information logic. I would say digital and in person in this order and mandatorily a binomial. - Connected channels			managers Ex: "the System should stand upon the institution's functioning, but does not comprise implicit priorities".
12	- Computerized student profile - Teaching Staff quantitative information (absences, tardiness...)				- Information System guided towards the student, rather than to the teacher - Only collect information that is absolutely necessary.
13	- Social Balance: Information on accounting Information on performance - Information should Be easy to gather Be of interest on the managers point of view (production) and in the analysts point of view (evaluation) Portray the reality of the organization				
14			- Coordinators of 1st Degrees		- Information should be accessible, it should flow... it should be flexible.
15		- Define the information circuits. 'everything is in the Faculty's homepage'. Don't come and ask me, for God's sake, with the thousand things I have to do, to be concerned, me who doesn't even know when the meetings take place, to go and look in the Faculty's homepages to see if thee are minutes so I can read them. Before this means was used the minutes got to every service.	- Coordinators of the Support Services - Coordination between bodies.		- Library: automating loans. - Rest upon a more intensive usage of the data bases, of the funds, etc..

Appendix 5.3.1.a. PPU – Statutes and Management Bodies

Management Bodies	UC D.N. no 79/89	UL D.N. no 2/2001	UP D.N. no 23/2001	UTL D.N. no 70/89	UNL D.N. no 61/89	UA D.N. no 51/97	UMi D.N. no 25/2000	UE D.N. no 84/89	UAc D.N. no 178/90	UAlg D.N. no 198/91	UTAD D.N. no 11-A/98	UBI D.N. no 82/89	UMa D.N. no 83/98
University Assembly	Art 38 to 39	Art 35 to 39	Art 12 to 15	Art 7 to 10	Art 7 to 9	Art 9 to 11	Art 15 and 16	Art 8 and 9	Art 24 to 29	Art 10 to 12	Art 9 to 11	Art 10 to 12	Art 14 and 15
Rector	Art 40 to 45	Art 40 to 46	Art 16 to 20	Art 11 to 26	Art 10 to 17	Art 11 to 15	Art 17 to 20	Art 10 to 15	Art 30 to 37	Art 13 to 15	Art 12 to 19	Art 13 to 16	Art 16 to 19
University Senate	Art 46 to 47	Art 47 to 54	Art 21 to 24	Art 27 to 28	Art 18 to 21	Art 16 to 18	Art 21 to 24	Art 16 to 18	Art 38 to 41	Art 16 to 18	Art 20 to 23	Art 16 to 18	Art 20 and 21
Administrative Council	Art 49	Art 55 to 56	Art 25 to 28	Art 29 to 31 and 35	Art 22 to 23 and 64	Art 25 to 26	Art 29 to 31	Art 20 to 21	Art 42 to 45	Art 16 to 18 and 45 to 46	Art 24 to 26	Art 19 to 21	Art 23 and 24
Advisory Council		Art 29 to 34	Art 28	Art 32 to 33 and 35	Art 24 to 25 and 65			Art 22 to 23		Art 22 to 23 and 42 to 44	Art 31	Art 28 to 30	Art 31 and 32
Social Council	Art 50 to 51												
Academic Council							Art 25 to 26						
Cultural Council							Art 32 to 35						
Scientific/Research Council	Art 61 to 62		Art 28	Art 35 and 40	Art 55 to 58	Art 21 to 22	Art 59 to 60	Art 25 to 28 and 37 to 38	Art 47 to 50	Art 36 to 38	Art 26 to 29	Art 22 to 24	Art 27 and 28
Pedagogic Council	Art 59 to 60		Art 28	Art 35 and 40	Art 59 to 63	Art 23 to 24		Art 29 to 31		Art 39 to 41	Art 26 to 29	Art 25 to 27	Art 29 and 30
University Council						Art 19 to 20							Art 25 and 26
Department Directors' Council									Art 56 to 58				
Course Directors' Council									Art 59 to 61				
Department Council								Art 40 to 41	Art 63 and 64				
Department Director									Art 65 and 66				
Administrative Management Committee									Art 67 and 68				
Pedagogic Committee									Art 69 to 71				
Course Director									Art 72 and 73				
Representatives' Assembly	Art 54 to 55		Art 28	Art 35 and 40	Art 42 to 46	Art 31				Art 28 to 30		Art 31 and 32	Art 43
Directive Council	Art 56 to 58		Art 28	Art 35 and 40	Art 52 to 54	Art 32		Art 34 to 35		Art 31 to 35		Art 33 and 34	Art 44
Plennary						Art 30							
Scientific Pedagogic Council						Art 33						Art 35 and 36	Art 45
School Council							Art 53 to 56						
School President							Art 57 to 58						

Appendix 5.3.1.b. PPU - Competencies of Management Bodies - University Assembly

Assembly of the University Powers	UC D.N. no 79/89	UL D.N. no 144//92	UP D.N. no 23/2001	UTL D.N. no 70/89	UNL D.N. no 61/89	UA D.N. no 51/97	UMi D.N. no 25/2000	UE D.N. no 84/89	UAc D.N. no 178/90	UAlg D.N. no198/91	UTAD D.N. no 11-A/98	UBI D.N. no 82/89	UMa D.N. no 83/98
Approving the changes to be made to the Statutes, by a majority of 2/3 of the votes cast, as long as these correspond to the absolute majority of the members of the Assembly in performance of duties.	x	x	x	x	x	x	x	x	x	x	x	x	x
Electing the Rector, empowering him and deciding on his destitution.	x	x	x	x	x	x	x	x	x	x	x	x	x
Discussing and approving, by an absolute majority of the votes cast, the Statutes of the University.				x		x		x					
Giving opinion about all other issues which are submitted to the Rector or to the Senate.	x	x					x			x			x
Drawing up and approving its Rules and Regulations.									x				x
Approving, by an absolute majority of 2/3 of the votes cast, as long as it is not lower than the absolute majority of its members in performance of duties and prior to the favourable opinion of the Senate, the creation, integration, modification or extinction of Departments, Centres, Institutes, Foundations, Organizations, Establishments or other structures where the Univerversity has a participation, as long as such acts do not involve making changes to the Statutes.						x							
Approving, by an absolute majority of 2/3 of the votes cast, as long as it is not lower than the absolute majority of its members in performance of duties, the revision of the electoral regulations and division of the governance bodies of the University into constituencies.	x	x				x							
Examining the development plan, proposed by the Rector, for the duration of his mandate and any other plan that should be taken under its consideration.		x				x							
Examining and giving opinion on the Social Services' Report.						x							
Approving proposals of cultural, sporting and associative nature which should be included in the multiannual activity plans of the University.						x							
Approving the regulation for the election of the necessary representatives whose mission is to garantee the balance through parity between the University and polytechnique subsystems.										■			
Electing the different bodies, and corresponding members of the University Senate.					x								

Powers stated in the L.A.U.
New Statutes ■

Appendix 5.3.1.c. PPU - Competencies of Management Bodies - Rector

Rector Powers	UC D.N. no 79/89	o D.N. no 144/92	UP D.N. no 23/2001	UTL D.N. no 70/89	UNL D.N. no 61/89	UA D.N. no 51/97	UMi D.N. no 25/2000	UE D.N. no 84/89	UAc D.N. no 178/90	UAlg D.N. no 198/91	UTAD D.N. no 11-A/98	UBI D.N. no 82/89	UMa D.N. no 83/98
Proposing the general guidelines of university life to the Senate	x	x	x	x	x	x	x	x	x	x	x	x	x
Endorsing the constitution and installment in office of the members of the management bodies of Faculties and organic Units, which compose the University.	x	x	x	x	x	x	x	x	x	x	x	x	x
Presiding, giving the casting vote, over the Senate and the rest of the colegial bodies of the University and ensuring the fulfilment of their deliberations.	x	x	x	x	x	x	x	x	x	x	x	x	x
Securing the observance of the law and the regulations and Statutes	x	x		x	x	x	x	x	x	x	x	x	x
Supervising the academic, administrative and financial management, chiefly with regard to staff recruitment and appointment, academic examination juries, allotment of regencies, remunerations, allowances, leave of absence.	x	x	x	x	x	x	x	x	x	x	x	x	x
Reporting to the Government member with responsibility over Education all of the data that is essential for the exercise of tutorship, namely the development plans and reports	x	x	x	x	x	x	x	x	x	x	x	x	x
Defining and directing the support to be granted to students in the frame of Social Services and of circumscholar activities	x	x	x	x		x	x	x	x	x		x	x
Acknowledging, under all circumstances provided for by the Law, the urgent service convenience in staff provision	x	x	x	x	x	x	x	x	x	x	x	x	x
Representing the University	x	x			x	x	■			x	x	x	
Drawing up a development plan for the examination and approval by the statutory bodies of the Univerity, as well as the annual report						x							
Directing and coordinating the activities and services of the University, in order to impress unity, continuity and efficiency					x				x		x		
Promoting and directing the drawing up of annual and multiannual development plans, both regarding the activity and the University budgets, as well as the respective reports, and presenting them for appraisal by the competent collegial bodies, within the established period									x				
Exercising powers that by law or by the Statutes are not bestowed on other bodies	x	x	x		x		x	x	x	x	x	x	x
Drawing up and proposing, in accordance with the competent bodies, plans of education, reseach and non-teaching staff training, as well as plans regarding pedagogic, scentific and cultural activities						x							
Presiding, giving the casting vote, over the Social Measures/Social Services Council					x						x		
Participating in the Council of Rectors while representing the University		x											
Appointing the Vice-rectors and Pro-rectors		x								x		x	
Deciding on issues concerning the matter of academic protocols		x											
Establishing the doctorate branches and specialities and the creation of subject groups for the purpose of aggregation and competition, on the proposal of the respective Faculty or Institute					x						x		
Directing and implementing the budgets and defining the compreensive financial policy of the University					x						x		
Exercising all definite and executable instruments concerning the matter of personnel					x						x		
Approving the changes to be made to the staff					x								
Authorize, concerning the matter of public expenses, the application of budget appropriations or annual or multiannual plans, legally approved within the legally permitted limits			■		x						x		
Authorizing budget expenses without requiring open or restricted procedure nor requiring closing a written contract			■		x						x		
Making contracts with technical offices for the execution of projects, studies and other works					x						x		
Approving the annual reports regarding the activities and accounts of the nuclei that provide services to the community					x								
Presenting before the Senate the development plans and reports			x										
Promoting the electoral process for the new Rector election			x										
Authorizing, in accretion and in accordance with the opinion of the school to which the teacher is bound, the performance of teaching duties in another public, private or cooperative higher education institution				x									
Approving the Statutes of the organic Units, after listening to the Senate's view		x	x										
Discharging the Vice-rectors and Pro-rectors										x		x	
Establishing the maximum number of vice-rectors and pro-rectors that may perform their duties simultaneously			■										
Delegating powers to the presidents of the jury			■										
Taking on all powers that were delegated to him by the governmental department with the responsbility over Higher Education.			■										
Authorizing the admittance to aggregation examinations and endorsing the juries of aggregation and doctorate examinations				x									
Delegating powers to the management bodies, after listening to the Senate's view	x		■			x	■	x	x	x	x	x	■
Delegating powers to the management bodies				x									
Authorizing teachers who reach the age limit during an academic year to continue to perform their duties until the end of that year.				x									
Promoting the cooperation between the different organic units			■										

Powers stated in the L.A.U. | New statutes ■

University Senate **Powers**	UC D.N. no 79/89	UL D.N. no 144/92	UP D.N. no 23/2001	UTL D.N. no 70/89	UNL D.N. no 61/89	UA D.N. no 51/97	UMi D.N. no 25/2000	UE D.N. no 84/89	UAc D.N. no 178/90	UAlg D.N. no 198/91	UTAD D.N. no 11-A/98	UBI D.N. no 82/89	UMa D.N. no 83/98
Approving the general guidelines of the University	x	x	x	x	x	x	x	x	x	x	x	x	x
Defining the orientation of the university in the sphere of scientific research		x											
Defining the articulation between the University and other institutions		x											
Deliberating on the constitution or participation in the constitution of the University of other legal persons governed by public or private law		x											
Approving the development plans and examining and approving the University annual report	x	x	x	x	x	x	x	x	x	x	x	x	x
Approving draft budgets and examining the accounts	x	x	x	x	x	x	x	x	x	x	x	x	x
Approving the inventory of Patrimony		x											
Approving the management norms by project			x										
Approving the creation, suspension and extinction of courses/degrees	x	x	x	x	x	x	x	x	x	x	x	x	x
Pronouncing an opinion on the assessment results of the courses/degrees taught at the University			■										
Approving the proposals of creation, integration and modification or extinction of units, establishments or structures of the University	x	x	x	x	x	x	x	x	x	x	x	x	x
Approving the regulations and selection methods to be followed in non-teaching staff competitions						x							
Intervening in the boundary marking and distribution of the space where the University is located		x											
Defining measures which are adequate for the functioning of the organic units and services of the University	x		x	x	x		x	x	x	x	x	x	x
Proposing to grant legal personality to Faculties, Institutes and Museums		x											
Homologating the regulation of community service provision			x		x								
Establishing conventions and contracts with the exterior						x		x					
Pronouncing an opinion on the granting of honorary academic degrees	x	x	x	x	x	x	x	x	x	x	x	x	x
Bestowing the title of University Councelor								x					
Giving opinion on proposals to establish branches and doctorate specialties, and the creation of subject groups for the purpose of aggregation and competions					x								
Regulating the use of academic attire and insignia, defining the logotype of the University and the procedure of academic cerimonies			x										
Establishing and granting school prizes	x	x	x	x	x			x	x	x	x	x	
Exercising the disciplinary power	x	x	x	x	x	x	x	x	x	x	x	x	x
Establishing tuition fees	x		x	x	x	x		x	x	x	x	x	x
Regulating the income from service provision and establishing the revenue from fees, emoluments, fines and any other income legally attained.						x							
Taking in hand all other issues entrusted by law, by the Statutes, or presented by the Rector	x	x	x	x	x	x	x	x	x	x	x	x	x
Giving opinion on the Statutes		x		x									
Electing some of its members					x								
Drawing up and approving its rules		x		x					x				
Examining and deciding on the appeals of the deliberations of the Chambers			■										
Issuing an opinion on the creation or acknowledgement by the State of new Universities.		x											
Pronouncing an opinion on the appointment of pro-rectors.	x												
Establishing a maximum number of Vice-Rectors and Pro-Rectors, which was previously proposed by the Rector, that may perform their duties simultaneously	x												
Pronouncing an opinion, by a majority of 2/3 of its members, on the suspension or deposition of the Rector, in a situation that jeopardizes the existence of the institution									x				
Pronouncing an opinion on the wage system of teaching and research staff, as well as additional benefits for part-time, full-time and exclusive contract systems		x											
Defining the recruitment rules for staff not bound to public service			x										
Examining and approving the projects of oppening or change in the list of posts of the University	x		x			x							
Approving wage supplements, defined in accordance with the proper regulation which shall also be approved by the Senate													■
Powers stated in the L.A.U. / New Statutes g													

Appendix 5.3.1.e. PPU - Competencies of Management Bodies - Administrative Council

Administrative Council Competencies	UC 79/89	UL 2/2001	UP 23/2001	UTL 70/89	UNL 61/89	UA 51/97	UMi 25/2000	UE 84/89	UAc 178/90	UAlg 198/91	UTAD 11-A/98	UBI 82/89	UMa 83/98
Responsibility over the University's administrative, patrimonial and financial management.	x	x	x	x	x	x	x	x	x	x	x	x	x
Promoting the working up of annual and multiannual financial plans							x		x		x	x	x
Promoting the working up of budget projects according to the legal provisions in force							x		x		x	x	x
Promoting the collection of the University's income and its recording in contingent liabilities						x	x		x		x	x	x
Requesting the proper entities for budget appropriation entered in favour of the University						x	x		x		x		x
Depositing, in authorized credit institutions, the funds raised in favour of the University, which derive from public funds, or from revenue entered in the suspense account							x		x		x		x
Verifying the lawfulness of the expenses and authorizing payment						x	x		x		x	x	x
Promoting the execution of the revenue and expenditure accounts and forwarding them to the Court of Auditors before the deadline						x	x		x		x	x	x
Verifying periodically the funds which are in safe-deposit and in savings and controlling and keeping accounts of the Accounting and Tresury						x	x		x		x	x	x
Accepting, in accordance with the legal provisions in force, the liberations made in favour of all establishments and services comprised in the University, which do not involve obligation ou intents allien to the institution and, in case of inheritence, always in benefit of inventory.						x	x		x				x
Administrating the property and ensuring the maintenance and adequate employment of the buildings, land and equipment that belong to the University or are to it allocated						x	x		x		x		x
Deliberating on the necessary acquisitions for the functioning of the University, in conformity with the established priorities, as well as the acquisition itself							x		x		x		x
Promoting, in accordance with the Law, the sale by public auction of all material and equipment considered to be useless and dispensable						x	x		x		x		x
Promoting the organization and permanent updating of the inventory and records of movable and immovable property						x	x		x		x		x
Bestowing the houses allocated to the University and other establishments which depend on it							x		x				
Deliberating on all issues that are essential to the pursuit of its terms of reference						x					x		x
Examining and giving opinion on the budget proposal and its changes, to be submitted to Senate approval.						x							
Tendering and hiring studies, repairs, works, services, material and equipment supply and all that is essential to the normal functioning of the University, up to the limits established by law for the bodies and departments with administrative and financial autonomy.							x						x
Pronouncing an opinion on the recruitment, promotion, assignment and assessment of Human Resources							x						x
Deliberating on the evaluation, in accordance with the law, of its patrimony's real estate							x						x
Administrating the funds raised by Tresury and those coming from any other sources											x		
Doing a follow up on the management of Foundations and other Institutions and Associations, establishments, structures, projects, conventions and contracts of the University						x							
Authorizing and promoting the renting of buildings that are essential for the departments to operate							x				x		x
After hearing the senate's opinion, it may delegate powers	x		▪				▪			▪			▪
May delegate powers		x											
Granting budget appropriations to faculties										▪			
Coordenating consolidated accounts										▪			

New Statutes	Powers stated in the L.U.A.

Appendix 5.3.1.f. - PPU – Structures with Power of Decision

University	Organic Units	Decision Bodies f)								Decision Models
		Rector's Team		University						
		Composition	Mandate Duration	Collective Bodies	Mandate Duration	Collective Bodies	Mandate Duration	Individual Positions	Mandate Duration	
University of Coimbra ***(www.uc.pt)***	**8 Faculties**	Rector	4 years	University Assembly	4 years (except students - 2 years)	Assembleia de Representantes	2 years			Scientific and Pedagogic Autonomy: University and all organic units Administrative and Financial autonomy: University and 2 of the 8 organic units
						Executive Board				
						Academic Board				
		4 Vice-Rectors	4 years	University Senate	2 years	Pedagogical Board				
				Administrative Council	unknown	Administrative Council				
		4 Pro-Rectors		Social Council	determined by the Senate	Advisory Board				
	Interdisciplinary Research Institute					Directorate		President	2 years	
						Research Council				

University	Organic Units	Decision Bodies f)								Decision Models
		Rector's Team		University						
		Composition	Mandate Duration	Collective Bodies	Mandate Duration	Collective Bodies	Mandate Duration	Individual Positions	Mandate Duration	
University of Lisboa ***(www.ul.pt)***	**Rectory** **8 Faculties** **Social Sciences Institute**	Rector 3 Vice-Rectors 3 Pro-Rectors	4 years	University Assembly University Senate	4 years (except students - 2 years)	Assembly of Representatives Executive Board	4 years (except students - 2 years)			Statutory, scientific, pedagogic, patrimonial, administrative: University and all organic units; Administrative autonomy or administrative and financial autonomy: University or organic units defined in the statutes Subject Autonomy: University
				Administrative Council Advisory Board	unknown	Academic Board Pedagogical Board				
University of Porto ***(www.up.pt)***	**13 Faculties** **Abel Salazar Biomedic Sciences Institute** **Institutions and Organic Units not equivalent to Faculties**	Rector 5 Vice Rectors 3 Pro-Rectors	4 years 4 years	University Assembly University Senate Administrative Council	2 years	Assembly of Representatives Executive Board Academic Board Pedagogical Board Other bodies foreseen in the statutes Advisory Board Academic-Pedagogic Board		Other bodies foreseen in the statutes: President		Statutory, scientific, pedagogic, administrative and financial autonomy: University and all organic units; Statutory and Subject autonomy: University
				Advisory Board	unknown	General Council Executive Board/ Administrative Council Other bodies foreseen in the statutes Academic Board Pedagogical Board Advisory Board				

University	Organic Units	Decision Bodies f)								Decision Models
		Rector's Team		University						
		Composition	Mandate Duration	Collective Bodies	Mandate Duration	Collective Bodies	Mandate Duration	Individual Positions	Mandate Duration	
Technical University of Lisboa ***(www.utl.pt)***	**3 Faculties** **5 Higher Education Institutes**	Rector	4 years	University Assembly	4 years (except students - 2 years)	Assembly of Representatives	2 years minimum			Statutory, scientific, pedagogic, administrative and financial autonomy: University and all organic units; Statutory and Subject autonomy: University
		3 Vice-Rectors	4 years	University Senate		Executive Board				
		3 Pro-Rectors	undetermined duration, but for a limited time	Administrative Council	unknown	Academic Board				
				Advisory Board		Pedagogical Board				
						Administrative Council	unknown			
						Advisory Board				
New University of Lisboa ***(www.unl.pt)***	**5 Faculties** **Institutes**	Rector	4 years	University Assembly	4 years (except students - 2 years)	Assembly of Representatives	3 years, except for students - 1 or 2 years	Director	3 anos	Statutory, scientific, pedagogic, administrative and financial autonomy: University and all organic units;
		2 Vice-Rectors	4 years	University Senate	similar to Senate's mandate	Executive Board				
		4 Pro-Rectors	undetermined duration, but for a limited time	Administrative Council	unknown	Pedagogical Board				
				Advisory Board		Academic Board	President - 3 years			
						Administrative Council	unknown			
						Advisory Board				
University of Aveiro ***(www.ua.pt)***	**12 Departaments** **Functional units with specific regulation**	Rector	4 years	University Assembly	2 years, except students - 1 year	Management Bodies of Departments: Plenary Assembly of Representatives Executive Board Pedagogical-Scientific Board	unknown			Scientific, pedagogic, administrative and financial autonomy: all departments; Statutory and Subject autonomy: University
				Rector						
		5 Vice-Rectors	4 years	University Senate						
				University Council						
				Administrative Council						
		0 Pro-Rectors	undetermined duration, for short periods	Academic Board						
				Pedagogical Board						
				Social Services Board						

University	Organic Units	Decision Bodies f)								Decision Models
		Rector's Team		University						
		Composition	Mandate Duration	Collective Bodies	Mandate Duration	Collective Bodies	Mandate Duration	Individual Positions	Mandate Duration	
University of Minho ***(www.uminho.pt)***	**Schools**	Rector	4 years	University Assembly	2 years, except students - 1 year	Conselho da Escola	unknown	School President	unknown	Statutory, scientific, pedagogic, administrative, financial and subject autonomy: University and all organic units;
		4 Vice-Rectors d)	4 years	University Senate						
	Polytechnic Higher Education Schools			Academic Board						
		1 Pro-Rector	4 years	Cultural Board	defined by regulations	Academic Board				
	Cultural Units **Services**			Administrative Council	unknown					
University of Évora ***(www.uevora.pt)***	**17 Departaments**	Rector	4 years	University Assembly	2 years	Executive Board da área departamental	2 years			Scientific, pedagogic, administrative and financial autonomy: University and all departments; Statutory and subject autonomy: University
		4 Vice-Rectors	4 years	University Senate						
				Administrative Council	unknown	Academic Board da área departamental				
				Advisory Board	mandates ends with rector's mandate					
		4 Pro-Rectors	4 years	Academic Board	2 years	Conselho de Departamento				
				Pedagogical Board						

University	Organic Units	Decision Bodies f)								Decision Models
		Rector's Team		University						
		Composition	Mandate Duration	Collective Bodies	Mandate Duration	Collective Bodies	Mandate Duration	Individual Positions	Mandate Duration	
University of Açores ***(www.uac.pt)***	**9 Departaments**	Rector	4 years	University Assembly	2 years, except students - 1 year	Conselho de Departamento	each year	Department Director	2 years	Scientific, pedagogic, administrative and financial autonomy: University
		2 Vice-Rectors		Administrative Council	unknown	Comissão Pedagógica	1 year			
		4 Pro-Rectors	undetermined duration, for limited time	Academic Board Pedagogical Board (coordination bodies)	1 year	Comissão de Gestão Administrativa	unknown	Degree Director	unknown	
				Department Directors Board and Degree Directors Board	unknown					
University of Algarve ***(www.ualg.pt)***	**5 Faculties**	Rector	4 years	University Assembly	4 years (except students - 1 year)	Assembleia de Representantes	4 years, except students - 1 year	Degree Director	unknown	Statutory, scientific, pedagogic, administrative and financial autonomy: all organic units; Patrimonial and subject autonomy: University
		Vice-Rectors defined by the Senate	4 years	University Senate		Executive Board	3 years, except for students - 1 year			
	3 Schools	Pro-Rectors defined by the Senate	1 year	Administrative Council		Academic Board	4 years			
				Advisory Board		Pedagogical Board	4 years, except students - 1 year			
						Conselho Consultivo				
						Administrative Council				
University of Trás-os-Montes and Alto Douro ***(www.utad.pt)***	**Scientific and Pedagogic Units** **Pedagogic Areas of Agricultural Sciences** **Pedagogic Area of Exact, Natural and Technological Sciences** **Pedagogic Area of Social and Human Sciences**	Rector	4 years	University Assembly	4 years			Department or Section Coordinator	unknown	Scientific, pedagogic, administrative and financial, statutory and subject autonomy: University
		5 Vice-Rectors	4 years	University Senate	4 years					
				Administrative Council	unknown					

University	Organic Units	Decision Bodies f)								Decision Models
		Rector's Team		University						
		Composition	Mandate Duration	Collective Bodies	Mandate Duration	Collective Bodies	Mandate Duration	Individual Positions	Mandate Duration	
				Advisory Board	unknown					
		3 Pro-Rectors	4 years	Academic Board Pedagogical Board	2 years					
University of Beira Interior ***(www.ubi.pt)***	**Scientific and Pedagogic Units**	Rector	4 years	University Assembly	4 years, excepts students - 2 years	**Scientific- Pedagogic Units**				Scientific, pedagogic and administrative autonomy: University and scientific-pedagogic units; Statutory, financial and subject autonomy: University
				University Senate	4 years	Assembly of Representatives	2 years			
		3 Vice-Rectors	4 years	Administrative Council	unknown	Executive Board				
				Advisory Board		Pedagogical-Scientific Board	2 years			
	Centres					**Centres:**				
		1 Pro-Reitor		Academic Board	President - 1 year	Administrative Council	unknown	**Centres:** Director	2 years	
				Pedagogical Board	2 years	Technical Council				

University	Organic Units	Decision Bodies f)								Decision Models
		Rector's Team		University						
		Composition	Mandate Duration	Collective Bodies	Mandate Duration	Collective Bodies	Mandate Duration	Individual Positions	Mandate Duration	
University of Madeira ***(www.uma.pt)***	**Departaments**	Rector	4 years	University Assembly	2 years, except students - 1 year	Assembly of Representatives	unknown			Scientific and Pedagogic autonomy: University and Departments; statutory, administrative, financial and subject autonomy: University
		2 Vice-Rectors		University Senate	2 years, except students - 1 year					
				Administrative Council	unknown	Executive Board				
		3 Vice-Rectors		Advisory Board						
				University Council						
				Research Council		Pedagogical-Scientific Board				
				Pedagogical Board	President - 2 years					

Appendix 5.3.1.g. PPU - Governance Bodies' Composition

University	University Assembly										Senate											
	Full-Professors		Teachers		Non-teaching Staff		Students		TOTAL	Deviation	Full-Professors		Teachers		Non-teaching Staff		Students		Personalities		TOTAL	Deviation
UC	*88*	*30.9%*	*53*	*18.6%*	*40*	*14.0%*	*104*	*36.5%*	*285*	*+110*	*26*	*37.1%*	*9*	*12.9%*	*10*	*14.3%*	*25*	*35.7%*	-	-	*70*	*-21*
UL	111	33.5%	42	12.7%	59	17.8%	119	36.0%	331	+156	67	37.4%	20	11.2%	23	12.8%	69	38.5%	-	-	179	*+88*
UP	95	37.5%	30	11.9%	32	12.6%	96	37.9%	253	+78	76	46.1%	14	8.5%	18	10.9%	42	25.5%	15	9.1%	165	+74
UTL	105	38.3%	32	11.7%	30	10.9%	107	39.1%	274	+99	70	42.2%	16	9.6%	16	9.6%	64	38.6%	-	-	166	*+75*
UNL	126	40.0%	33	10.5%	40	12.7%	116	36.8%	315	+140	37	51.4%	9	12.5%	7	9.7%	19	26.4%	-	-	72	-19
UA	90	39.1%	26	11.3%	33	14.3%	81	35.2%	230	+55	33	52.4%	5	7.9%	9	14.3%	14	22.2%	2	3.2%	63	*-28*
UM	47	49.5%	16	16.8%	8	8.4%	24	25.3%	95	-80	31	41.3%	12	16.0%	6	8.0%	17	22.7%	9	12.0%	75	-16
EU	29	45.3%	10	15.6%	5	7.8%	20	31.3%	64	-111	17	47.2%	5	13.9%	3	8.3%	11	30.6%	-	-	36	*-55*
UAç	31	41.9%	12	16.2%	11	14.9%	20	27.0%	74	-101	23	46.0%	7	14.0%	6	12.0%	11	22.0%	3	6.0%	50	-41
UAlg	41	24.3%	46	27.2%	26	15.4%	56	33.1%	169	-6	40	26.1%	37	24.2%	24	15.7%	46	30.1%	6	3.9%	153	*+62*
UTAD	28	43.8%	6	9.4%	12	18.8%	18	28.1%	64	-111	16	39.0%	4	9.8%	7	17.1%	9	22.0%	5	12.2%	41	-50
UBI	59	42.4%	16	11.5%	11	7.9%	53	38.1%	139	-36	32	48.5%	5	7.6%	5	7.6%	16	24.2%	8	12.1%	66	*-25*
UMa	26	34.2%	13	17.1%	16	21.1%	21	27.6%	76	-99	29	36.7%	13	16.5%	16	20.3%	21	26.6%	-	-	79	-12
UAb	27	35.1%	12	15.6%	13	16.9%	25	32.5%	77	-98	23	40.4%	8	14.0%	9	15.8%	17	29.8%	-	-	57	*-34*
Average									**175**												**91**	

	External Stakeholders	**UC** D.N. no 79/89	**UL** D.N. no 144/92	**UP** D.N. no 23/2001	**UTL** D.N. no 70/89	**UNL** D.N. no 61/89	**UA** D.N. no 51/97	**UMi** D.N. no 25/2000	**UE** D.N. no 84/89	**UAc** D.N. no 178/90	**UAlg** D.N. no 198/91	**UTAD** D.N. no 11-A/98	**UBI** D.N. no 82/89	**UMa** D.N. no 83/98
Senate	-External members			Art. 21, no.2 a) Ten individuals which represent cultural, artistic, scientific, economic and social entities, from outside the University, to be appointed by the senate biannually. b) Five individuals which represent the cultural, artistic, scientific, economic or social sectors, chosen by the rector, for renewable periods of two years.			Art. 16, no.3 3- Two representatives of the cultural, social and economic interests of the community are members of the senate, by rector appointment and ratified by the senate.	Art. 22, no.3 3- Up to nine individuals, representing the community sectors related to the university comprise the university senate (4- the individuals referred to in the previous number are chosen by the rector).		Art. 38, no.4 Three individuals representing the cultural, social and economic interests of the community may integrate the senate as permanent members.(5- to be applied in the previous number, the senate will elect the three most voted names from the list of nine individuals proposed by the rector and approved by its members).	Art. 15, no.5 5- The university senate will also comprise six individuals of recognized merit in the area of the cultural, social, economic and scientific interests of the region, to be designated by the rector, and three approved by the senate.	Art. 20, no.4 4- Up to five individuals will be representatives co-chosen by the senate, for a period of two years time.	Art. 16, no.4 4- Up to eight individuals of recognized merit in the areas of cultural, social, economic and scientific interests of the community, appointed by the Rector, after the UBI's proposal, will be included.	
	-External elements on *ad hoc* commissions	Art. 47, no.4 4- The senate may yet create *ad hoc* commissions, which may include elements from outside the senate, according to this body's regulations						Art. 23, no.2 4- anytime that it is proven necessary, the university senate will create *ad hoc* commissions, which may integrate members that are external to the senate, according to the respective internal regulation						
	-External Members without right to vote										Art. 16, no.6 by dispatch of the rector, without right to vote, other teachers, students and staff or agents of the university may be called upon to participate in the senate meetings.		Art. 16, no.6 by dispatch of the rector, without right to vote, other staff and agents of the University may be called upon to participate in the senate meetings.	
Consultive Councils	-External members	Social C. Art. 51, no.1 1- The social council is comprised of the rector or one of his delegates -who presides-, by representatives of the university's community and by representatives of social, cultural and economic interests.	Consultive C. Art. 29, no.1 b)representatives of the social-professional organizations relative to the university life c)representatives from basic local d) representatives from other significant entities from the cultural, social and economic circles		Consultive C. Art. 32, no.1 a)figures from the social, economic e professional sectors related to the areas of education and research of the University	Consultive C. Art. 24, no.1 a) figures from cultural, artistic, professional and economic sectors, which are appointed by the university senate d) Alumni designated by the senate	University C. Art. 19 h) by ten figures related to the exernal sectors to the University, proposed by the rector; j) by figures which belong to a university that has cooperation protocols with the UA	Cultural C. Art. 33 f) up to three figures with recognized merit in the cultural, area, residing in the region, appointed by the rector g) Up to 10 elements in representation of relevant institutions or associations in the sphere of regional cultural activities, chosen according to the terms established in the council's regulations	Consultive C. Art. 22, no.1 e) by figures related to cultural, scientific, professional and economic sectors		Consultive C. Art. 21 ...and by members of the community, representing the cultural, social, economic and scientific interests of the country, namely, of the region, to be appointed by the rector, after listening to the senate.	Consultive C. Art. 31, no.1 b) Up to 10 representatives from entities with cultural, economic, social and/or planning purposes, to be appointed by the senate, after the rector's proposal	Consultive C. Art. 28 (comprised of elements which belong or did belong to the university)	Consultive C. Art. 31 c) by doctors *honoris causa* of the univ.; i) by seven figures related to with the external sectors, which are proposed by the rector and approved by the senate

Elements that in some way are or were part of the universities were not considered as external entities. Examples: representatives of the alumni; former rectors; emeritus professors...

Appendix 5.3.2.a. UC - Direct Costs (Decision-makers) of Governance Bodies

Representatives	Base Pay(BP)/monthly 2004	Unitary Cost per hour	Senate (Plenary)				University Assembly			
			No.	Meetings / year	h	amount	No.	Meetings / year	h	amount
Rector	€ 5,548.99	€ 42.68	1			€ 298.79	1			€ 298.79
Vice-Rectors	€ 5,327.03	€ 40.98	1			€ 286.84	4			€ 1,147.36
Pro-Rectors	€ 4,169.12	€ 32.07	0				4			€ 897.97
Administrator and Secretary-General	€ 3,427.63	€ 26.37	0				2			€ 369.13
SASUC Administrator	€ 3,427.63	€ 26.37	0				1			€ 184.56
PCD	€ 4,819.92	€ 37.08	8			€ 2,076.27	8			€ 2,076.27
PCC	€ 4,819.92	€ 37.08	8			€ 2,076.27	8			€ 2,076.27
PCP	€ 4,747.53	€ 36.52	0	9	7		8	1	7	€ 2,045.09
Assembly of Representatives	€ 4,414.52	€ 33.96	0				8			€ 1,901.64
Pres. III	€ 4,616.74	€ 35.51	1			€ 248.59	1			€ 248.59
Pres.Research Council III	€ 4,709.23	€ 36.22	1			€ 253.57	1			€ 253.57
Doctor	€ 3,754.80	€ 28.88	8			€ 1,617.45	48			€ 9,704.72
Non Doctor	€ 2,170.26	€ 16.69	8			€ 934.88	48			€ 5,609.30
Researchers	€ 3,357.57	€ 25.83	1			€ 180.79	5			€ 903.96
Non-Teaching Staff	€ 2,419.07	€ 18.61	10			€ 1,302.58	38			€ 4,949.79
Students	-	€ 1.61	25			€ 282.23	104			€ 1,174.08
		Total	72			€ 9,558.28	289			€ 33,841.11

Requirements:

- for Pro-Rectors the pay that was considered was the average of the base montly pay for a Professor (Doctor) with an exclusivity contract to which we add a pay suplement
- for the Administrator and Secretary-General the base pay was considered, and also the supplement
- for the SASUC Administrator, the same pay was considered as for UC's Administrator and Secretary-General
- for the PCD, PCC and PCP the pay considered was the average of the base montly pay for Professors (Doctors) with exclusivity contracts and the respective supplements for holding management positions in management bodies
- for the Chairman of the Assembly of Representatives the pay was the average of the base montly pay for Professors (Doctors) with exclusivity contracts
- for the President of the III, the base pay was considered, plus the supplement
- For the President of the III Research Council the pay considered is the same as the average pay of a Full-Professor, with an exclusivity contract, plus the supplement
- for Professors (Doctors) the average monthly pay considerd was the same as for professors (doctors) with an exclusivity contract
- for teachers (non Doctors) the average monthly pay considered was that of na assistant with na exclusivity contract
- for Researchers, the average monthly pay considered was that of Researchers with exclusivity contracts
- for non-teaching staff the average monthly pay considered was that of Technical Staff and Managers
- Cost/hour: (BP*14)/(52*35)
- for students, the average cost for student/hour was based on the Management Accounting Report for 2003/04 (considering the Faculties' total costs, excluding FMUC and FCTUC), and considering 10 academic months and 100 monthly academic hours

Appendix 5.3.2.b UC - Dimension Indicators - Faculties

Faculties	No. Courses [1]			No students [2]			HR [3]			FR [4]		
	Graduate Degree	Post-grad (a)	Total	Graduate Degree	Post-grad (b)	Total	Teaching Staff	Non-Teaching Staff (c)	Total	Public Financing (d)	Private Financing (e)	Total
FLUC	25	80	105	2775	537	3312	237	99	336	€ 11,770,130	€ 2,139,491	€ 13,909,621
FDUC	2	20	22	2848	281	3129	117	54	171	€ 4,555,977	€ 843,410	€ 5,399,387
FFUC	1	3	4	955	46	1001	67	55	122	€ 4,489,096	€ 852,242	€ 5,341,338
FEUC	4	29	33	2118	238	2356	126	43	169	€ 5,603,424	€ 1,227,182	€ 6,830,606
FPCEUC	3	10	13	1244	204	1448	74	33	107	€ 4,408,100	€ 773,598	€ 5,181,698
FCDEFUC	2	15	17	371	23	394	31	13	44	€ 1,371,446	€ 184,760	€ 1,556,206
Sub-total	*37*	*157*	*194*	*10311*	*1329*	*11640*	*652*	*297*	*949*	*€ 32,198,173*	*€ 6,020,685*	*€ 38,218,858*
FCTUC	24	113	137	6390	901	7291	595	352	947	€ 33,104,241	€ 20,112,981	€ 53,217,222
FMUC	2	38	40	1565	192	1757	300	174	474	€ 11,287,895	€ 5,184,628	€ 16,472,523
Sub-total	*26*	*151*	*177*	*7955*	*1093*	*9048*	*895*	*526*	*1421*	*€ 44,392,136*	*€ 25,297,609*	*€ 69,689,745*
TOTAL	**63**	**308**	**371**	**18266**	**2422**	**20688**	**1547**	**823**	**2370**	**€ 76,590,309**	**€ 31,318,294**	**€ 107,908,603**

Source: UC's 2004/05 Annual Report

Notes:

(1) number of courses in the 2004/2005 academic year, without considering degree branches

(2) number of students registered in 2004/05

(3) does not include researchers
data refers to 31st July 2005
for the Fac. Medicine, data SAP-HR, also on 31st July 2005
for FCTUC, data from 2004 Management Report, on 31st December 2004

(4) SAP data of revenue performance in 2004 (except FCTUC - data Management Report *2004*), not including SG

(a) specialization, post-graduations, masters', doctorate programms

(b) specialization, post-graduations, masters' -data in the Annual Report does not include Doctorate students

(c) permanent staff, contracts and outsourcing (does not include service provision)

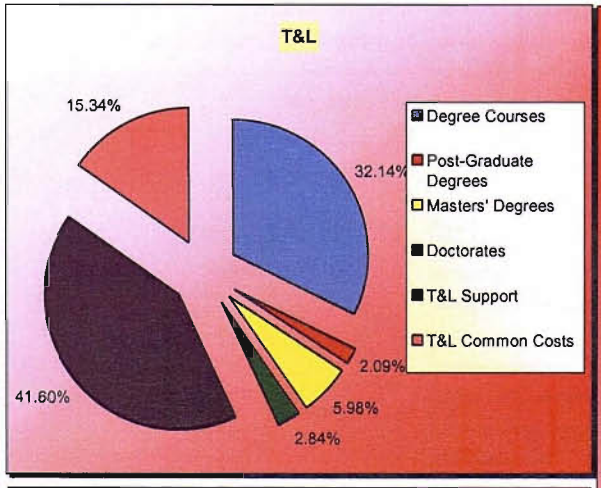
(d) State Budget

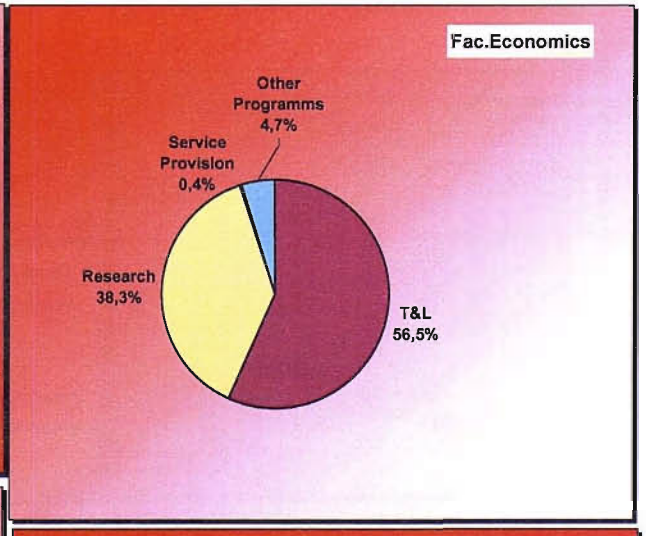
(e) Other Financing Sources

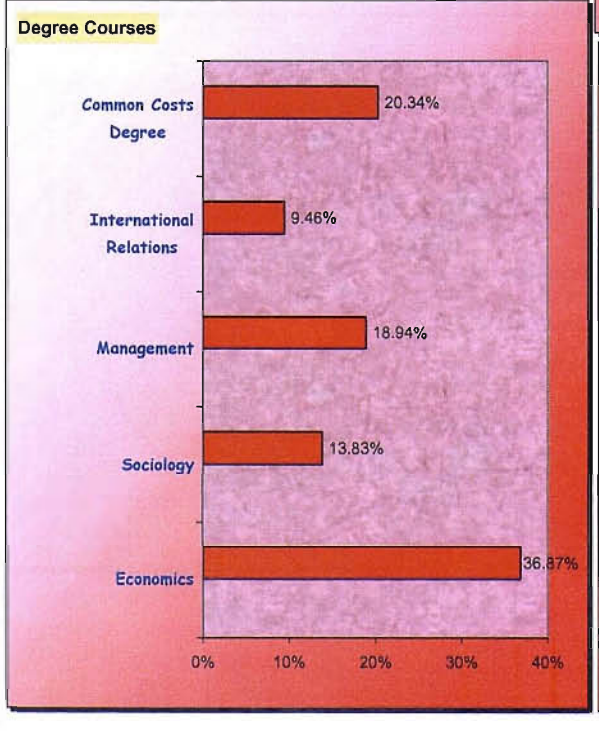
Appendix 5.3.2.c. UC's Discourse Analysis - Stakeholders (1984-2001)

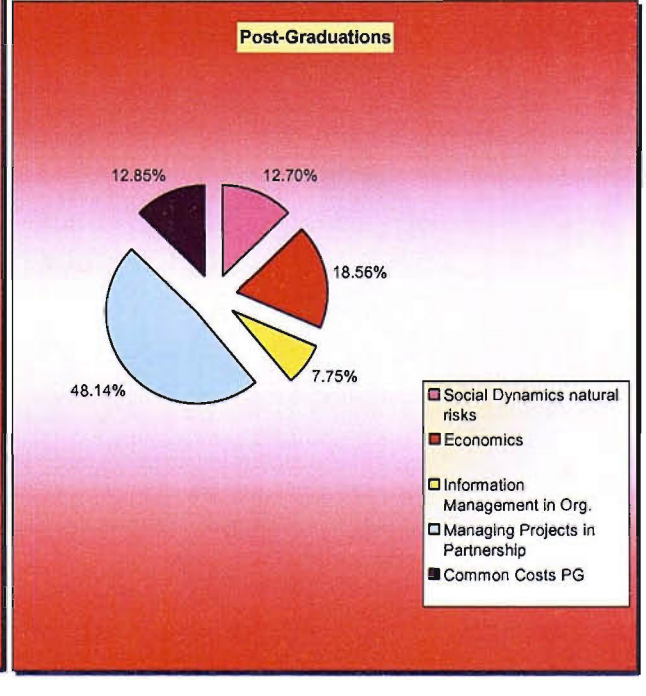
Rector / Destinatary		Fernando Rebelo				Rui de Alarcão						Rui de Alarcão			
		2001	2000	1999	1998	1997	1996	1995	1993	1991 Dec.	1991 Jan.	1987	1986	1985	1984
Government	Mr. President of the Republic												X		X
	His Excellency Mr. President of the Assembly of the Republic			X		X		X	X			X			
	Mr. Attorney-General						X	X							
	Mr. Prime Minister									X					
	His Excellency Mr. Secretary of State Assistant to the Prime Minister	X													
	His Excellency Mr. Secretary of State Assistant to the Secretary of State		X												
	Mr. Minister of the Presidency and of Justice											X			
	Misters Ministers and Secretaries of State									X					
	Dr. Mário Soares						X								
Ministries/ Secretaries of State for Education	Mr. Minister of Education					X	X					X			
	Mr. Representative of the Minister of Education				X										
	Mr. Secretary of State Assistant to the Minister of Senhor Minister of the Department of the Interior										X				
	Mr. Secretary of State Assistant to the Minister Assistant and of Youth											X			
	Mr. Secretary of State for the Educational System and Representative of the Minister of Education										X				
	Mr. Secretary of State for Higher Education					X	X					X	X	X	X
	His Excellency Mr. Secretary of State for Higher Education, in representation of the Minister of Education		X												
	Mr. Director-General of Higher Education												X		X
	His Excellency Mr. Director-General of Higher Education, in Representation of the Minister of Education	X													
	Mr. Subdirector-General of Higher Education											X			
Local Authorities	Mr. Governor, Mr. Mayor					X									
Courts	His Excellency Mr. President of the Constitutional Court	X	X		X	X	X		X	X					
	His Excellency Mr. Vice-President of the Supreme Court of Justice, in representation of Mr. President		X												
	Mr. President of the Supreme Court of Justice				X	X	X	X							
	His Excellency Mr. Vice-President of the Supreme Court of Justice			X											
Ambassadors	Mr.President of the Republic of Cape Verde				X										
	His Excellency Mr. Ambassador of Argentina	X													
	His Excellency Mr. Representative of the Ambassador of Angola	X													
Religious Authorities	The Lord Bishop of Coimbra	X													
	The Lord Coadjutor Bishop of Coimbra			X	X										
	The Lord Coadjutor Bishop of Coimbra in representation of The Lord Bishop		X												
Other Authorities	Your Excellencies Civilian, Military, Religious and Academic Authorities	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Rectors, Vice-Rectors and Pro-Rectors	His Excellency Mr. President of the Council of Rectors of Portuguese Universities			X											
	His Excellency Mr. Honorary Rector			X											X
	Your Excellencies Misters Rectors, Vice-Reitores and Pro-Rectors / Rectors/ Rectors and Vice-Rectors	X	X	X		X	X	X		X		X	X		X
Teaching Staff	Your Excellencies Misters Doctors, Assistants, Lecturers and Researchers	X													
	Your Excellencies Misters Doctors		X	X	X	X	X	X	X	X	X	X	X	X	X
	Your Excellencies Misters Assistants and Researchers		X	X	X	X	X	X	X	X	X	X	X	X	X
Students	Mr. President of the Academic Association (represents the student body)	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Dear Students	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Non-teaching Staff	Esteemed Functionaries	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Civilians	Ladies and Gentlemen	X	X	X	X	X	X	X	X	X	X	X	X	X	X

5 Faculty of Economics	Costs (Direct and Indirect) Academic Year 2003/2004	
	values	*%*
-- 53 **Activities**	**6,598,003.51**	**95.32%**
-- 531 **T&L**	**3,914,212.75**	**59.32%**
-- 5311 **Degree Courses**	**1,258,022.28**	**32.14%**
5311100002-02/03 Economics	343.91	0.03%
5311100003-03/04 Economics	463,847.17	36.87%
5311200003-03/04 Sociology	173,954.95	13.83%
5311300003-03/04 Management	238,228.09	18.94%
5311400002-02/03 International Relations	6,768.60	0.54%
5311400003-03/04 International Relations	118,946.05	9.46%
5311999000-02/03 Common Costs Degree	98.00	0.01%
5311999001-03/04 Common Costs Degree	255,835.51	20.34%
-- 5313 **Post-Graduate Degrees**	**81,904.80**	**2.09%**
5313010001-03/04 Social Dynamics natural risks	10,399.06	12.70%
5313040003-03/04Economics	15,204.56	18.56%
5313060002-03/04 Information Management in Org.	6,346.74	7.75%
5313090001-03/04 Managing Projects in Partnership	39,430.50	48.14%
5313999001-03/04 Common Costs PG	10,523.94	12.85%
-- 5314 **Masters' Degrees**	**233,991.59**	**5.98%**
5314000000-Previous Years -Masters' Degrees	13,454.01	5.75%
5314120001-03/04 Sociology:Local Politics and Decentralisation	21,535.93	9.20%
5314130003-03/04 Sociology: Nac. Soc.Proc. for Globalization	26,192.16	11.19%
5314160002-03/04 Information Management in Org.	35,135.59	15.02%
5314170003-03/04 Economics	35,800.49	15.30%
5314170004-04/05 Economics	724.15	0.31%
5314180002-02/03 Health Management and Economics	13,570.53	5.80%
5314180003-04/05 Health Management and Economics	617.31	0.26%
5314210001-03/04 Management /MBA	73,969.30	31.61%
5314999001-03/04 Common Costs Masters' Degrees	12,992.12	5.55%
-- 5315 **Doctorates**	**111,306.40**	**2.84%**
5315100003-03/04 Economics	24,419.60	21.94%
5315110003-03/04 Sociology	46,160.34	41.47%
5315120003-03/04 International Relations	2,093.69	1.88%
5315130003-03/04 Management	34,507.30	31.00%
5315999001-03/04 Common Costs Doctorates	4,125.47	3.71%
-- 5316 **T&L Assistance**	**1,628,402.73**	**41.60%**

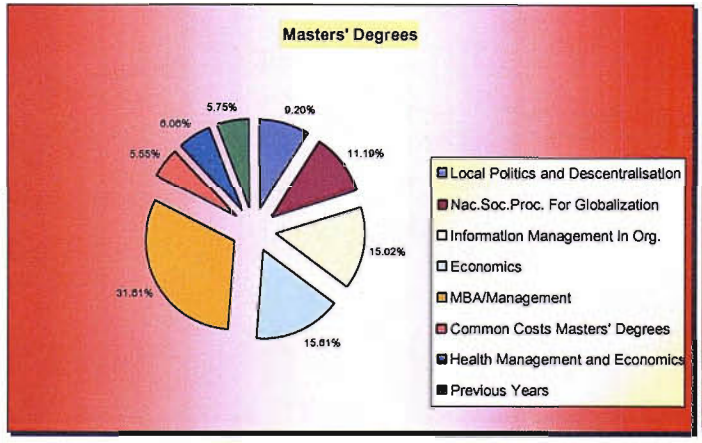


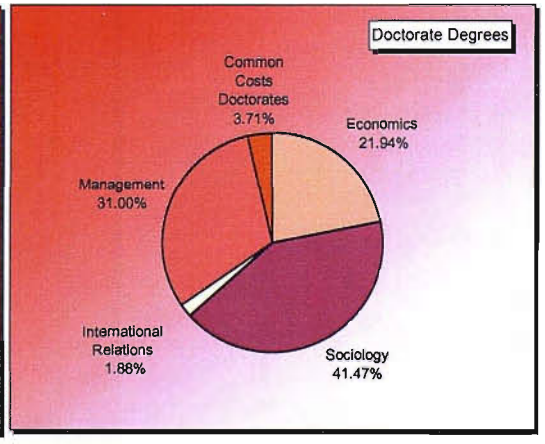


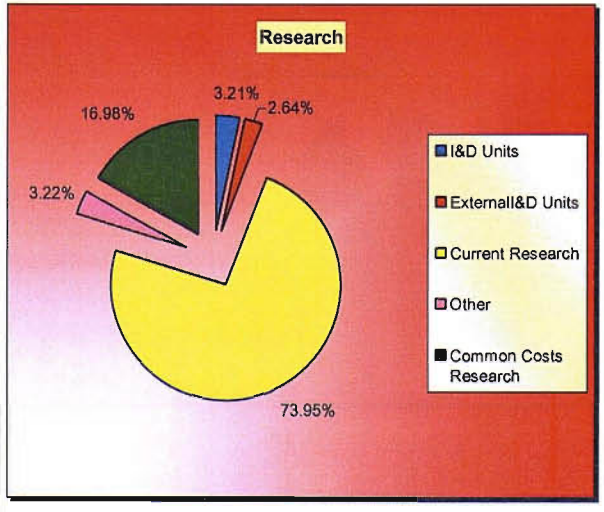


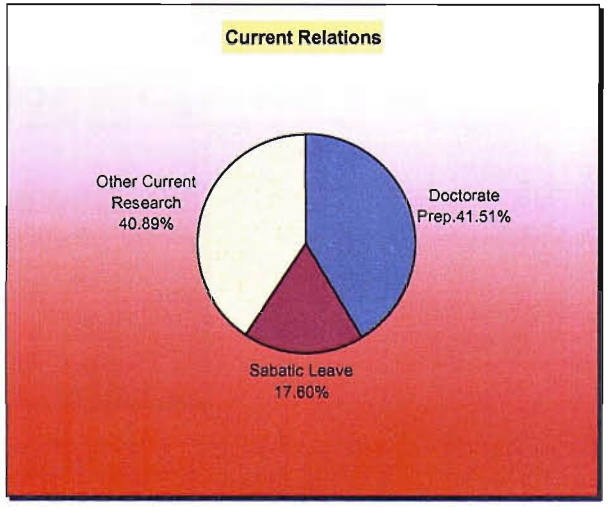


-- 5319 T&L Common Costs	600,584.95	15.34%
-- 532 Research	2,653,394.15	40.22%
-- 5321 I&D Units	85,087.59	3.21%
5321110000- CEC	18,663.32	21.93%
5321120001-CEIS	10,672.60	12.54%
5321130000- Economic and Social History Research Centre	11,626.63	13.66%
5321140001- CIG	8,112.52	9.53%
5321150001- CEUNEUROP	4,204.01	4.94%
5321160001-GEMEF	31,808.51	37.38%
-- 5324 External I&D Units	70,107.98	2.64%
5324000001-IERU	1,788.84	2.55%
5324000002-INESC	52,962.36	75.54%
5324000003-CES	15,356.78	21.90%
-- 5325 Current Research	1,962,138.67	73.95%
5325010000-Doctorate Preparation	814,475.08	41.51%
5325020000-Sabatic Leave	345,431.12	17.60%
5325030000-Other Current Research	802,232.47	40.89%
-- 5323 Other	85,401.88	3.22%
5323900001-Oracle	71,170.33	83.34%
5323900002-POCTI/33592/99-Oikomatrix	13,267.03	15.53%
5323900003-POCTI/41874/165/2001-Oikomatrix II	964.52	1.13%
-- 5329 Common Costs Research	450,658.03	16.98%
-- 533 Service Provision	30,396.61	0.46%
5330500000-Texts	7.85	0.03%
5330600000-Facility Leasing	1,494.48	4.92%
5330700000-APEU	12,754.63	41.96%
5330800000-IFE-UC	16,139.65	53.10%
-- 54 Other Programms	324,189.29	4.68%

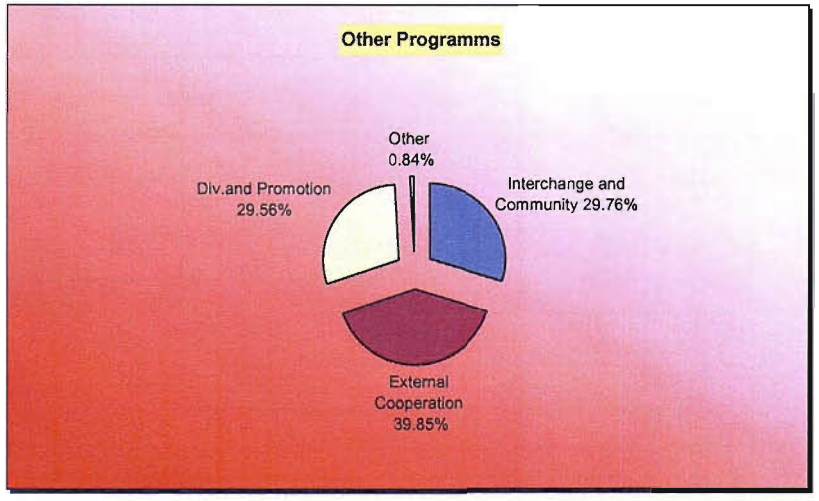


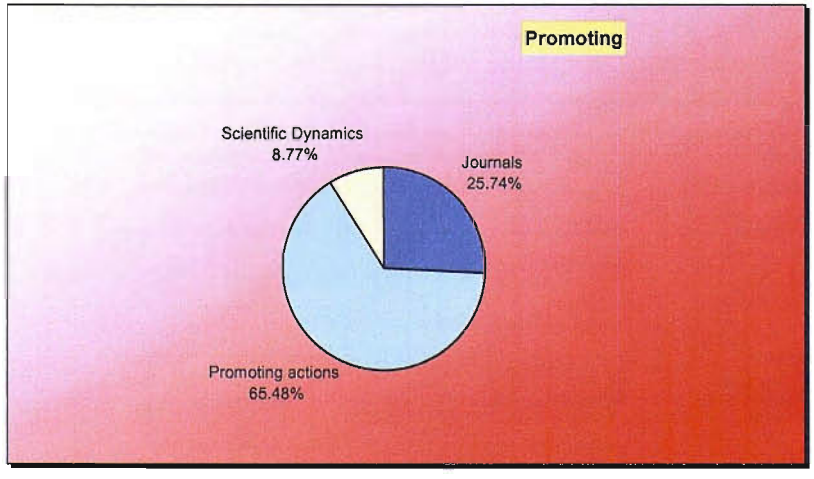




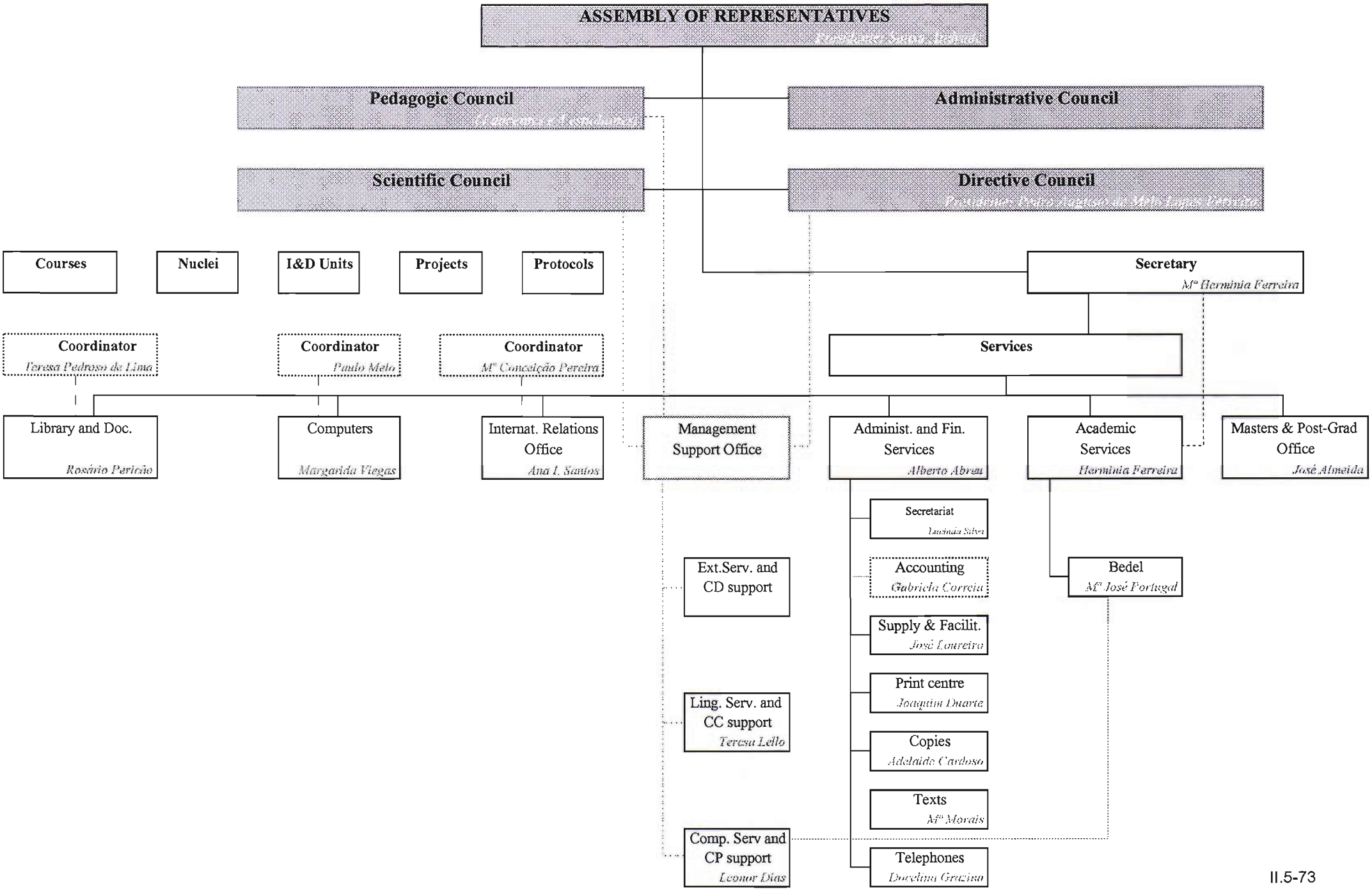


541	**Interchange/Connection with Community**	**96,466.10**	**29.76%**
	5410700000-ICCTI (Grices)	14,829.97	15.37%
	5411200000- Protocol IC/ FEUC	38,577.53	39.99%
	5411400000- Project for Armed Conflict Prevention	34,412.61	35.67%
	5411500000- SIDIM- System for City Information Diffusion	8,645.99	8.96%
	5411600000- Universia Room	0.00	
544	**External Cooperation**	**129,183.04**	**39.85%**
5441	**T&L**	**124,503.96**	**96.38%**
	5441000000-Tempus Tacis/Proj.T Jep 10743/99	1,721.81	1.38%
	5441000001-Tempus Tacis CD-Jep 22044/2001	14,011.24	11.25%
	5441000002-Acção Jean Monet	16,912.89	13.58%
	5441000003-Tempus Tacis/Proj.T Jep 21224/00-Ucrânia	42,537.88	34.17%
	5441000004-Tempus Tacis UM-Jep 22040/2001- TME	4,353.30	3.50%
	5441000005-INTEREG III - B Sudoeste Europeu	44,966.84	36.12%
5442	**Other Activities**	**4,679.08**	**3.62%**
542	**Promoting**	**95,820.22**	**29.56%**
5421	**Journals**	**24,666.04**	**25.74%**
	5421010000-Economics Articles	16,557.13	67.13%
	5421020000- *Apontamentos* Collection	8,108.91	32.87%
5422	**Promoting Actions**	**62,746.96**	**65.48%**
	5422000001- FEUC's 30 Year Anniversary	40,963.63	65.28%
	5422000002-Image and Marketing	21,783.33	34.72%
5423	**Scientific Dynamics**	**8,407.22**	**8.77%**
	5423000001- Conferences	4,862.22	57.83%
	5423000002- Seminars	3,545.00	42.17%
543	**Other**	**2,719.93**	**0.84%**
5432	Financing II Community Chart	0.00	0.00%
5433	Financing III Community Chart	0.00	0.00%
5439	**Other Financing**	**2,719.93**	**100.00%**
	5439010000-Cathedra Dr.Mário Soares	2719.93	100%
	Total	6,922,192.80	100.00%
Costs of Activities that are not integrated		**261,524.55**	**3.64%**
	Total	**7,183,717.35**	





Appendix 5.3.3.b. FEUC - Validated Functional Organizational Chart



Management Levels

	Responsibility	Activities			
		T&L	***Research***	***Service Provision***	***Support Services***
Top	Responsible for the interaction with the external environment and for establishing a set of organizational objectives	(AR) CD CC CP	(AR) CD CC	(AR) CD	(AR) CD
Middle	Responsible for resource distribution how institutional objectives are met	Nuclei Coordinator → Economics → Company Management → Scientific Management Methods → Mathematics → History → Law → Sociology → International Relations Degree Coordinator → Economics → Org. Company Management → International Relations → Sociology Masters Coordinator → MBA in Management → Economics → Information Management in Organizations → Managing Projects in Partnership → Social Dynamics and Natural Risks → Sociology - Local Societies and Decentralisation → Sociology - Local Politics and Decentralisation International Relations Office Coordinator → International Relations → Projects ↳ Tempus; Acção Jean Monet ↳ Socrates / Erasmus ↳ Prog. Alfa- Concurrence e Consummation	Director / Coordinator → I&D Units ↳ CEC; CEISUC; CIHES; ↳ CIG; CEUC ↳ CEUNEUROP President → External I&D Units ↳ IERU; INESC Director / Coordinator → External I&D Units ↳ CES; GEMF; Economic and Social Hist. Research Group ↳ Cooperation with Poitiers ↳ Interreg	Responsible for Protocols and Interchange/ Relations with the Community → Protocols Association Coordinator → APEU → IFE-UC	Secretary Coordinator – Library and Documentation – Computer Centre
Base	Responsible for the control and assessment of the organization's resources	Responsible for: → Subjects → Projects ↳ Tempus; Acção Jean Monet ↳ Socrates / Erasmus ↳ Prog. Alfa- Concurrence e Consummation ↳ Cathedra Dr. Mário Soares → Intern. Rel. Office	Responsible for Projects → Research Projects ↳ POCTI; ORACLE ↳ MP Armed Conflicts Project ↳ Leonardo Proj. (CEC) → Current Research ↳ Communitary Financing	Responsible for Project → SIDIM	Responsible for Services – Library and Documentation – Computer Centre – Administrative and Financial Services – Academic Services – Masters' Degrees and Post-Graduations Office Responsible for Management Support Office – Extension Service and CD support – Lang. Serv. And CC support – Comp. Serv. And CP support Heads of Departments – Bedel – Secretariat (Main Office) Responsible – Reception – Print Centre – Maintenance – General Support Serv. – Copy Centre – Publications and Data Bases – Computers – Multimedia

Appendix 5.3.3.d. FEUC - Detailed Management Levels

	Bodies / People Responsible	
Top	Assembly of Representatives	*Presidente: Prof. Doutor João Alberto Sousa Andrade* *Vice-Presidente: Madga de Andrade Alves* *Secretários: Ana Isabel Salgueiro Valente dos Santos e Humberto José da Cruz Coelho*
	Teaching Staff	*Alfredo Rodrigues Marques; António Ferreira Santos; António Manuel Carvalho Casimiro Ferreira; Arnaldo Fernandes Matos Coelho; Carlos José Cândido Guerreiro Fortuna; Eduardo Jorge Gonçalves Barata; Elísio Guerreiro do Estanque; Fernando Manuel Pereira Oliveira Carvalho; Filipe Jorge Fernandes Coelho; Jaime Alberto do Couto Ferreira; João Carlos Namorado Clímaco; João José Soares Tolda; João Alberto Sousa Andrade; João Veríssimo de Oliveira Lisboa; Joaquim Carlos Pereira Feio; José Manuel Marques da Silva Pureza; José Alberto Soares da Fonseca; José Guilherme Xavier de Basto; Luís Miguel Guilherme da Cruz; Maria Adelaide Pedrosa da Silva Duarte; Maria Ioannis Benis Baganha; Maria João Teixeira Gomes Alves; Maria Manuel Lemos Leitão Marques; Maria Teresa dos Reis Pedroso de Lima Oliveira; Pedro Manuel Cortesão Godinho; Pedro Augusto de Melo Lopes Ferreira; Pedro Miguel Girão Nogueira Ramos; Rui Manuel Almeida; Rui Manuel dos Santos Namorado; Vitor Manuel Leite Neves.*
	Non-Teaching Staff	*Alberto João Fava Albuquerque Abreu; Ana Isabel Salgueiro Valente dos Santos; Ana Moreira dos Santos Jesus Bacelar; Ângelo Pratas Pinto; Gabriela Maria Verdier Silva Sousa Correia; João Manuel Ferreira Pinto Carvalho Simões; Joaquim Marques Duarte; José Santos Almeida; Margarida Maria Rodrigues Viegas; Maria da Conceição Ramos Nogueira; Maria Hermínia Moreira Machado Lima Preces Ferreira; Maria Leonor Morais Marinho Dias; Maria de Lurdes Marques Ramos; Maria Teresa Fernandes Pereira Lello; Rosa Maria Alves Covão;*
	Students	*Daniel Cardoso Rocha; Ramiro Afonso Reis Fernandes; Pedro Edgar Gaspar Cabelo; João Ricardo Pombeiro Silva; Marta Bernardes Jorge; Magda Andrade Alves; João Pedro Rocha Ferreira; Luís Miguel Paulo Timóteo; Alfredo Luís Baptista Paula Campos; Paulo Sérgio Azevedo Gomes Eiras; João Manuel Silva Boavida Malcata; Ana Filipa Correia Barreiros; Frederico Carlos Seifert Maurício Guincho; André Filipe Rodrigues Fragoso; João Frederico Silva Brandão; Vitor Hugo Oliveira Silva; Nuno Filipe Raposo Jacinto; André Filipe Rodrigues Afonso; João Manuel Silva Matos Crus; Vasco Rodrigues Moreira Cardoso; Manuel Matos Torres; Carina Gisela Sousa Gomes; Pedro Miguel Rangel Salva; Leandro Manuel Rodrigues Azevedo; Pedro Costa Cravo; Inês Oliveira Gomes Pinho Correia; André Vicente Carvalho Monteiro; Cláudia Susana Gaspar Alves; José Augusto Marques Fonseca; Humberto Cruz Coelho*
	Executive Board	
	Teaching Staff	*Presidente: Prof. Doutor Pedro Augusto de Melo Lopes Ferreira* *Vice-Presidente: Prof. Doutor Luís Filipe Gens de Moura Ramos* *Prof. Maria João Teixeira Gomes AlvesDoutora Luis Filipe Gens Moura Ramos* *Dra. Margarida Rosa da Silva Baila Madeira Antunes*
	Non-Teaching Staff	*José Miguel Melo Pereira Portela* *Mário Rui Ferreira Mendes*
	Students	*Tiago Nuno Moreira Salgado Ribeirinha* *Rafael Salvador dos Santos Figueiredo* *Margarida Isabel Ferreira dos Santos* *João Manuel Ferreira Pinto de Carvalho Simões*
	Academic Board	
	Teaching Staff	
	Coordination Committee	
	Pedagogical Board	
	Teaching Staff	*Prof. Doutor Fernando Alberto Baetas de Oliveira Ruivo;* *Prof. Doutor João Nunes Oliveira* *Drª Fátima Teresa Castelo da Assunção Sol* *Drª Joana Maria Pina Cabral Matos Dias*
	Students	*João Paulo Soares Gonçalves; José Gonçalo Prior Regalado; Ana Rita Branquinho Pereira Baptista; Alexandra Sofia Rodrigues Simões*
	Nuclei Coordinator: – Economics *Doutor Alfredo Rodrigues Marques e Doutor Eduardo Jorge Gonçalves Barata* – Company Management *Doutor Filipe Jorge Fernandes Coelho* – Scientific Management Methods *Doutor Pedro Augusto Lopes Ferreira* – Mathematics *Doutor A. Alberto Ferreira Santos* – History *Doutor Álvaro Francisco Rodrigues Garrido* – Law *Doutor Rui Manuel Santos Namorado*	

	– Sociology *Doutor Carlos José Cândido Guerreiro Fortuna, Doutor A. Manuel C. Casimiro Ferreira e Doutor José M. Oliveira Mendes* – International Relations *Doutor José Manuel Marques Silva Pureza*
Middle	Degree Coordinators – Economics *Doutor Alfredo Rodrigues Marquese Doutor Eduardo Jorge Gonçalves Barata* – Company Management *Doutor João Verissimo Oliveira Lisboa* – International Relatiosn *Doutor José Manuel Marques Silva Pureza* – Sociology *Doutor Carlos J. Cândido G. Fortuna, Doutor A. Manuel C. Casimiro Ferreira e Doutor José Manuel OLiveira Mendes*
	Masters Coordinator – MBA in Management *Doutor Arnaldo Fernades Matos Coelho* – Economics *Doutor João Alberto Sousa Andrade e Doutor Adelino Manuel Guimarães Fortunato* – Information Management in Organizations *Doutor João Paulo Faria Oliveira Costa e Doutor Carlos Namorado Clímaco* – Managing Projects in Partnership *Doutor Virginia Ferreira* – Social Dynamics and Natural Risks *Doutor José Manuel Oliveira Mendes* – Sociology - Local Societies and Decentralisation *Doutor Boaventura Sousa Santos* – Sociology - Local Politics and Decentralisation *Doutor Pedro Manuel Teixeira Botelho Hespanha e Doutor Fernando Alberto Baetas Oliveira Ruivo*
	International Relations Office Coordinator *Doutor Mª Conceição Pererira*
	I&D Units Director / Coordinator – CEC *Doutor Rui Namorado* – CEISUC *Doutor Pedro Ferreira* – CIHES *Doutor Joaquim Magalhães* – CIG *Doutor Fernando carvalho* – CEUC *Doutor Augusto Leitão* – CEUNEUROP *Doutor A. Rogério Leitão*
	External I&D Units President – IERU *Doutor Henrique Albergaria* – INESC *Doutor Carlos Antunes*
	External I&D Units Director / Coordinator – CES *Doutor Boaventura Sousa Santos* – GEMF *Doutor Paulino Teixeira* – Economic and Social History Research Group *Doutor J. Romero de Magalhães* – Cooperation with the University of Poitiers *Doutor Fernando Ruivo* – Interreg *Doutor Fernando Ruivo*
	Association Coordinator – APEU *Doutor Fernando Carvalho* – IFE-UC *Doutor António Mendes*
	Secretary *Lic. Herminia Ferreira*
	Coordinator – Computer Centre *Eng. Paulo Melo*

	– Library and Documentation *Doutor Teresa Pedroso de Lima*
Base	People Responsible for Subjects People Responsible for Projects – Tempus *Doutor João Sousa Andrade (T-JEP 10743/99)* *Doutor Luis Ramos (M-JEP 21224/00)* *Doutor Filipe Coelho (CD-JEP 22044/01)* *Doutor João Sousa Andrade (T-JEP 10743/99)* *Lic. Rosário Pericão (UM-JEP 22040/01)* – Acção Jean Monet *Doutor Augusto Leitão* – Socrates / Erasmus *( )* – Prog. Alfa - Concurrence e Consummation *( )* – Cathedra Dr. Mário Soares *Doutor José Pureza* Person Responsible for the International Relations Office *Lic. Ana Isabel*
	Responsible for Research Projects – POCTI *Doutor Pedro Ramos (33592/99 - OIKOMATRIX I)* *Doutor José Martins (41874/01 - OIKOMATRIX II)* – ORACLE *Doutora Teresa Oliveira* – MP Armed Conflicts Project *Doutor José Pureza* – Leonardo Project (CEC) *Doutor Rui Namorado*
	Responsible for Project – SIDIM *Doutor Henrique Albergaria*
	Responsible for Services: – Library and Documentation *Lic. Rosário Pericão* – Computer Centre *Lic. Margarida Viegas* – Administrative and Financial Services *Lic. Alberto Abreu* – Academic Services *Lic. Herminia Ferreira* – Masters' Degrees and Post-Graduations Office *Lic. José Almeida*
	Responsible for Management Support Office *Lic. Alberto Abreu* – Extension Service and CD support Lic. Isabel ferreira – Lang. Serv. And CC support *Lic. Teresa Lello* – Comp. Serv. And CP support *Lic. Leonor Dias*
	Heads of Departments – Bedel *Mª José Pinto* – Secretariat (Main Office) *Lucinda Silva*
	Responsible – Reception *José Gonçalo* – Print Centre *Joaquim Duarte* – Maintenance *José Loureiro* – General Support Serv. *Lic. Lucinda Silva* – Copy Centre *Adelaide Cardoso* – Extension Services / GEASP *Lic. Isabel Pereira* – Publications and Data Bases *Mª Morais* – Computers – Multimedia *Lic. Margarida Viegas*

Appendix 5.3.3.e. FEUC - Management Levels - Quantitative Universe

		Responsi-bility	Activities								Total
			T&L		Research		Service Provision		Support Services		
			Bodies	*Universo*	*Bodies*	*Universo*	*Bodies*	*Universo*	*Bodies*	*Universo*	
Management Levels	**Top**	Responsible for the interaction with the external environment and for establishing a set of organiza-tional objectives	(AR)	T 33 NT 16 S 30	(AR)	T 33 NT 16 S 30	(AR)	T 33 NT 16 S 30	(AR)	T 33 NT 16 S 30	**132** **64** **120**
			CD	T 4 NT 2 S 4	CD	T 4 NT 2 S 4	CD	T 4 NT 2 S 4	CD	T 4 NT 2 S 4	**16** **8** **16**
			CC	T 15	CC	T 15					**30**
			CP	T 4 S 4							**4** **4**
		Sub-Total		**112**		**104**		**89**		**89**	**394**
	Middle	Responsible for resource distribution how institutional objectives are met	Nuclei Coordinator Degree Coordinator Master's Coordinator GRI Coordinator	T 8 T 4 T 7 T 1	I&D Unit Director/Coord. I&D Unit President External I&D Unit Director/ Coordinator	T 6 T 2 T 5	Responsible for Protocols... Association Coordinator	 T 2	Secretary Coordinator	NT 1 T 2	**15** **10** **12** **1**
		Sub-Total		**20**		**13**		**2**		**3**	**38**
	Base	Responsible for the control and assessment of the organization's resources	Responsible for: Š Degree Courses Š Projects Š IRO	 T 226 T 4 NT 1	Responsible for projects: Š Research Project Š Current Research	 T 4	Responsible for Project	T 1	Responsible Serv. Responsible MSO Heads of Dep. Responsible	NT 5 NT 4 NT 2 NT 8	**6** **234** **6** **9**
		Sub-Total		231		4		1		19	**255**
Total				**363**		**121**		**92**		**111**	**687**

T Teaching Staff
NT Non-Teaching Staff
S Students
IRO International Relations' Office
MSO Management Support's Office

Appendix 5.3.4.a. UC - Senate's Deliberations - Degrees (1998-2002)

Faculties	1998									1999									2000									2001									2002									Total	
	FLUC	FDUC	FFUC	FEUC	FPCEUC	FCDEFUC	FMUC	FCTUC	T	FLUC	FDUC	FFUC	FEUC	FPCEUC	FCDEFUC	FMUC	FCTUC	T	FLUC	FDUC	FFUC	FEUC	FPCEUC	FCDEFUC	FMUC	FCTUC	T	FLUC	FDUC	FFUC	FEUC	FPCEUC	FCDEFUC	FMUC	FCTUC	T	FLUC	FDUC	FFUC	FEUC	FPCEUC	FCDEFUC	FMUC	FCTUC	T	
Graduate Degree								1	**1**	1					1		4	**6**		2		1	2			13	**18**	3					1		9	**13**								*5*	*5*	**43**	21.08%
Post-Graduate							4		**4**				4				1	**5**			1				2	17	**20**	1				2		3		**6**	12				4	1	5	**22**	**57**	27.94%
Masters	3					1	2		**6**	11	1		3	4		1	4	**24**	7		1	1	2		2	9	**22**	2		1		3	1	6	1	**14**	14				4	8	2	**28**	**94**	46.08%
Doctorate	1							1	**2**								2	**2**								3	**3**								2	**2**							1	**1**	**10**	4.90%
Total	**4**					**1**	**6**	**2**	13	**12**	**1**		**7**	**4**	**1**	**1**	**11**	**37**	**7**	**2**	**2**	**2**	**4**		**4**	**42**	**63**	**6**		**1**		***5***	**2**	**9**	**12**	**35**	**26**				**8**	**9**	**13**	**56**	**204**	

FLUC	4									12									7									6									26									**55**	26.96%
FDUC		0									1									2									0									0								**3**	1.47%
FFUC			0									0									2									1									0							**3**	1.47%
FEUC				0									7									2									0									0						**9**	4.41%
FPCEUC					0									4									4									5									0				**13**	6.37%
FCDEFUC						1									1									0									2									8			**12**	5.88%
FMUC							6									1									4									9									9		**29**	14.22%
FCTUC								2									11									42									12									13	**80**	39.22%
																																													204	

Appendix 5.3.4.b. FEUC - Direct Costs (Decision-Makers) of Degree Creation, until Senate's approval

- flow with feedback: proposal reviewed, returning to the beginning, before going to Plenary -

Representatives	Monthly BP 2004	Unitary Cost per hour	Faculties														Senate												TOTAL	Variation
			Economics Nucleus				Economics Nucleus Coordin.				C.C. CC				CP				CD				Planning, Management and Pat. Section				Scientific Reseach Section				T&L and Pedagogy Section				Plenary					
			No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount		
Rector	€ 5,548.99	€ 42.68																			1			€ 53.36	1			€ 106.71	1			€ 106.71	1			€ 42.68	€ 309.46	€ 53.36
Vice-Rectors	€ 5,327.03	€ 40.98																															1			€ 40.98	€ 40.98	€ 0.00
PCD	€ 4,819.92	€ 37.08																	1			€ 185.38	8			€ 370.76							8			€ 296.61	€ 852.76	€ 111.23
PCC	€ 4,819.92	€ 37.08									1			€ 278.07													8			€ 741.53					8			€ 296.61	€ 1,316.21	€ 203.92
PCP	€ 4,747.53	€ 36.52													1			€ 182.60																	0				€ 182.60	€ 36.52
Pres. III	€ 4,616.74	€ 35.51		10	5			14	3.5			6	1.5			4	1			4	1			1	0.25			1	2	0.5	€ 88.78		2	0.5		1		1	€ 35.51	€ 124.30	€ 17.76
Pres.Research Council III	€ 4,709.23	€ 36.22																															1			€ 36.22	€ 36.22	€ 0.00
Doctor	€ 3,754.80	€ 28.88	41			€ 12,042.72	2			€ 1,010.91	11			€ 2,382.86	1			€ 144.42	1			€ 144.42									2			€ 144.42	8			€ 231.06	€ 16,100.80	€ 4,779.64
Non Doctor	€ 2,170.26	€ 16.69									1			€ 125.21	2			€ 166.94	2			€ 166.94													8			€ 133.55	€ 592.65	€ 91.82
Researchers	€ 3,357.57	€ 25.83																															1			€ 25.83	€ 25.83	€ 0.00
Non-Teaching Staff	€ 2,419.07	€ 18.61																	2			€ 186.08	3			€ 69.78									10			€ 186.08	€ 441.95	€ 51.17
Students	-	€ 1.61													4			€ 32.20	4			€ 32.20	3			€ 6.04	1			€ 4.03	2			€ 8.05	25			€ 40.25	€ 122.76	€ 19.72
		Total	41			€ 12,042.72	2			€ 1,010.91	13			€ 2,786.14	8			€ 526.16	10			€ 715.02	15			€ 499.94	11			€ 941.05	5			€ 259.18	72			€ 1,365.40	€ 20,146.51	€ 5,365.14

Requirements:

Hypothesis underlyng this chart, in regards to chart 1: revised proposal, before going to Plenary, returning to starting point and making new circulation.
The column in yellow represent the time it takes to make the 2nd circuit
The last column ("Variation") represents the cost variation in relation to the 1st chart.

- for the PCD, PCC and PCP the pay considered was the average of the base montly pay for Professors (Doctors) with exclusivity contracts and the respective supplements for holding management positions in management bodies
- for the Chairman of the Assembly of Representatives the pay was the average of the base montly pay for Professors (Doctors) with exclusivity contracts
- for the President of the III, the base pay was considered, plus the supplement
- For the President of the III Research Council the pay considered is the same as the average pay of a Full-Professor, with an exclusivity contract, plus the supplement
- for Professors (Doctors) the average monthly pay considerd was the same as for professors (doctors) with an exclusivity contract
- for teachers (non Doctors) the average monthly pay considered was that of na assistant with na exclusivity contract
- for Researchers, the average monthly pay considered was that of Researchers with exclusivity contracts
- for non-teaching staff the average monthly pay considered was that of Technical Staff and Managers
- for students, the average cost for student/hour was based on the Management Accounting Report for 2003/04 (considering the Faculties' total costs, excluding FMUC and FCTUC), and considering 10 academic months and 100 monthly academic hours

- for calculating the costs with the Economics Nuclei, the cost attained with Management Accounting was considered
- in the nucleus coordination, two teachers were considerd given that, in this particular case, coordination is shared

- Cost/hour: (VB*14)/(52*35)

- the time pointed out in hours in each column were considered for presentation, discussion and voting of each proposal in each body

Appendix 5.3.4.c. FCTUC - Direct Costs (Decision-Makers) of Degree Creation, until Senate's approval

- flow with feedback: proposal reviewed, returning to the beginning, before going to Plenary -

Representatives	Monthly BP 2004	Unitary Cost per hour	Faculties																Senate												TOTAL	Variation
			Mathematics Department				Department's Scientific Council and Commission				C.C. CC				C.C. CP				CD				Planning, Management and Pat. Section				Scientific Reseach Section				T&L and Pedagogy Section				Plenary					
			No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount		
Rector	€ 5,548.99	€ 42.68																					1			€ 53.36	1			€ 106.71	1			€ 106.71	1			€ 42.68	€ 309.46	€ 53.36
Vice-Rectors	€ 5,327.03	€ 40.98																																	1			€ 40.98	€ 40.98	€ 0.00
PCD	€ 4,819.92	€ 37.08																	1			€ 185.38	8			€ 370.76									8			€ 296.61	€ 852.76	€ 111.23
PCC	€ 4,819.92	€ 37.08									1			€ 278.07													8			€ 741.53					8			€ 296.61	€ 1,316.21	€ 203.92
PCP	€ 4,747.53	€ 36.52													1			€ 182.60																	0				€ 182.60	€ 36.52
Pres. III	€ 4,616.74	€ 35.51																									1			€ 88.78					1			€ 35.51	€ 124.30	€ 17.76
Pres.Research Council III	€ 4,709.23	€ 36.22		10	5			14	3.5			6	1.5			4	1			4	1			1	0.25			2	0.5			2	0.5		1		€ 36.22	€ 36.22	€ 0.00
Doctor	€ 3,754.80	€ 28.88	69			€ 29,894.02	6			€ 3,032.73	18			€ 3,899.22	1			€ 144.42	1			€ 144.42									2			€ 144.42	8			€ 231.06	€ 37,490.28	€ 11,437.71
Non Doctor	€ 2,170.26	€ 16.69	33			€ 8,263.70									2			€ 166.94	2			€ 166.94													8			€ 133.55	€ 8,731.14	€ 2,821.34
Researchers	€ 3,357.57	€ 25.83																																	1			€ 25.83	€ 25.83	€ 0.00
Non-Teaching Staff	€ 2,419.07	€ 18.61																	2			€ 186.08	3			€ 69.78									10			€ 186.08	€ 441.95	€ 51.17
Students	-	€ 1.61													4			€ 32.20	4			€ 32.20	3			€ 6.04	1			€ 4.03	2			€ 8.05	25			€ 40.25	€ 122.76	€ 19.72
		Total	102			€ 38,157.72	6			€ 3,032.73	19			€ 4,177.29	8			€ 526.16	10			€ 715.02	15			€ 499.94	11			€ 941.05	5			€ 259.18	72			€ 1,365.40	€ 49,674.48	€ 14,752.73

Requirements:

Hypothesis underlyng this chart, in regards to chart 1: revised proposal, before going to Plenary, returning to starting point and making new circulation.
The column in yellow represent the time it takes to make the 2nd circuit
The last column ('Variation') represents the cost variation in relation to the 1st chart.

- for the PCD, PCC and PCP the pay considered was the average of the base montly pay for Professors (Doctors) with exclusivity contracts and the respective supplements for holding management positions in management bodies
- for the Chairman of the Assembly of Representatives the pay was the average of the base montly pay for Professors (Doctors) with exclusivity contracts
- for the President of the III, the base pay was considered, plus the supplement
- For the President of the III Research Council the pay considered is the same as the average pay of a Full-Professor, with an exclusivity contract, plus the supplement
- for Professors (Doctors) the average monthly pay considerd was the same as for professors (doctors) with an exclusivity contract
- for teachers (non Doctors) the average monthly pay considered was that of na assistant with na exclusivity contract
- for Researchers, the average monthly pay considered was that of Researchers with exclusivity contracts
- for non-teaching staff the average monthly pay considered was that of Technical Staff and Managers
- for students, the average cost for student/hour was based on the Management Accounting Report for 2003/04 (considering the Faculties' total costs, excluding FMUC and FCTUC), and considering 10 academic months and 100 monthly academic hours

- for calculating the costs with the Department the Mathematics example was considered, considering its actual composition for the number od doctors and non-doctors
- from among the various management bodies in the Department the following were considered: the Department's Council (President and Executive Committee) and the Scientific Committee

- Cost/hour: (VB*14)/(52*3.5)

- the time pointed out in hours in each column were considered for presentation, discussion and voting of each proposal in each body

Appendix 5.3.4.d. FEUC - Direct Costs (Decision-Makers/Hour) of Degree Creation , until Senate's approval

- Flow with no feedback -

Representatives	Monthly BP 2004	Unitary Cost per hour	Faculties														Senate												TOTAL
			Economic Nucleus			Economic Nucleus Coord.			CC			CP			CD			Planning, Management and Pat. Section			Scientific Reseach Section			T&L and Pedagogy Section			Plenary			
			No.	h	amount	No.	h	amount	No.	h	amount	No.	h	amount	No.	h	amount	No.	h	amount	No.	h	amount	No.	h	amount	No.	h	amount	
Rector	€ 5,548.99	€ 42.68																1		€ 42.68	1		€ 42.68	1		€ 42.68	1		€ 42.68	€ 170.74
Vice-Rectors	€ 5,327.03	€ 40.98																									1		€ 40.98	€ 40.98
PCD	€ 4,819.92	€ 37.08													1		€ 37.08	8		€ 296.61							8		€ 296.61	€ 630.30
PCC	€ 4,819.92	€ 37.08							1		€ 37.08										8		€ 296.61				8		€ 296.61	€ 630.30
PCP	€ 4,747.53	€ 36.52										1		€ 36.52													0			€ 36.52
Pres. III	€ 4,616.74	€ 35.51		1			1			1			1			1			1			1	€ 35.51		1			1		€ 35.51	€ 71.03
Pres.Research Council III	€ 4,709.23	€ 36.22																									1		€ 36.22	€ 36.22
Doctor	€ 3,754.80	€ 28.88	41		€ 802.85	2		€ 57.77	11		€ 317.71	1		€ 28.88	1		€ 28.88							2		€ 57.77	8		€ 231.06	€ 1,524.93
Non Doctor	€ 2,170.26	€ 16.69							1		€ 16.69	2		€ 33.39	2		€ 33.39										8		€ 133.55	€ 217.03
Researchers	€ 3,357.57	€ 25.83																									1		€ 25.83	€ 25.83
Non-Teaching Staff	€ 2,419.07	€ 18.61													2		€ 37.22	3		€ 55.82							10		€ 186.08	€ 279.12
Students	-	€ 1.61										4		€ 6.44	4		€ 6.44	3		€ 4.83	1		€ 1.61	2		€ 3.22	25		€ 40.25	€ 62.79
		Total	41		€ 802.85	2		€ 57.77	13		€ 371.48	8		€ 105.23	10		€ 143.00	15		€ 399.95	11		€ 376.42	5		€ 103.67	72		€ 1,365.40	€ 3,725.77

Requirements:

- for the PCD, PCC and PCP the pay considered was the average of the base montly pay for Professors (Doctors) with exclusivity contracts and the respective supplements for holding management positions in management bodies
- for the Chairman of the Assembly of Representatives the pay was the average of the base montly pay for Professors (Doctors) with exclusivity contracts
- for the President of the III, the base pay was considered, plus the supplement
- For the President of the III Research Council the pay considered is the same as the average pay of a Full-Professor, with an exclusivity contract, plus the supplement
- for Professors (Doctors) the average monthly pay considerd was the same as for professors (doctors) with an exclusivity contract
- for teachers (non Doctors) the average monthly pay considered was that of na assistant with na exclusivity contract
- for Researchers, the average monthly pay considered was that of Researchers with exclusivity contracts
- for non-teaching staff the average monthly pay considered was that of Technical Staff and Managers
- for students, the average cost for student/hour was based on the Management Accounting Report for 2003/04 (considering the Faculties' total costs, excluding FMUC and FCTUC), and considering 10 academic months and 100 monthly academic hours

- for calculating the costs with the Economics Nuclei, the cost attained with Management Accounting was considered
- in the nucleus coordination, two teachers were considerd given that, in this particular case, coordination is shared

- Cost/hour: (VB*14)/(52*35)

- the time pointed out in hours in each column were considered for presentation, discussion and voting of each proposal in each body

Appendix 5.3.4.e. FCTUC - Direct Costs (Decision-Makers/Hour) of Degree Creation, until Senate's approval

- flow with no feedback -

Representatives	Monthly BP 2004	Unitary Cost per hour	Faculties												Senate												TOTAL
			Mathematics Department			Department's Scientific Council and Commission			C.C. CC			C.C. CP			CD			Planning, Management and Pat. Section			Scientific Reseach Section			T&L and Pedagogy Section			Plenary			
			No.	h	amount	No.	h	amount	No.	h	amount	No.	h	amount	No.	h	amount	No.	h	amount	No.	h	amount	No.	h	amount	No.	h	amount	
Rector	€ 5,518.99	€ 42.68																1		€ 42.68	1		€ 42.68	1		€ 42.68	1		€ 42.68	€ 170.74
Vice-Rectors	€ 5,327.03	€ 40.98																									1		€ 40.98	€ 40.98
PCD	€ 4,819.92	€ 37.08													1		€ 37.08	8		€ 296.61							8		€ 296.61	€ 630.30
PCC	€ 4,819.92	€ 37.08							1		€ 37.08										8		€ 296.61				8		€ 296.61	€ 630.30
PCP	€ 4,747.53	€ 36.52										1		€ 36.52													0			€ 36.52
Pres. III	€ 4,616.74	€ 35.51		1			1			1			1			1			1			1	€ 35.51		1		1		€ 35.51	€ 71.03
Pres.Research Council III	€ 4,709.23	€ 36.22																									1		€ 36.22	€ 36.22
Doctor	€ 3,754.80	€ 28.88	69		€ 1,992.93	6		€ 173.30	18		€ 519.90	1		€ 28.88	1		€ 28.88							2		€ 57.77	8		€ 231.06	€ 3,032.73
Non Doctor	€ 2,170.26	€ 16.69										2		€ 33.39	2		€ 33.39										8		€ 133.55	€ 751.25
Researchers	€ 3,357.57	€ 25.83																									1		€ 25.83	€ 25.83
Non-Teaching Staff	€ 2,419.07	€ 18.61													2		€ 37.22	3		€ 55.82							10		€ 186.08	€ 279.12
Students	-	€ 1.61										4		€ 6.44	4		€ 6.44	3		€ 4.83	1		€ 1.61	2		€ 3.22	25		€ 40.25	€ 62.79
		Total	102		€ 2,543.85	6		€ 173.30	19		€ 556.97	8		€ 105.23	10		€ 143.00	15		€ 399.95	11		€ 376.42	5		€ 103.67	72		€ 1,365.40	€ 5,767.79

Requirements

- for the PCD, PCC and PCP the pay considered was the average of the base montly pay for Professors (Doctors) with exclusivity contracts and the respective supplements for holding management positions in management bodies
- for the Chairman of the Assembly of Representatives the pay was the average of the base montly pay for Professors (Doctors) with exclusivity contracts
- for the President of the III, the base pay was considered, plus the supplement
- For the President of the III Research Council the pay considered is the same as the average pay of a Full-Professor, with an exclusivity contract, plus the supplement
- for Professors (Doctors) the average monthly pay considerd was the same as for professors (doctors) with an exclusivity contract
- for teachers (non Doctors) the average monthly pay considered was that of na assistant with na exclusivity contract
- for Researchers, the average monthly pay considered was that of Researchers with exclusivity contracts
- for non-teaching staff the average monthly pay considered was that of Technical Staff and Managers
- for students, the average cost for student/hour was based on the Management Accounting Report for 2003/04 (considering the Faculties' total costs, excluding FMUC and FCTUC), and considering 10 academic months and 100 monthly academic hours
- for calculating the costs with the Department the Mathematics example was considered, considering its actual composition for the number od doctors and non-doctors
- from among the various management bodies in the Department the following were considered: the Department's Council (President and Executive Committee) and the Scientific Committee
- Cost/hour: (VB*14)/(52*35)
- the time pointed out in hours in each column were considered for presentation, discussion and voting of each proposal in each body

Appendix 5.3.4.f. FEUC/FCTUC - Sensitiveness Analysis – Degree Creation's Direct Costs

- flow with feedback: proposal reviewed, returning to the beginning, before going to Plenary -

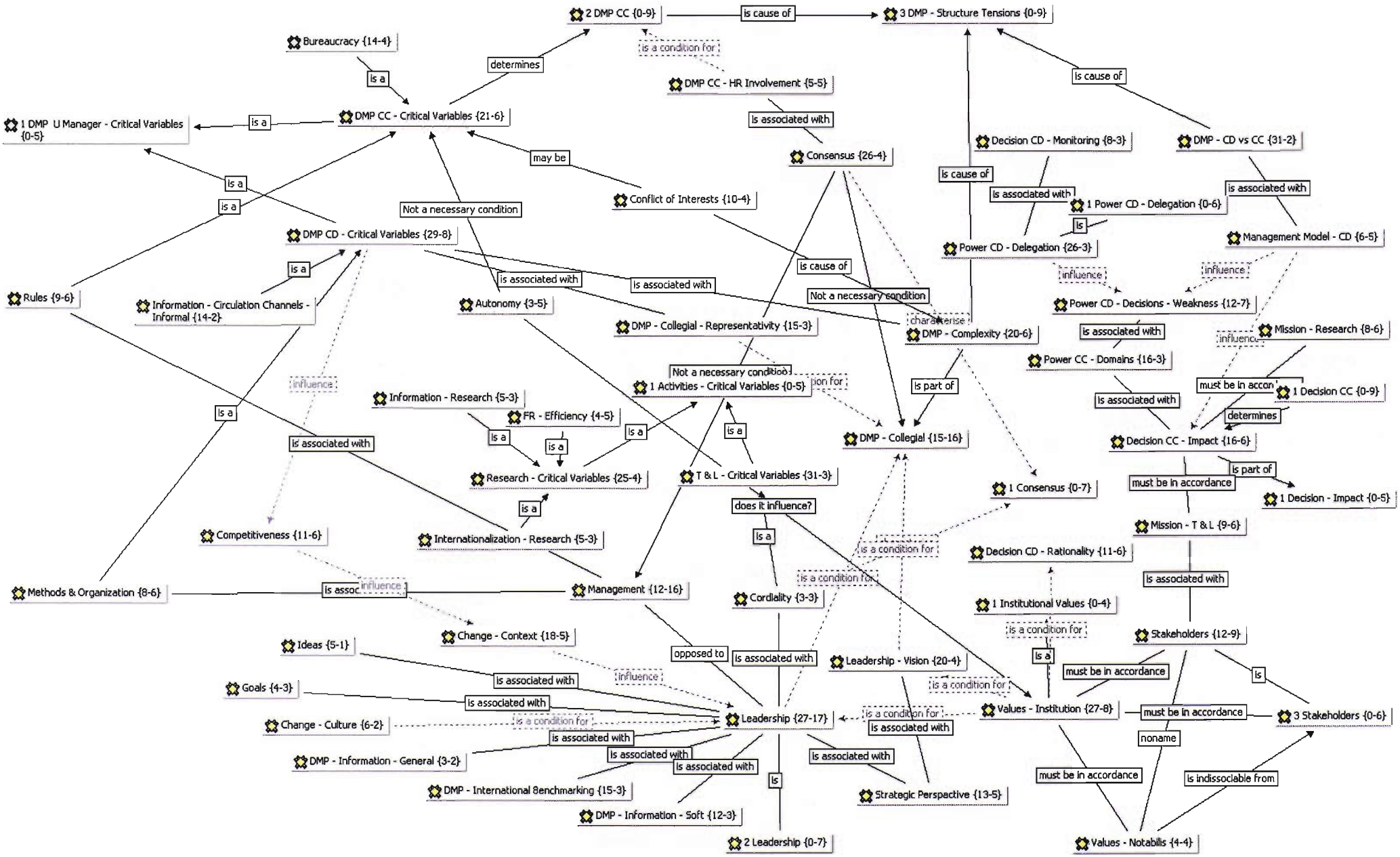
Hypothesis underlying this chart, in regards to chart 1: revised proposal, before going to Plenary, returning to starting point and making new circulation.
The column in yellow represent the time it takes to make the 2nd circuit
The last column ("Variation") represents the cost variation in relation to the 1st chart.

Representatives	Monthly BP 2004	Unitary Cost per hour	Faculty of Economics																Senate										TOTAL	Variation
			Economics Nucleus				Economics Nucleus Coordin.				C.C. CC				CP				CD				Planning, Management and Pat. Section				Scientific Reseach Section				T&L and Pedagogy Section				Plenary					
			No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount		
Rector	€ 5,548.99	€ 42.68																					1			€ 53.36	1			€ 106.71	1			€ 106.71	1			€ 42.68	€ 309.46	€ 53.36
Vice-Rectors	€ 5,327.03	€ 40.98																																	1			€ 40.98	€ 40.98	€ 0.00
PCD	€ 4,819.92	€ 37.08																	1			€ 185.38	8			€ 370.76									8			€ 296.61	€ 852.76	€ 111.23
PCC	€ 4,819.92	€ 37.08									1			€ 278.07													8			€ 741.53					8			€ 296.61	€ 1,316.21	€ 203.92
PCP	€ 4,747.53	€ 36.52													1			€ 182.60																	0				€ 182.60	€ 36.52
Pres. III	€ 4,616.74	€ 35.51		10	5			14	3.5			6	1.5			4	1			4	1			1	0.25			2	0.5	€ 88.78		2	0.5		1		1	€ 35.51	€ 124.30	€ 17.76
Pres.Research Council III	€ 4,709.23	€ 36.22																																	1			€ 36.22	€ 36.22	€ 0.00
Doctor	€ 3,754.80	€ 28.88	41			€ 12,042.72	2			€ 1,010.91	11			€ 2,382.86	1			€ 144.42	1			€ 144.42									2			€ 144.42	8			€ 231.06	€ 16,100.80	€ 4,779.64
Non Doctor	€ 2,170.26	€ 16.69									1			€ 125.21	2			€ 166.94	2			€ 166.94													8			€ 133.55	€ 592.65	€ 91.82
Researchers	€ 3,357.57	€ 25.83																																	1			€ 25.83	€ 25.83	€ 0.00
Non-Teaching Staff	€ 2,419.07	€ 18.61																	2			€ 186.08	3			€ 69.78									10			€ 186.08	€ 441.95	€ 51.17
Students	-	€ 1.61													4			€ 32.20	4			€ 32.20	3			€ 6.04	1			€ 4.03	2			€ 8.05	25			€ 40.25	€ 122.76	€ 19.72
		Total	41			€ 12,042.72	2			€ 1,010.91	13			€ 2,786.14	8			€ 526.16	10			€ 715.02	15			€ 499.94	11			€ 941.05	5			€ 259.18	72			€ 1,365.40	€ 20,146.51	€ 5,365.14

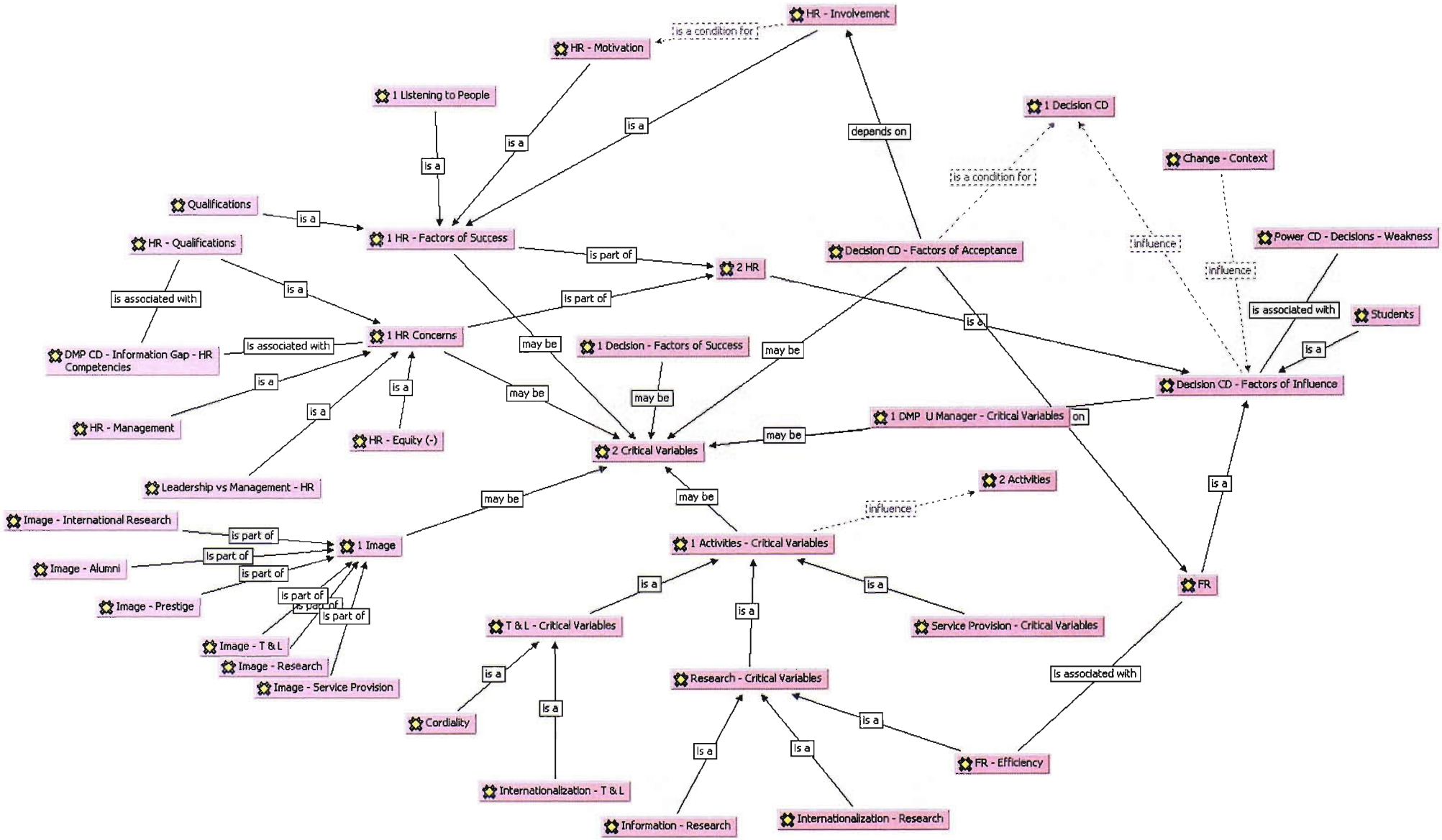
Representatives	Monthly BP 2004	Unitary Cost per hour	Faculty of Sciences and Technology																Senate										TOTAL	Variation
			Mathematics Department				Department's Scientific Council and Commission				C.C. CC				C.C. CP				CD				Planning, Management and Pat. Section				Scientific Reseach Section				T&L and Pedagogy Section				Plenary					
			No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount	No.	h		amount		
Rector	€ 5,548.99	€ 42.68																					1			€ 53.36	1			€ 106.71	1			€ 106.71	1			€ 42.68	€ 309.46	€ 309.46
Vice-Rectors	€ 5,327.03	€ 40.98																																	1			€ 40.98	€ 40.98	€ 40.98
PCD	€ 4,819.92	€ 37.08																	1			€ 185.38	8			€ 370.76									8			€ 296.61	€ 852.76	€ 852.76
PCC	€ 4,819.92	€ 37.08									1			€ 278.07													8			€ 741.53					8			€ 296.61	€ 1,316.21	€ 1,316.21
PCP	€ 4,747.53	€ 36.52													1			€ 182.60																	0				€ 182.60	€ 182.60
Pres. III	€ 4,616.74	€ 35.51		10	5			14	3.5			6	1.5			4	1			4	1			1	0.25			2	0.5	€ 88.78		2	0.5		1		1	€ 35.51	€ 124.30	€ 124.30
Pres.Research Council III	€ 4,709.23	€ 36.22																																	1			€ 36.22	€ 36.22	€ 36.22
Doctor	€ 3,754.80	€ 28.88	69			€ 29,894.02	6			€ 3,032.73	18			€ 3,899.22	1			€ 144.42	1			€ 144.42									2			€ 144.42	8			€ 231.06	€ 37,490.28	€ 37,490.28
Non Doctor	€ 2,170.26	€ 16.69	33			€ 8,263.70									2			€ 166.94	2			€ 166.94													8			€ 133.55	€ 8,731.14	€ 8,731.14
Researchers	€ 3,357.57	€ 25.83																																	1			€ 25.83	€ 25.83	€ 25.83
Non-Teaching Staff	€ 2,419.07	€ 18.61																	2			€ 186.08	3			€ 69.78									10			€ 186.08	€ 441.95	€ 441.95
Students	-	€ 1.61													4			€ 32.20	4			€ 32.20	3			€ 6.04	1			€ 4.03	2			€ 8.05	25			€ 40.25	€ 122.76	€ 122.76
		Total	102			€ 38,157.72	6			€ 3,032.73	19			€ 4,177.29	8			€ 526.16	10			€ 715.02	15			€ 499.94	11			€ 941.05	5			€ 259.18	72			€ 1,365.40	€ 49,674.48	€ 49,674.48

Requirements
- for the PCD, PCC and PCP the pay considered was the average of the base montly pay for Professors (Doctors) with exclusivity contracts and the respective supplements for holding management positions in management bodies
- for the Chairman of the Assembly of Representatives the pay was the average of the base montly pay for Professors (Doctors) with exclusivity contracts
- for the President of the III, the base pay was considered, plus the supplement
- For the President of the III Research Council the pay considered is the same as the average pay of a Full-Professor, with an exclusivity contract, plus the supplement
- for Professors (Doctors) the average monthly pay considerd was the same as for professors (doctors) with an exclusivity contract
- for teachers (non Doctors) the average monthly pay considered was that of na assistant with na exclusivity contract
- for Researchers, the average monthly pay considered was that of Researchers with exclusivity contracts
- for non-teaching staff the average monthly pay considered was that of Technical Staff and Managers
- for students, the average cost for student/hour was based on the Management Accounting Report for 2003/04 (considering the Faculties' total costs, excluding FMUC and FCTUC), and considering 10 academic months and 100 monthly academic hours
- for calculating the costs with the Economics Nuclei, the cost attained with Management Accounting was considered
- in the nucleus coordination, two teachers were considerd given that, in this particular case, coordination is shared
- Cost/hour: (VB*14)/(52*35)
- the time pointed out in hours in each column were considered for presentation, discussion and voting of each proposal in each body

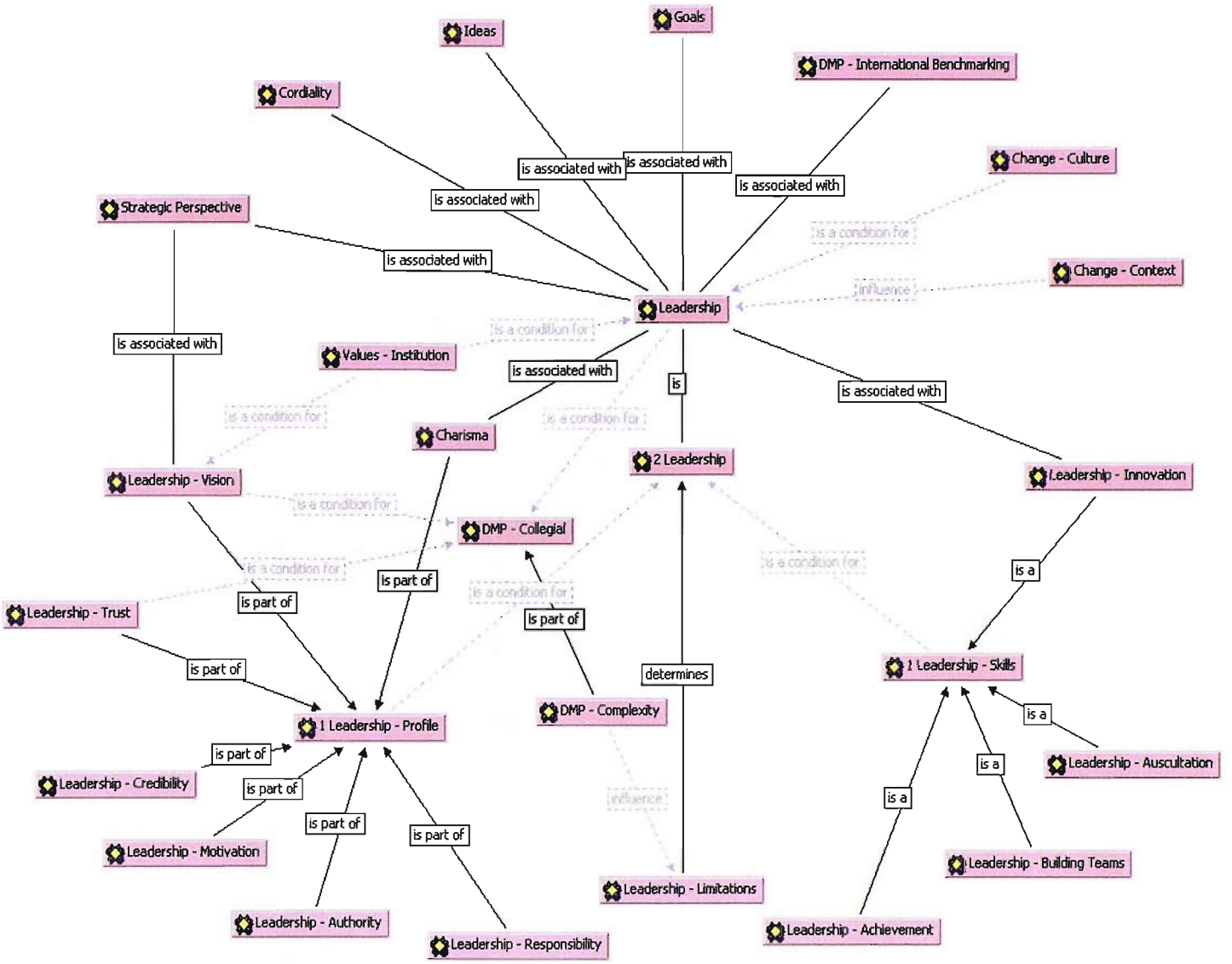
Appendix 6.1.1.a. Network – Preferences' General Map



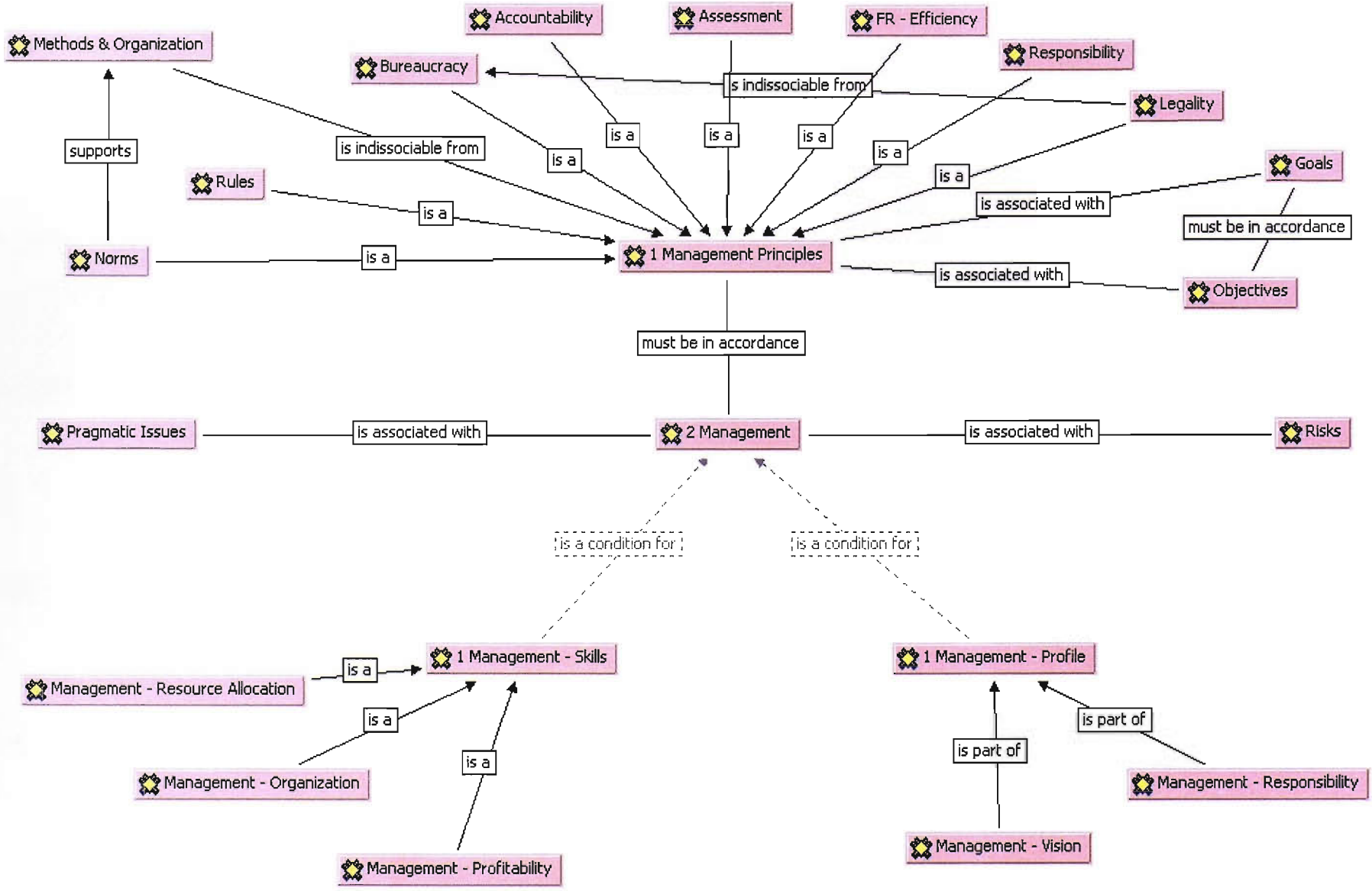
Appendix 6.1.1.b. Network – Activities – Critical Variables - Extended



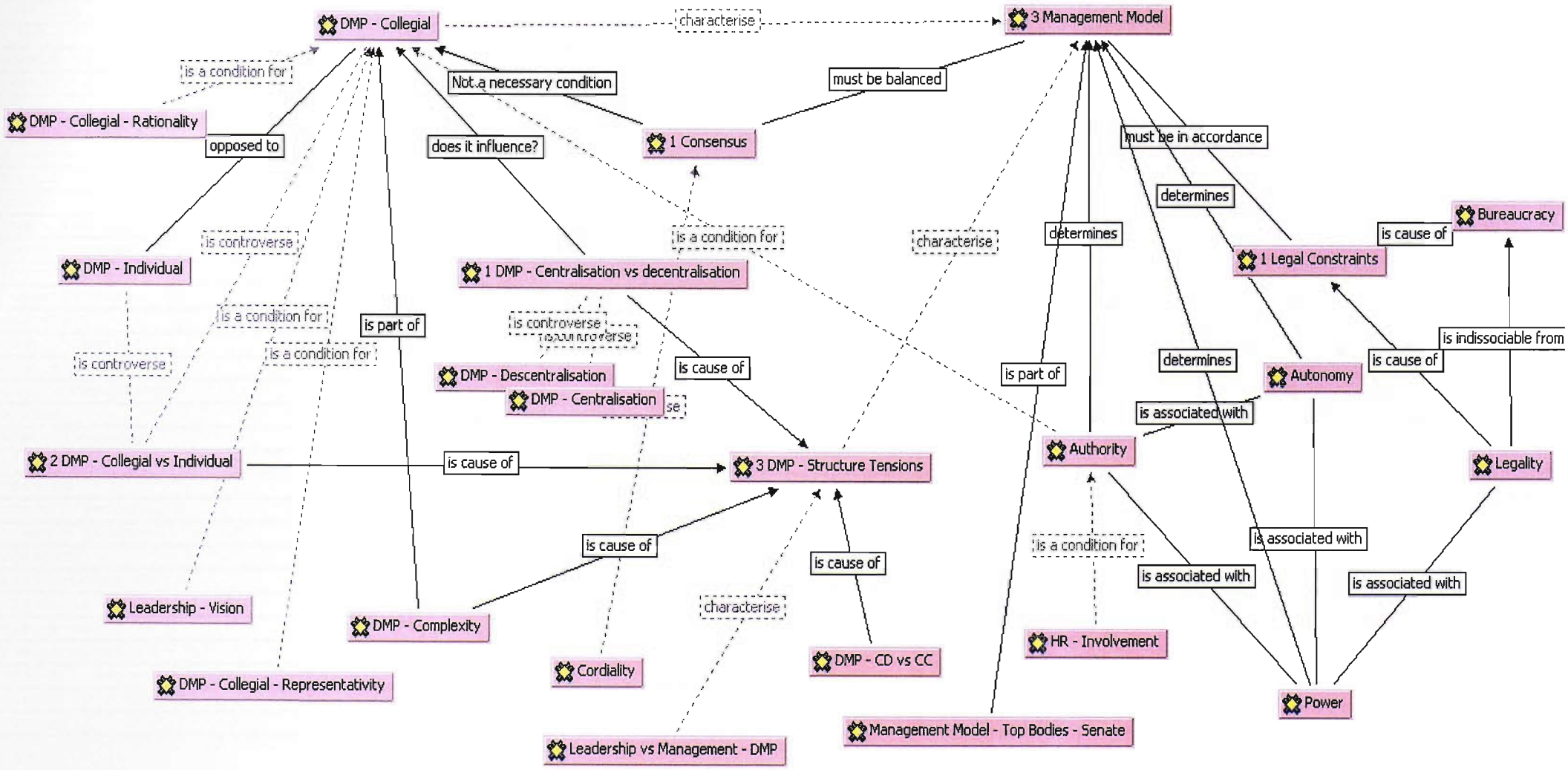
Appendix 6.1.1.c. Network - Leadership



Appendix 6.1.1.d. Network – Management



Appendix 6.1.1.e. Network – UC – DMP - Management Model



Appendix 6.1.1.f. UC - Codes Groundedness

CONCEPT	1	2	3	4	5	6	7	8	9	10	11	12	13	absolute frequency	relative frequency
1 Power CC - Delegat	0	0	0	0	0	0	0	2	0	0	1	0	0	3	0.17%
1 Research	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0.06%
1 T & L	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0.06%
Academic vs Managers	0	1	0	1	1	0	1	2	1	1	0	0	0	8	0.46%
Academic vs Staff	0	0	0	0	0	0	1	0	0	1	0	1	0	3	0.17%
Academic vs Stakehol	2	0	0	0	0	0	0	0	0	0	0	0	0	2	0.12%
Accountability	0	0	0	0	0	0	0	0	1	0	0	0	3	4	0.23%
Assessment	0	0	0	0	0	0	0	5	6	0	3	3	0	17	0.98%
Authority	0	0	2	0	0	0	0	0	0	0	0	0	1	3	0.17%
Autonomy	0	0	0	0	0	0	0	0	1	1	1	0	0	3	0.17%
Bologna Process - Co	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0.17%
Bologna Process - Cy	1	0	0	0	0	0	0	0	0	1	0	0	0	2	0.12%
Bologna Process - Cy	0	0	0	0	0	0	0	1	0	1	0	0	0	2	0.12%
Bologna Process - Op	0	2	0	0	1	1	2	0	1	2	0	0	0	9	0.52%
Bureaucracy	0	0	0	0	3	0	0	3	4	1	2	1	0	14	0.81%
Change - Context	1	0	0	1	1	2	1	6	0	3	2	0	1	18	1.04%
Change - Culture	0	0	1	0	0	0	0	0	1	0	1	1	2	6	0.35%
Change - Resistence	0	0	1	0	0	0	0	5	1	1	1	3	1	13	0.75%
Charisma	0	0	0	0	0	0	4	0	1	0	0	0	0	5	0.29%
Competitiveness	1	0	0	0	2	3	0	3	1	0	0	1	0	11	0.64%
Conflict of Interest	0	1	0	0	3	1	0	0	2	1	0	1	1	10	0.58%
Consensus	0	1	4	1	0	3	2	3	1	7	0	1	3	26	1.50%
Context - Personal I	1	0	0	0	1	0	0	0	0	2	0	0	1	5	0.29%
Context - Students'	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Cordiality	0	0	0	0	0	0	1	0	0	0	0	0	2	3	0.17%
Decision-maker CD -	1	0	0	0	0	0	0	1	0	1	0	0	0	3	0.17%
Decision-maker CD -	3	0	0	0	2	0	0	0	0	3	0	0	0	8	0.46%
Decision-maker CD -	1	0	0	0	0	0	0	0	0	0	0	0	2	3	0.17%
Decision-maker CD -	1	0	0	0	0	0	0	0	0	1	0	1	4	7	0.40%
Decision - Majority	0	0	1	0	0	0	0	3	2	0	0	0	0	6	0.35%
Decision CC - Condit	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0.06%
Decision CC - Credib	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0.06%

CONCEPT	1	2	3	4	5	6	7	8	9	10	11	12	13	absolute frequency	relative frequency
Decision CC - Factor	1	0	0	3	0	0	0	0	1	0	2	1	0	8	0.46%
Decision CC - Impact	1	0	0	2	1	0	2	4	3	0	3	0	16	32	1.85%
Decision CC - Monito	0	0	0	0	0	0	0	0	2	0	1	0	0	3	0.17%
Decision CC - Ration	0	0	0	2	1	0	0	1	1	0	1	0	0	6	0.35%
Decision CC - Style	0	0	0	2	0	0	0	1	0	0	1	0	0	4	0.23%
Decision CD - Condit	2	1	0	0	4	1	1	1	0	4	0	0	0	14	0.81%
Decision CD - Credib	2	1	0	0	0	0	0	0	0	0	0	0	1	4	0.23%
Decision CD - Curren	0	2	0	0	0	1	0	0	0	2	1	0	0	6	0.35%
Decision CD - Factor	1	0	0	0	0	1	0	0	0	1	0	0	0	3	0.17%
Decision CD - Factor	3	0	0	0	1	0	2	0	0	4	0	0	0	10	0.58%
Decision CD - Factor	4	0	0	0	1	0	1	0	0	2	0	0	0	8	0.46%
Decision CD - Impact	2	2	0	0	3	1	4	0	0	4	1	2	1	20	1.15%
Decision CD - Import	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0.06%
Decision CD - Indire	1	1	0	0	0	0	0	0	0	0	1	0	0	3	0.17%
Decision CD - Monito	1	0	0	0	0	2	3	1	0	0	0	0	1	8	0.46%
Decision CD - Must b	1	0	0	0	0	0	0	0	0	1	0	0	1	3	0.17%
Decision CD - Ration	3	0	0	0	0	3	0	0	0	3	1	0	1	11	0.64%
Decision CD - Sector	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Decision CD - Sensib	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Decision CD - Style	0	2	0	0	1	1	1	0	0	1	0	1	7	14	0.81%
Decision CD - Suppor	0	0	0	0	0	3	0	0	0	0	1	0	0	4	0.23%
Decision CD - Typolo	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Decision OI - Factor	0	0	2	0	0	0	0	0	1	0	0	0	0	3	0.17%
DMP	0	1	0	0	0	0	2	1	1	2	2	0	1	10	0.58%
DMP - CD vs CC	3	4	0	1	2	3	2	0	1	4	6	4	1	31	1.79%
DMP - Centralisation	0	1	0	1	0	2	0	3	1	2	0	0	0	10	0.58%
DMP - Centralisation	0	0	1	2	0	0	3	0	1	1	0	0	0	8	0.46%
DMP - Collegial	0	0	6	1	1	1	1	4	0	0	0	1	0	15	0.87%
DMP - Collegial - Ra	1	1	0	0	0	0	1	1	0	0	0	0	0	4	0.23%
DMP - Collegial - Re	0	3	1	0	1	1	4	2	0	1	0	1	1	15	0.87%
DMP - Complexity	0	0	2	3	1	2	1	3	0	2	0	3	3	20	1.15%
DMP - Descentralisat	0	0	1	0	3	0	2	0	0	1	1	0	0	8	0.46%
DMP - Descentralisat	0	0	1	0	0	0	1	1	0	0	0	0	0	3	0.17%
DMP - Individual	0	1	3	1	0	0	0	0	0	0	1	0	0	6	0.35%
DMP - Information -	0	2	0	0	0	1	0	0	0	1	2	0	0	6	0.35%
DMP - Information -	0	0	1	1	0	0	0	0	0	0	1	0	0	3	0.17%

CONCEPT	1	2	3	4	5	6	7	8	9	10	11	12	13	absolute frequency	relative frequency
DMP - Information -	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0.06%
DMP - Information -	0	1	0	1	2	2	2	1	0	1	1	0	1	12	0.69%
DMP - Information -	0	0	1	0	0	0	0	1	2	0	0	0	0	4	0.23%
DMP - Information -	1	0	0	0	0	0	0	0	0	3	0	1	1	6	0.35%
DMP - Information -	0	1	1	1	0	2	2	0	1	2	2	3	0	15	0.87%
DMP - International	0	0	2	0	1	0	1	6	2	0	1	2	0	15	0.87%
DMP - Research	0	0	0	0	0	0	1	0	2	0	0	0	0	3	0.17%
DMP - Service Provis	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0.06%
DMP - Stakeholders -	2	1	1	0	2	1	0	2	3	3	1	3	0	19	1.10%
DMP - T & L	0	0	0	0	1	0	1	2	1	0	0	0	0	5	0.29%
DMP CC - Collegial	1	0	0	2	1	1	2	1	1	1	2	0	2	14	0.81%
DMP CC - Collegial -	0	0	0	1	0	0	1	3	1	0	2	1	2	11	0.64%
DMP CC - Consensus	0	0	0	3	0	1	0	1	0	0	2	0	0	7	0.40%
DMP CC - Critical Va	0	0	0	5	1	0	0	7	4	0	3	0	1	21	1.21%
DMP CC - HR Involvem	0	0	0	1	1	0	0	1	1	0	1	0	0	5	0.29%
DMP CC - Information	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0.06%
DMP CC - Information	0	0	0	0	0	0	0	2	1	0	1	0	0	4	0.23%
DMP CC - Informed De	0	0	0	1	0	0	0	3	2	0	2	0	1	9	0.52%
DMP CC - Listening t	0	0	0	1	0	0	0	3	3	0	0	0	0	7	0.40%
DMP CC - Stakeholder	0	0	0	0	0	0	0	0	0	0	2	0	0	2	0.12%
DMP CC - Stakeholder	0	0	0	1	0	0	0	1	0	0	1	0	0	3	0.17%
DMP CD - Centralisat	1	0	0	0	0	3	0	0	0	1	0	0	0	5	0.29%
DMP CD - Collegial	0	2	0	0	3	3	0	0	0	0	0	1	2	11	0.64%
DMP CD - Consensus (	0	1	0	0	0	0	1	0	0	0	0	0	0	2	0.12%
DMP CD - Consensus (	1	1	0	0	1	4	1	0	0	2	0	2	0	12	0.69%
DMP CD - Critical Va	0	3	0	0	3	4	8	0	0	4	0	4	3	29	1.67%
DMP CD - Discritiona	1	0	0	0	1	3	1	0	0	2	0	0	3	11	0.64%
DMP CD - Experience	1	0	0	0	0	0	0	0	0	2	0	0	0	3	0.17%
DMP CD - HR Involvem	1	0	0	0	0	0	1	0	0	0	1	1	3	7	0.40%
DMP CD - Information	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
DMP CD - Information	0	1	0	0	1	0	0	0	0	0	0	1	0	3	0.17%
DMP CD - Information	1	0	0	0	0	2	0	0	0	0	0	1	0	4	0.23%
DMP CD - Information	1	0	0	0	0	1	0	0	0	0	0	1	0	3	0.17%
DMP CD - Information	1	0	0	0	0	1	0	1	0	1	0	2	0	6	0.35%
DMP CD - Information	1	0	0	0	0	0	0	0	0	0	1	0	0	2	0.12%
DMP CD - Informed De	1	1	0	0	0	2	1	0	0	0	0	0	0	5	0.29%

CONCEPT	1	2	3	4	5	6	7	8	9	10	11	12	13	absolute frequency	relative frequency
DMP CD - Intuition	1	0	0	0	3	1	1	0	0	1	0	0	0	7	0.40%
DMP CD - Listening t	1	4	0	0	4	1	1	0	0	2	1	0	3	17	0.98%
DMP CD - Listening t	1	0	0	0	0	0	0	0	0	1	0	0	0	2	0.12%
DMP CD - Non-informe	0	0	0	0	0	1	0	0	0	0	0	1	0	2	0.12%
DMP CD - Personal Pe	0	0	0	0	2	0	1	0	0	1	0	0	0	4	0.23%
DMP CD - Stakeholder	0	0	0	0	0	1	1	0	0	0	0	0	0	2	0.12%
DMP CD - Stakeholder	6	3	0	0	0	0	1	0	0	2	0	0	1	13	0.75%
DMP OI	0	0	1	0	0	0	0	0	0	0	0	0	1	2	0.12%
DMP OI - Actors	0	0	4	0	0	0	0	0	0	0	0	0	0	4	0.23%
DMP OI - Critical Va	0	0	9	0	0	0	0	0	2	0	0	0	0	11	0.64%
DMP OI - Listening t	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0.06%
FR	3	0	0	1	0	0	0	2	1	2	0	0	0	9	0.52%
FR - Efficiency	0	0	0	0	0	0	0	0	1	3	0	0	0	4	0.23%
Goals	0	0	1	0	0	0	2	0	1	0	0	0	0	4	0.23%
HR	1	0	0	0	2	1	2	1	0	0	0	0	0	7	0.40%
HR - Equity (-)	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0.06%
HR - Involvement	6	0	1	0	0	0	1	1	0	1	2	0	1	13	0.75%
HR - Management	1	0	0	0	0	1	0	0	0	2	0	0	0	4	0.23%
HR - Motivation	1	0	0	1	1	0	0	0	0	0	1	0	0	4	0.23%
HR - Qualifications	1	0	0	0	0	2	0	0	1	0	0	0	0	4	0.23%
Ideas	0	1	1	0	0	0	0	1	1	1	0	0	0	5	0.29%
Image - Alumni	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Image - Internationa	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Image - Prestige	0	0	3	0	2	0	0	2	0	0	0	0	3	10	0.58%
Image - Research	1	0	0	0	0	0	1	0	0	0	0	0	0	2	0.12%
Image - Service Prov	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Image - T & L	0	0	0	0	0	0	1	1	0	0	0	0	0	2	0.12%
Information - Circul	1	0	0	0	0	0	2	1	0	0	0	1	1	6	0.35%
Information - Circul	1	2	0	0	2	0	3	3	0	2	0	1	0	14	0.81%
Information - Circul	1	0	0	2	0	0	0	2	0	1	0	8	0	14	0.81%
Information - Resear	0	0	0	3	0	0	0	1	1	0	0	0	0	5	0.29%
Information - Servic	0	0	0	1	0	0	0	0	1	0	0	0	0	2	0.12%
Information - T & L	0	0	0	3	0	0	0	3	2	0	0	0	0	8	0.46%
Institutional Relati	0	0	0	0	0	0	1	0	0	1	1	0	0	3	0.17%
Institutional Relati	0	0	1	1	0	1	1	1	0	0	2	0	0	7	0.40%
Internationalization	0	0	0	0	0	0	3	1	1	0	0	0	0	5	0.29%

CONCEPT	1	2	3	4	5	6	7	8	9	10	11	12	13	absolute frequency	relative frequency
Internationalization	0	0	0	0	1	0	0	0	1	0	0	1	2	5	0.29%
Leadership	0	2	9	3	1	2	3	2	1	0	2	0	2	27	1.56%
Leadership - Achieve	1	0	0	0	0	0	0	0	0	2	0	0	0	3	0.17%
Leadership - Auscult	0	0	1	1	1	4	0	0	0	0	0	0	0	7	0.40%
Leadership - Authori	0	0	1	0	0	1	0	0	0	0	1	0	1	4	0.23%
Leadership - Buildin	0	0	2	0	1	1	1	0	0	0	3	0	1	9	0.52%
Leadership - Credibi	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Leadership - Innovat	0	2	1	0	0	0	1	2	0	0	0	0	0	6	0.35%
Leadership - Limitat	0	0	1	0	0	0	0	1	0	1	0	0	0	3	0.17%
Leadership - Motivat	0	1	1	0	0	0	2	1	0	0	0	0	0	5	0.29%
Leadership - Respons	0	0	2	0	0	2	0	0	0	0	0	0	6	10	0.58%
Leadership - Trust	1	0	5	0	0	0	0	0	0	0	0	0	1	7	0.40%
Leadership - Vision	1	0	5	1	2	2	3	0	3	0	1	0	2	20	1.15%
Leadership = Managem	0	0	6	0	0	0	0	0	0	0	0	0	1	7	0.40%
Leadership vs Manage	1	3	1	1	0	1	1	1	1	3	1	0	1	15	0.87%
Leadership vs Manage	0	1	0	2	0	0	0	0	1	1	1	0	0	6	0.35%
Leadership vs Manage	1	2	0	1	0	1	1	0	1	2	0	0	0	9	0.52%
Leadership vs Manage	2	0	0	0	0	0	0	0	0	0	0	0	0	2	0.12%
Leadership vs Manage	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Leadership vs Manage	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0.06%
Legality	0	1	0	0	0	0	0	1	3	1	4	3	5	18	1.04%
Management	0	1	2	2	1	1	1	2	1	0	1	0	0	12	0.69%
Management - Organiz	1	0	0	0	0	0	0	1	1	0	2	0	1	6	0.35%
Management - Profita	1	0	0	0	0	0	0	3	0	0	0	0	0	4	0.23%
Management - Resourc	1	0	0	0	0	2	0	4	0	3	3	1	0	14	0.81%
Management - Respons	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0.06%
Management - Vision	0	0	0	0	0	0	0	1	0	0	0	1	0	2	0.12%
Management Model	0	1	1	0	1	0	0	4	0	0	2	1	1	11	0.64%
Management Model - A	1	0	0	0	0	0	0	0	0	0	0	1	0	2	0.12%
Management Model - C	0	0	0	1	1	0	1	0	1	1	4	1	1	11	0.64%
Management Model - C	0	0	0	2	0	1	0	0	0	0	0	0	1	4	0.23%
Management Model - C	0	0	0	0	0	0	3	0	0	0	2	1	0	6	0.35%
Management Model - C	1	0	0	1	3	2	3	0	0	1	0	2	0	13	0.75%
Management Model - C	1	0	0	1	0	0	0	1	0	0	0	0	0	3	0.17%
Management Model - H	1	0	0	2	2	4	1	1	0	2	3	0	1	17	0.98%
Management Model - H	1	0	0	0	0	0	1	0	0	0	0	1	0	3	0.17%

CONCEPT	1	2	3	4	5	6	7	8	9	10	11	12	13	absolute frequency	relative frequency
Management Model - H	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Management Model - H	1	0	0	0	0	1	0	0	0	0	0	0	0	2	0.12%
Management Model - P	0	0	0	0	2	1	1	0	0	1	0	1	1	7	0.40%
Management Model - S	1	0	0	0	0	0	0	2	0	1	0	0	0	4	0.23%
Management Model - T	0	0	0	0	0	0	3	1	1	0	2	0	0	7	0.40%
Management Model - T	2	1	0	0	0	2	2	2	0	0	1	1	1	12	0.69%
Management Model - T	2	0	0	0	0	0	1	0	0	0	0	0	2	5	0.29%
Management Model - W	1	0	0	0	0	0	1	0	0	0	0	0	1	3	0.17%
Manager - Personalit	0	0	0	2	1	0	1	1	1	0	0	0	1	7	0.40%
Manager - Skills	0	0	3	1	0	0	0	3	1	0	0	0	3	11	0.64%
Manager CC - Experie	0	0	0	0	0	0	0	1	0	0	1	0	1	3	0.17%
Manager CC - Skills	0	0	0	0	1	0	1	2	1	0	1	0	0	6	0.35%
Manager CD - Experie	1	1	0	0	0	0	2	0	0	0	0	0	0	4	0.23%
Manager CD - Needed	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Manager CD - Skills	1	0	0	1	0	3	3	0	0	1	0	0	0	9	0.52%
Manager CD - Trainin	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Manager CD - Ways of	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Methods & Organizati	1	0	0	1	0	0	1	1	1	0	1	0	2	8	0.46%
Mission - Complexity	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Mission - Research	0	0	0	0	0	2	2	2	1	0	1	0	0	8	0.46%
Mission - Service Pr	2	0	0	0	0	0	0	0	0	0	0	0	0	2	0.12%
Mission - T & L	0	0	0	0	0	1	1	4	1	0	1	0	1	9	0.52%
Mission - T & L - Pr	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Mission CC - T & L	0	0	0	0	0	0	0	0	4	0	0	0	0	4	0.23%
Mission CD	1	0	0	0	0	0	0	0	0	0	0	1	0	2	0.12%
Mission CD - Essence	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Mission CD - Researc	1	0	0	0	1	0	1	0	0	0	0	0	1	4	0.23%
Mission CD - Service	1	0	0	1	1	0	1	0	0	1	0	0	0	5	0.29%
Mission CD - T & L	1	0	0	0	0	1	1	0	0	0	0	0	0	3	0.17%
Mission OI - Researc	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0.06%
Mission OI - Service	0	0	2	0	0	0	0	0	0	0	0	0	0	2	0.12%
Mission OI - Service	0	0	3	0	0	0	0	0	0	0	0	0	0	3	0.17%
Norms	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0.06%
Objectives	0	0	1	0	0	0	0	0	0	0	3	0	0	4	0.23%
Power	0	0	0	0	0	0	0	0	0	0	0	2	7	9	0.52%
Power CC	0	0	0	0	0	0	0	1	0	0	1	1	1	4	0.23%

CONCEPT	1	2	3	4	5	6	7	8	9	10	11	12	13	absolute frequency	relative frequency
Power CC - Actors	0	0	0	2	0	0	0	2	1	1	0	2	1	9	0.52%
Power CC - Decisions	0	0	0	0	0	0	0	3	2	0	0	0	0	5	0.29%
Power CC - Delegatio	0	0	0	0	0	0	0	3	1	0	1	0	1	6	0.35%
Power CC - Delegatio	0	0	0	0	0	0	0	2	0	0	0	0	0	2	0.12%
Power CC - Domains	4	2	0	2	0	0	1	4	1	1	1	0	0	16	0.92%
Power CD	0	0	0	0	0	1	0	0	0	2	0	0	1	4	0.23%
Power CD - Actors	6	2	0	0	3	9	0	0	0	0	0	1	0	21	1.21%
Power CD - Decisions	1	0	0	0	0	0	5	0	0	4	0	2	0	12	0.69%
Power CD - Delegatio	3	4	0	0	3	6	2	0	0	2	4	0	2	26	1.50%
Power CD - Delegatio	1	1	0	0	0	1	0	0	0	0	0	0	0	3	0.17%
Power CD - Delegatio	1	0	0	0	0	2	2	0	0	0	1	0	0	6	0.35%
Power CD - Domains	2	2	0	1	1	2	3	2	0	2	4	0	1	20	1.15%
Power CD - Law	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Power CD - Non Deleg	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Power OI	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0.06%
Power OI - Delegatio	0	0	1	0	0	0	0	0	0	0	0	0	2	3	0.17%
Pragmatic Issues	0	0	0	0	2	0	1	0	0	0	0	1	0	4	0.23%
Principles	0	0	1	0	0	0	0	0	0	0	1	0	0	2	0.12%
Qualifications	0	0	0	0	1	0	1	1	0	0	0	0	0	3	0.17%
Quality - Research	0	0	0	0	1	0	0	0	2	1	0	0	0	4	0.23%
Quality - Service Pr	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Quality - T & L	0	1	0	0	0	0	0	0	1	2	0	0	0	4	0.23%
Research - Critical	0	0	0	2	2	0	1	6	5	1	5	1	2	25	1.44%
Responsibility	0	0	0	0	0	0	0	0	0	0	2	0	0	2	0.12%
Risks	0	0	1	0	2	0	0	1	0	0	0	0	2	6	0.35%
Rules	0	0	1	3	0	1	1	0	1	2	0	0	0	9	0.52%
Service Provision -	0	1	0	1	1	0	1	0	0	0	1	0	0	5	0.29%
Stakeholders	0	2	0	0	1	0	1	1	0	3	0	1	3	12	0.69%
Stakeholders - Alumn	0	0	0	0	0	1	0	0	1	0	0	0	1	3	0.17%
Strategic Perspectiv	0	0	0	0	1	0	4	3	0	1	2	1	1	13	0.75%
Students	1	0	0	0	1	0	0	3	0	0	0	0	0	5	0.29%
T & L - Critical Var	0	1	0	0	2	0	1	10	2	2	1	8	4	31	1.79%
University - Past vs	0	0	3	0	0	0	0	1	0	0	0	0	0	4	0.23%
University vs Polyte	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%
Values - Academic Sp	1	1	0	1	1	0	0	3	0	0	0	1	2	10	0.58%
Values - Academic Sp	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0.06%

CONCEPT	1	2	3	4	5	6	7	8	9	10	11	12	13	absolute frequency	relative frequency
Values - Faculty	1	0	0	0	2	0	0	1	0	0	0	0	4	8	0.46%
Values - Individual	2	0	0	0	0	0	0	0	0	0	0	0	0	2	0.12%
Values - Institution	2	0	2	2	0	1	1	1	4	4	4	0	6	27	1.56%
Values - Notabilis	0	0	1	0	0	0	0	0	1	0	0	1	1	4	0.23%
Absolute frequency	157	82	114	89	112	132	159	209	119	159	136	98	167	1732	100%
	111	51	55	56	69	71	95	98	76	87	78	58	81	252	
Code average in each text	0.1	0.2	0.3	0.2	0.3	0.4	0.4	0.6	0.3	0.4	0.4	0.3	0.46		

OBSERVATIONS

1) Median - the middle value when measurements are arranged from lowest to highest
2) Mode - the measurement that occurs most often (highest frequency)
3) Variance - sum of the squared deviations of the measurements from their mean
4) Standard-Deviation - the positive square root of the variance
5) Lower Limit
6) Upper Limit
7) Range - difference between the two extreme data points (min and max)
8) Error of Measurement - observations from population differ by more than just their means
9) Coefficient of Variation - variability in the values in a population relative to the magnitude of the population mean
10) absolute frequency - absolute number of times a given measurement is observed
11) relative frequency - absolute frequency divided by total number of measurements

No. Observations	13

Codes	Mean	Median	Mode	Standard Deviation	Variance	Lower imit	Upper Limit	Range	Error of Measurement	Coefficient of Variation	SumObs= absolute frequency	relative frequency
1 Power CC - Delegat	0.23	0	0	0.60	0.36	0	2	2	0.17	2.60	3	0.17%
1 Research	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
1 T & L	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Academic vs Managers	0.62	1	0	0.65	0.42	0	2	2	0.18	1.06	8	0.46%
Academic vs Staff	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
Academic vs Stakehol	0.15	0	0	0.55	0.31	0	2	2	0.15	3.61	2	0.12%
Accountability	0.31	0	0	0.85	0.73	0	3	3	0.24	2.78	4	0.23%
Assessment	1.31	0	0	2.18	4.73	0	6	6	0.60	1.66	17	0.98%
Authority	0.23	0	0	0.60	0.36	0	2	2	0.17	2.60	3	0.17%
Autonomy	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
Bologna Process - Co	0.23	0	0	0.83	0.69	0	3	3	0.23	3.61	3	0.17%
Bologna Process - Cy	0.15	0	0	0.38	0.14	0	1	1	0.10	2.44	2	0.12%
Bologna Process - Cy	0.15	0	0	0.38	0.14	0	1	1	0.10	2.44	2	0.12%
Bologna Process - Op	0.69	0	0	0.85	0.73	0	2	2	0.24	1.23	9	0.52%
Bureaucracy	1.08	0	0	1.44	2.08	0	4	4	0.40	1.34	14	0.81%
Change - Context	1.38	1	1	1.66	2.76	0	6	6	0.46	1.20	18	1.04%
Change - Culture	0.46	0	0	0.66	0.44	0	2	2	0.18	1.43	6	0.35%
Change - Resistence	1.00	1	0	1.47	2.17	0	5	5	0.41	1.47	13	0.75%
Charisma	0.38	0	0	1.12	1.26	0	4	4	0.31	2.91	5	0.29%
Competitiveness	0.85	0	0	1.14	1.31	0	3	3	0.32	1.35	11	0.64%
Conflict of Interest	0.77	1	0	0.93	0.86	0	3	3	0.26	1.20	10	0.58%
Consensus	2.00	1	1	2.00	4.00	0	7	7	0.55	1.00	26	1.50%
Context - Personal I	0.38	0	0	0.65	0.42	0	2	2	0.18	1.69	5	0.29%
Context - Students'	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Cordiality	0.23	0	0	0.60	0.36	0	2	2	0.17	2.60	3	0.17%
Decision-maker CD -	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
Decision-maker CD -	0.62	0	0	1.19	1.42	0	3	3	0.33	1.94	8	0.46%
Decision-maker CD -	0.23	0	0	0.60	0.36	0	2	2	0.17	2.60	3	0.17%
Decision-maker CD -	0.54	0	0	1.13	1.27	0	4	4	0.31	2.09	7	0.40%
Decision - Majority	0.46	0	0	0.97	0.94	0	3	3	0.27	2.10	6	0.35%
Decision CC - Condit	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Decision CC - Credib	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Decision CC - Factor	0.62	0	0	0.96	0.92	0	3	3	0.27	1.56	8	0.46%
Decision CC - Impact	2.46	1	0	4.29	18.44	0	16	16	1.19	1.74	32	1.85%
Decision CC - Monito	0.23	0	0	0.60	0.36	0	2	2	0.17	2.60	3	0.17%
Decision CC - Ration	0.46	0	0	0.66	0.44	0	2	2	0.18	1.43	6	0.35%

Codes	Mean	Median	Mode	Standard Deviation	Variance	Lower imit	Upper Limit	Range	Error of Measurement	Coefficient of Variation	SumObs= absolute frequency	relative frequency
Decision CC - Style	0.31	0	0	0.63	0.40	0	2	2	0.17	2.05	4	0.23%
Decision CD - Condit	1.08	1	0	1.44	2.08	0	4	4	0.40	1.34	14	0.81%
Decision CD - Credib	0.31	0	0	0.63	0.40	0	2	2	0.17	2.05	4	0.23%
Decision CD - Curren	0.46	0	0	0.78	0.60	0	2	2	0.22	1.68	6	0.35%
Decision CD - Factor	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
Decision CD - Factor	0.77	0	0	1.36	1.86	0	4	4	0.38	1.77	10	0.58%
Decision CD - Factor	0.62	0	0	1.19	1.42	0	4	4	0.33	1.94	8	0.46%
Decision CD - Impact	1.54	1	0	1.45	2.10	0	4	4	0.40	0.94	20	1.15%
Decision CD - Import	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Decision CD - Indire	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
Decision CD - Monito	0.62	0	0	0.96	0.92	0	3	3	0.27	1.56	8	0.46%
Decision CD - Must b	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
Decision CD - Ration	0.85	0	0	1.28	1.64	0	3	3	0.36	1.51	11	0.64%
Decision CD - Sector	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Decision CD - Sensib	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Decision CD - Style	1.08	1	0	1.89	3.58	0	7	7	0.52	1.76	14	0.81%
Decision CD - Suppor	0.31	0	0	0.85	0.73	0	3	3	0.24	2.78	4	0.23%
Decision CD - Typolo	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Decision OI - Factor	0.23	0	0	0.60	0.36	0	2	2	0.17	2.60	3	0.17%
DMP	0.77	1	0	0.83	0.69	0	2	2	0.23	1.08	10	0.58%
DMP - CD vs CC	2.38	2	4	1.80	3.26	0	6	6	0.50	0.76	31	1.79%
DMP - Centralisation	0.77	0	0	1.01	1.03	0	3	3	0.28	1.32	10	0.58%
DMP - Centralisation	0.62	0	0	0.96	0.92	0	3	3	0.27	1.56	8	0.46%
DMP - Collegial	1.15	1	0	1.82	3.31	0	6	6	0.50	1.58	15	0.87%
DMP - Collegial - Ra	0.31	0	0	0.48	0.23	0	1	1	0.13	1.56	4	0.23%
DMP - Collegial - Re	1.15	1	1	1.21	1.47	0	4	4	0.34	1.05	15	0.87%
DMP - Complexity	1.54	2	0	1.27	1.60	0	3	3	0.35	0.82	20	1.15%
DMP - Descentralisat	0.62	0	0	0.96	0.92	0	3	3	0.27	1.56	8	0.46%
DMP - Descentralisat	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
DMP - Individual	0.46	0	0	0.88	0.77	0	3	3	0.24	1.90	6	0.35%
DMP - Information -	0.46	0	0	0.78	0.60	0	2	2	0.22	1.68	6	0.35%
DMP - Information -	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
DMP - Information -	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
DMP - Information -	0.92	1	1	0.76	0.58	0	2	2	0.21	0.82	12	0.69%
DMP - Information -	0.31	0	0	0.63	0.40	0	2	2	0.17	2.05	4	0.23%
DMP - Information -	0.46	0	0	0.88	0.77	0	3	3	0.24	1.90	6	0.35%
DMP - Information -	1.15	1	0	0.99	0.97	0	3	3	0.27	0.86	15	0.87%
DMP - International	1.15	1	0	1.68	2.81	0	6	6	0.46	1.45	15	0.87%
DMP - Research	0.23	0	0	0.60	0.36	0	2	2	0.17	2.60	3	0.17%
DMP - Service Provis	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%

Codes	Mean	Median	Mode	Standard Deviation	Variance	Lower imit	Upper Limit	Range	Error of Measurement	Coefficient of Variation	SumObs= absolute frequency	relative frequency
DMP - Stakeholders -	1.46	1	1	1.13	1.27	0	3	3	0.31	0.77	19	1.10%
DMP - T & L	0.38	0	0	0.65	0.42	0	2	2	0.18	1.69	5	0.29%
DMP CC - Collegial	1.08	1	1	0.76	0.58	0	2	2	0.21	0.71	14	0.81%
DMP CC - Collegial -	0.85	1	0	0.99	0.97	0	3	3	0.27	1.17	11	0.64%
DMP CC - Consensus	0.54	0	0	0.97	0.94	0	3	3	0.27	1.80	7	0.40%
DMP CC - Critical Va	1.62	0	0	2.36	5.59	0	7	7	0.66	1.46	21	1.21%
DMP CC - HR Involvem	0.38	0	0	0.51	0.26	0	1	1	0.14	1.32	5	0.29%
DMP CC - Information	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
DMP CC - Information	0.31	0	0	0.63	0.40	0	2	2	0.17	2.05	4	0.23%
DMP CC - Informed De	0.69	0	0	1.03	1.06	0	3	3	0.29	1.49	9	0.52%
DMP CC - Listening t	0.54	0	0	1.13	1.27	0	3	3	0.31	2.09	7	0.40%
DMP CC - Stakeholder	0.15	0	0	0.55	0.31	0	2	2	0.15	3.61	2	0.12%
DMP CC - Stakeholder	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
DMP CD - Centralisat	0.38	0	0	0.87	0.76	0	3	3	0.24	2.26	5	0.29%
DMP CD - Collegial	0.85	0	0	1.21	1.47	0	3	3	0.34	1.44	11	0.64%
DMP CD - Consensus (	0.15	0	0	0.38	0.14	0	1	1	0.10	2.44	2	0.12%
DMP CD - Consensus (	0.92	1	0	1.19	1.41	0	4	4	0.33	1.29	12	0.69%
DMP CD - Critical Va	2.23	3	0	2.49	6.19	0	8	8	0.69	1.12	29	1.67%
DMP CD - Discritiona	0.85	0	0	1.14	1.31	0	3	3	0.32	1.35	11	0.64%
DMP CD - Experience	0.23	0	0	0.60	0.36	0	2	2	0.17	2.60	3	0.17%
DMP CD - HR Involvem	0.54	0	0	0.88	0.77	0	3	3	0.24	1.63	7	0.40%
DMP CD - Information	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
DMP CD - Information	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
DMP CD - Information	0.31	0	0	0.63	0.40	0	2	2	0.17	2.05	4	0.23%
DMP CD - Information	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
DMP CD - Information	0.46	0	0	0.66	0.44	0	2	2	0.18	1.43	6	0.35%
DMP CD - Information	0.15	0	0	0.38	0.14	0	1	1	0.10	2.44	2	0.12%
DMP CD - Informed De	0.38	0	0	0.65	0.42	0	2	2	0.18	1.69	5	0.29%
DMP CD - Intuition	0.54	0	0	0.88	0.77	0	3	3	0.24	1.63	7	0.40%
DMP CD - Listening t	1.31	1	0	1.49	2.23	0	4	4	0.41	1.14	17	0.98%
DMP CD - Listening t	0.15	0	0	0.38	0.14	0	1	1	0.10	2.44	2	0.12%
DMP CD - Non-informe	0.15	0	0	0.38	0.14	0	1	1	0.10	2.44	2	0.12%
DMP CD - Personal Pe	0.31	0	0	0.63	0.40	0	2	2	0.17	2.05	4	0.23%
DMP CD - Stakeholder	0.15	0	0	0.38	0.14	0	1	1	0.10	2.44	2	0.12%
DMP CD - Stakeholder	1.00	0	0	1.78	3.17	0	6	6	0.49	1.78	13	0.75%
DMP OI	0.15	0	0	0.38	0.14	0	1	1	0.10	2.44	2	0.12%
DMP OI - Actors	0.31	0	0	1.11	1.23	0	4	4	0.31	3.61	4	0.23%
DMP OI - Critical Va	0.85	0	0	2.51	6.31	0	9	9	0.70	2.97	11	0.64%
DMP OI - Listening t	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
FR	0.69	0	0	1.03	1.06	0	3	3	0.29	1.49	9	0.52%

Codes	Mean	Median	Mode	Standard Deviation	Variance	Lower imit	Upper Limit	Range	Error of Measurement	Coefficient of Variation	SumObs= absolute frequency	relative frequency
FR - Efficiency	0.31	0	0	0.85	0.73	0	3	3	0.24	2.78	4	0.23%
Goals	0.31	0	0	0.63	0.40	0	2	2	0.17	2.05	4	0.23%
HR	0.54	0	0	0.78	0.60	0	2	2	0.22	1.44	7	0.40%
HR - Equity (-)	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
HR - Involvement	1.00	1	0	1.63	2.67	0	6	6	0.45	1.63	13	0.75%
HR - Management	0.31	0	0	0.63	0.40	0	2	2	0.17	2.05	4	0.23%
HR - Motivation	0.31	0	0	0.48	0.23	0	1	1	0.13	1.56	4	0.23%
HR - Qualifications	0.31	0	0	0.63	0.40	0	2	2	0.17	2.05	4	0.23%
Ideas	0.38	0	0	0.51	0.26	0	1	1	0.14	1.32	5	0.29%
Image - Alumni	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Image - Internationa	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Image - Prestige	0.77	0	0	1.24	1.53	0	3	3	0.34	1.61	10	0.58%
Image - Research	0.15	0	0	0.38	0.14	0	1	1	0.10	2.44	2	0.12%
Image - Service Prov	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Image - T & L	0.15	0	0	0.38	0.14	0	1	1	0.10	2.44	2	0.12%
Information - Circul	0.46	0	0	0.66	0.44	0	2	2	0.18	1.43	6	0.35%
Information - Circul	1.08	1	0	1.19	1.41	0	3	3	0.33	1.10	14	0.81%
Information - Circul	1.08	0	0	2.22	4.91	0	8	8	0.61	2.06	14	0.81%
Information - Resear	0.38	0	0	0.87	0.76	0	3	3	0.24	2.26	5	0.29%
Information - Servic	0.15	0	0	0.38	0.14	0	1	1	0.10	2.44	2	0.12%
Information - T & L	0.62	0	0	1.19	1.42	0	3	3	0.33	1.94	8	0.46%
Institutional Relati	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
Institutional Relati	0.54	0	0	0.66	0.44	0	2	2	0.18	1.23	7	0.40%
Internationalization	0.38	0	0	0.87	0.76	0	3	3	0.24	2.26	5	0.29%
Internationalization	0.38	0	0	0.65	0.42	0	2	2	0.18	1.69	5	0.29%
Leadership	2.08	2	2	2.33	5.41	0	9	9	0.65	1.12	27	1.56%
Leadership - Achieve	0.23	0	0	0.60	0.36	0	2	2	0.17	2.60	3	0.17%
Leadership - Auscult	0.54	0	0	1.13	1.27	0	4	4	0.31	2.09	7	0.40%
Leadership - Authori	0.31	0	0	0.48	0.23	0	1	1	0.13	1.56	4	0.23%
Leadership - Buildin	0.69	0	0	0.95	0.90	0	3	3	0.26	1.37	9	0.52%
Leadership - Credibi	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Leadership - Innovat	0.46	0	0	0.78	0.60	0	2	2	0.22	1.68	6	0.35%
Leadership - Limitat	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
Leadership - Motivat	0.38	0	0	0.65	0.42	0	2	2	0.18	1.69	5	0.29%
Leadership - Respons	0.77	0	0	1.74	3.03	0	6	6	0.48	2.26	10	0.58%
Leadership - Trust	0.54	0	0	1.39	1.94	0	5	5	0.39	2.58	7	0.40%
Leadership - Vision	1.54	1	0	1.51	2.27	0	5	5	0.42	0.98	20	1.15%
Leadership = Managem	0.54	0	0	1.66	2.77	0	6	6	0.46	3.09	7	0.40%
Leadership vs Manage	1.15	1	1	0.90	0.81	0	3	3	0.25	0.78	15	0.87%
Leadership vs Manage	0.46	0	0	0.66	0.44	0	2	2	0.18	1.43	6	0.35%

Codes	Mean	Median	Mode	Standard Deviation	Variance	Lower imit	Upper Limit	Range	Error of Measurement	Coefficient of Variation	SumObs= absolute frequency	relative frequency
Leadership vs Manage	0.69	1	0	0.75	0.56	0	2	2	0.21	1.08	9	0.52%
Leadership vs Manage	0.15	0	0	0.55	0.31	0	2	2	0.15	3.61	2	0.12%
Leadership vs Manage	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Leadership vs Manage	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Legality	1.38	1	0	1.76	3.09	0	5	5	0.49	1.27	18	1.04%
Management	0.92	1	1	0.76	0.58	0	2	2	0.21	0.82	12	0.69%
Management - Organiz	0.46	0	0	0.66	0.44	0	2	2	0.18	1.43	6	0.35%
Management - Profita	0.31	0	0	0.85	0.73	0	3	3	0.24	2.78	4	0.23%
Management - Resourc	1.08	0	0	1.44	2.08	0	4	4	0.40	1.34	14	0.81%
Management - Respons	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Management - Vision	0.15	0	0	0.38	0.14	0	1	1	0.10	2.44	2	0.12%
Management Model	0.85	1	0	1.14	1.31	0	4	4	0.32	1.35	11	0.64%
Management Model - A	0.15	0	0	0.38	0.14	0	1	1	0.10	2.44	2	0.12%
Management Model - C	0.85	1	1	1.07	1.14	0	4	4	0.30	1.26	11	0.64%
Management Model - C	0.31	0	0	0.63	0.40	0	2	2	0.17	2.05	4	0.23%
Management Model - C	0.46	0	0	0.97	0.94	0	3	3	0.27	2.10	6	0.35%
Management Model - C	1.00	1	0	1.15	1.33	0	3	3	0.32	1.15	13	0.75%
Management Model - C	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
Management Model - H	1.31	1	1	1.25	1.56	0	4	4	0.35	0.96	17	0.98%
Management Model - H	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
Management Model - H	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Management Model - H	0.15	0	0	0.38	0.14	0	1	1	0.10	2.44	2	0.12%
Management Model - P	0.54	0	0	0.66	0.44	0	2	2	0.18	1.23	7	0.40%
Management Model - S	0.31	0	0	0.63	0.40	0	2	2	0.17	2.05	4	0.23%
Management Model - T	0.54	0	0	0.97	0.94	0	3	3	0.27	1.80	7	0.40%
Management Model - T	0.92	1	0	0.86	0.74	0	2	2	0.24	0.93	12	0.69%
Management Model - T	0.38	0	0	0.77	0.59	0	2	2	0.21	2.00	5	0.29%
Management Model - W	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
Manager - Personalit	0.54	0	0	0.66	0.44	0	2	2	0.18	1.23	7	0.40%
Manager - Skills	0.85	0	0	1.28	1.64	0	3	3	0.36	1.51	11	0.64%
Manager CC - Experie	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
Manager CC - Skills	0.46	0	0	0.66	0.44	0	2	2	0.18	1.43	6	0.35%
Manager CD - Experie	0.31	0	0	0.63	0.40	0	2	2	0.17	2.05	4	0.23%
Manager CD - Needed	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Manager CD - Skills	0.69	0	0	1.11	1.23	0	3	3	0.31	1.60	9	0.52%
Manager CD - Trainin	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Manager CD - Ways of	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Methods & Organizati	0.62	1	1	0.65	0.42	0	2	2	0.18	1.06	8	0.46%
Mission - Complexity	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Mission - Research	0.62	0	0	0.87	0.76	0	2	2	0.24	1.41	8	0.46%

Codes	Mean	Median	Mode	Standard Deviation	Variance	Lower limit	Upper Limit	Range	Error of Measurement	Coefficient of Variation	SumObs= absolute frequency	relative frequency
Mission - Service Pr	0.15	0	0	0.55	0.31	0	2	2	0.15	3.61	2	0.12%
Mission - T & L	0.69	0	0	1.11	1.23	0	4	4	0.31	1.60	9	0.52%
Mission - T & L - Pr	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Mission CC - T & L	0.31	0	0	1.11	1.23	0	4	4	0.31	3.61	4	0.23%
Mission CD	0.15	0	0	0.38	0.14	0	1	1	0.10	2.44	2	0.12%
Mission CD - Essence	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Mission CD - Researc	0.31	0	0	0.48	0.23	0	1	1	0.13	1.56	4	0.23%
Mission CD - Service	0.38	0	0	0.51	0.26	0	1	1	0.14	1.32	5	0.29%
Mission CD - T & L	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
Mission OI - Researc	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Mission OI - Service	0.15	0	0	0.55	0.31	0	2	2	0.15	3.61	2	0.12%
Mission OI - Service	0.23	0	0	0.83	0.69	0	3	3	0.23	3.61	3	0.17%
Norms	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Objectives	0.31	0	0	0.85	0.73	0	3	3	0.24	2.78	4	0.23%
Power	0.69	0	0	1.97	3.90	0	7	7	0.55	2.85	9	0.52%
Power CC	0.31	0	0	0.48	0.23	0	1	1	0.13	1.56	4	0.23%
Power CC - Actors	0.69	0	0	0.85	0.73	0	2	2	0.24	1.23	9	0.52%
Power CC - Decisions	0.38	0	0	0.96	0.92	0	3	3	0.27	2.50	5	0.29%
Power CC - Delegatio	0.46	0	0	0.88	0.77	0	3	3	0.24	1.90	6	0.35%
Power CC - Delegatio	0.15	0	0	0.55	0.31	0	2	2	0.15	3.61	2	0.12%
Power CC - Domains	1.23	1	0	1.42	2.03	0	4	4	0.39	1.16	16	0.92%
Power CD	0.31	0	0	0.63	0.40	0	2	2	0.17	2.05	4	0.23%
Power CD - Actors	1.62	0	0	2.84	8.09	0	9	9	0.79	1.76	21	1.21%
Power CD - Decisions	0.92	0	0	1.71	2.91	0	5	5	0.47	1.85	12	0.69%
Power CD - Delegatio	2.00	2	0	1.96	3.83	0	6	6	0.54	0.98	26	1.50%
Power CD - Delegatio	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
Power CD - Delegatio	0.46	0	0	0.78	0.60	0	2	2	0.22	1.68	6	0.35%
Power CD - Domains	1.54	2	2	1.20	1.44	0	4	4	0.33	0.78	20	1.15%
Power CD - Law	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Power CD - Non Deleg	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Power OI	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Power OI - Delegatio	0.23	0	0	0.60	0.36	0	2	2	0.17	2.60	3	0.17%
Pragmatic Issues	0.31	0	0	0.63	0.40	0	2	2	0.17	2.05	4	0.23%
Principles	0.15	0	0	0.38	0.14	0	1	1	0.10	2.44	2	0.12%
Qualifications	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
Quality - Research	0.31	0	0	0.63	0.40	0	2	2	0.17	2.05	4	0.23%
Quality - Service Pr	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Quality - T & L	0.31	0	0	0.63	0.40	0	2	2	0.17	2.05	4	0.23%
Research - Critical	1.92	1	0	2.10	4.41	0	6	6	0.58	1.09	25	1.44%

Codes	Mean	Median	Mode	Standard Deviation	Variance	Lower imit	Upper Limit	Range	Error of Measurement	Coefficient of Variation	SumObs= absolute frequency	relative frequency
Responsibility	0.15	0	0	0.55	0.31	0	2	2	0.15	3.61	2	0.12%
Risks	0.46	0	0	0.78	0.60	0	2	2	0.22	1.68	6	0.35%
Rules	0.69	0	0	0.95	0.90	0	3	3	0.26	1.37	9	0.52%
Service Provision -	0.38	0	0	0.51	0.26	0	1	1	0.14	1.32	5	0.29%
Stakeholders	0.92	1	0	1.12	1.24	0	3	3	0.31	1.21	12	0.69%
Stakeholders - Alumn	0.23	0	0	0.44	0.19	0	1	1	0.12	1.90	3	0.17%
Strategic Perspectiv	1.00	1	0	1.29	1.67	0	4	4	0.36	1.29	13	0.75%
Students	0.38	0	0	0.87	0.76	0	3	3	0.24	2.26	5	0.29%
T & L - Critical Var	2.38	1	0	3.18	10.09	0	10	10	0.88	1.33	31	1.79%
University - Past vs	0.31	0	0	0.85	0.73	0	3	3	0.24	2.78	4	0.23%
University vs Polyte	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Values - Academic Sp	0.77	1	0	0.93	0.86	0	3	3	0.26	1.20	10	0.58%
Values - Academic Sp	0.08	0	0	0.28	0.08	0	1	1	0.08	3.61	1	0.06%
Values - Faculty	0.62	0	0	1.19	1.42	0	4	4	0.33	1.94	8	0.46%
Values - Individual	0.15	0	0	0.55	0.31	0	2	2	0.15	3.61	2	0.12%
Values - Institution	2.08	2	2	1.89	3.58	0	6	6	0.52	0.91	27	1.56%
Values - Notabilis	0.31	0	0	0.48	0.23	0	1	1	0.13	1.56	4	0.23%
												100.00%

Observation:

Mean = (M1.....M256) where

M1- represents the average number of code 1 Power CC - Delegat

...

M256- represents the average number of code Values - Notabilis

OBSERVATIONS

1) Median - the middle value when measurements are arranged from lowest to highest
2) Mode - the measurement that occurs most often (highest frequency)
3) Variance - sum of the squared deviations of the measurements from their mean
4) Standard-Deviation - the positive square root of the variance
5) Lower Limit
6) Upper Limit
7) Range - difference between the two extreme data points (min and max)
8) Error of Measurement - observations from population differ by more than just their means
9) Coefficient of Variation - variability in the values in a population relative to the magnitude of the population mean
10) absolute frequency - absolute number of times a given measurement is observed
11) relative frequency - absolute frequency divided by total number of measurements

No. Observations	365

Primary docs	Mean	Standard deviation	Variance	Lower Limit	Upper Limit	Range	Error of Measurement	Coefficient of Variation	Absolute frequency sum of observations	relative frequency	3rd Q
1	0.619	0.85	0.72	0	6	6	0.044	1.99	156	9.01%	1
2	0.325	0.645	0.416	0	4	4	0.034	2.872	82	4.73%	0
3	0.452	1.04	1.08	0	9	9	0.054	3.33	114	6.58%	0
4	0.353	0.662	0.438	0	5	5	0.035	2.7	89	5.14%	0
5	0.444	0.733	0.537	0	4	4	0.038	2.38	112	6.47%	0
6	0.524	0.94	0.89	0	9	9	0.049	2.61	132	7.62%	0
7	0.631	0.93	0.87	0	8	8	0.049	2.14	159	9.18%	1
8	0.829	1.25	1.56	0	10	10	0.065	2.181	209	12.07%	1
9	0.472	0.798	0.636	0	6	6	0.042	2.446	119	6.87%	0
10	0.631	0.945	0.89	0	7	7	0.049	2.169	159	9.18%	0
11	0.540	0.872	0.76	0	6	6	0.046	2.339	136	7.85%	0
12	0.389	0.843	0.711	0	8	8	0.044	3.142	98	5.66%	0
13	0.663	1.306	1.706	0	16	16	0.068	2.855	167	9.64%	0
										100.00%	

Observation

1) Mean - M= (M1,.....M13) where M1- represents the average number of concepts in text 1

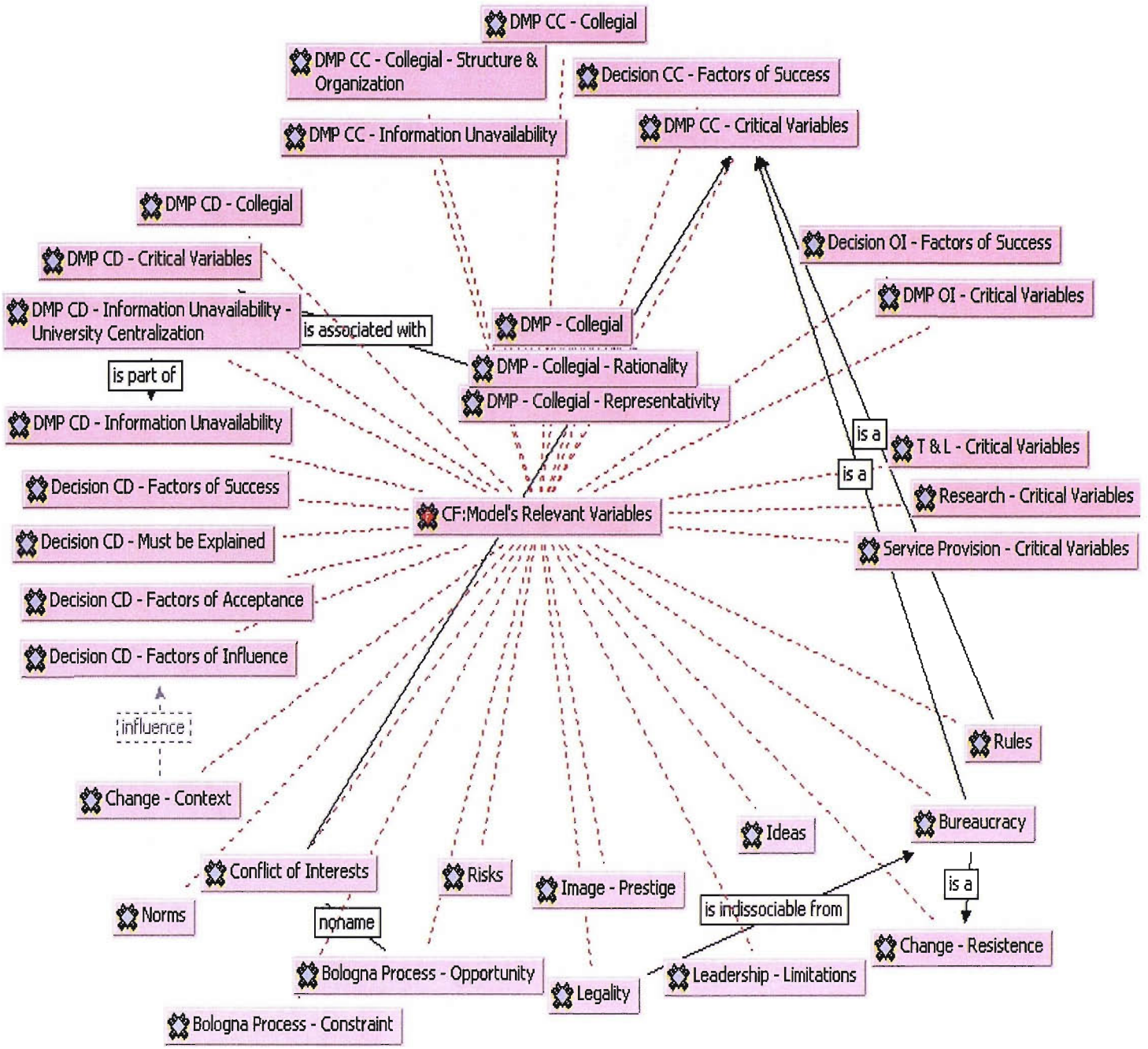
....

M13 - represents the average number of concepts in text 13

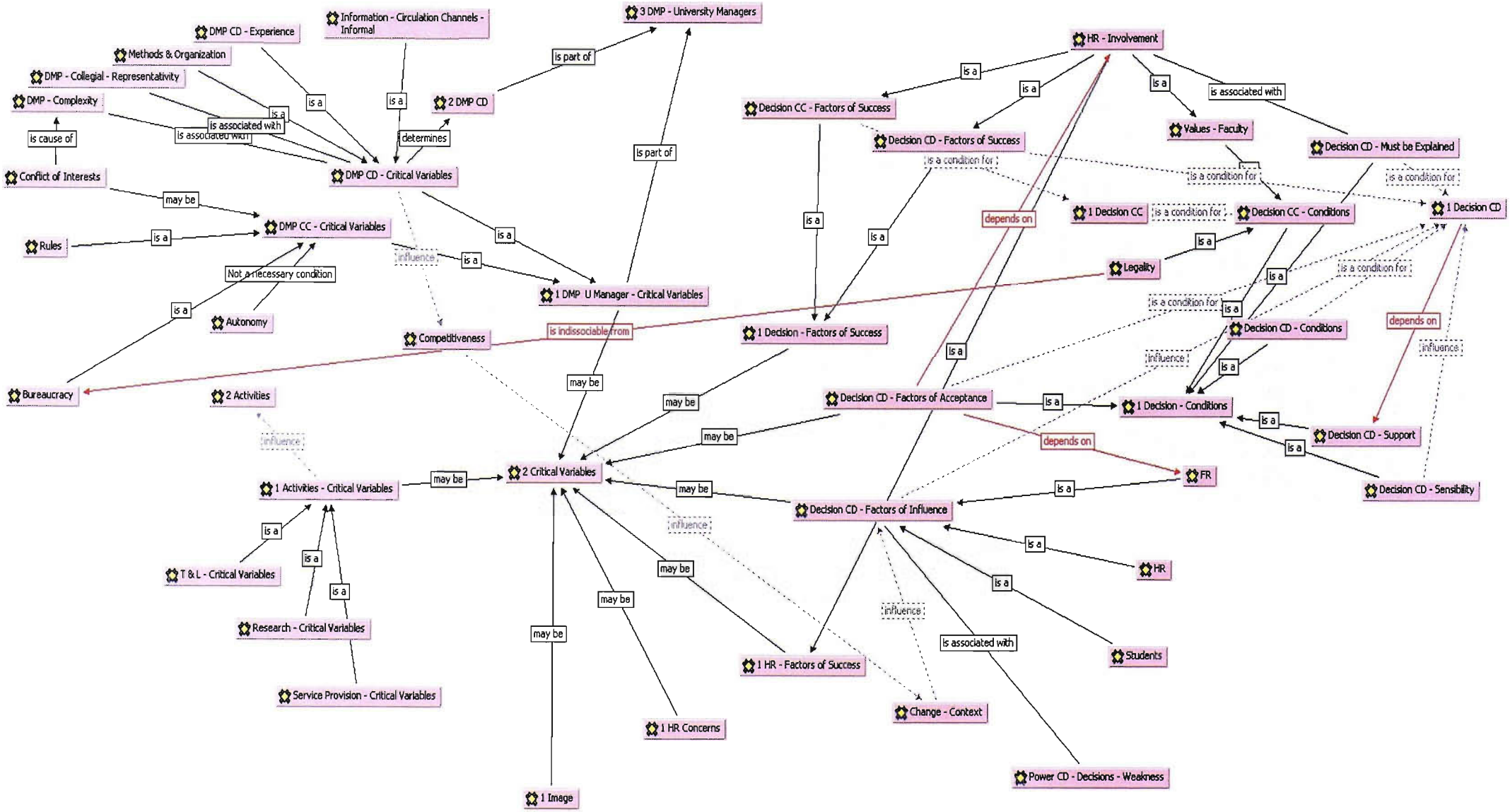
OBSERVATIONS

1) Median - the middle value when measurements are arranged from lowest to highest
2) Mode - the measurement that occurs most often (highest frequency)
3) Variance - sum of the squared deviations of the measurements from their mean
4) Standard-Deviation - the positive square root of the variance
5) Lower Limit
6) Upper Limit
7) Range - difference between the two extreme data points (min and max)
8) Error of Measurement - observations from population differ by more than just their means
9) Coefficient of Variation - variability in the values in a population relative to the magnitude of the population mean
10) absolute frequency - absolute number of times a given measurement is observed
11) relative frequency - absolute frequency divided by total number of measurements

Appendix 6.1.1.i. Network – Model's Relevant Variables



Network - UC - Model's Relevant Variables



Appendix 6.1.2.a. UC – Personal Memos

|HU: Entrevistas_Análise
File: [C:\ATLAS_Ag_05\entrevistas_análise.hpr5]
Edited by: Super
Date/Time: 23-03-06 13:36:29

Memo-Filter: All

MEMO: CC - Vision (1 Quotation) (Super, 31-05-05 15:25:49)
P 4 2 -2
No codes
No memos
Type: Memo

The CC is regarded as a proactive body in terms of research and of T&L contents; and is regarded as a body that should react regarding Extension, in the sense of the alignment by T&L and Research values.

MEMO: Collegial Representativity (1 Quotation) (Super, 2705-05 11:10:24)
P 7 30 -30
No codes
No memos
Type: Memo

In this sentence formal representativity is questioned. Regardless of the representational proportions, the academic body is more powerful.

MEMO: Consensus (1 Quotation) (Super, 2505-05 14:57:15)
P 6 4 -4
No codes
No memos
Type: Memo

This highlights that for any decision the PCD needs to spenda lot of time and energy in the dialogue and consensus process

MEMO: Decision - Credibility (1 Quotation) (Super, 1305-05 12:00:42)
P 1 3 -3
No codes
No memos
Type: Memo

MEMO: Decision Style - Criticism (1 Quotation) (Super, 27-05-05 15:17:32)
P 2 40 -40
No codes
No memos
Type: Memo

The PCD, in some situation, appears as a beaurocratic manager, who spends his time "signing papers", "handing out processes".

"It's more like managing, according to requests, and who can give us na answer to those requests. Sometimes I feel that it's a distribution chain. This goês here, this goês there. It's distribuiting processes by the different services. If we are good at it, almost nothing is left for us".

MEMO: Decision without Listening to other opinions (1 Quotation) (Super, 18-05-05 12:42:37)
P 1 66 -68
No codes
No memos
Type: Memo

In the areas that the PCD doesn't delegate we feel, in this statement, that listening to others is not a decisive factor in the DMP.

MEMO: DMP - Centralisation (1 Quotation) (Super, 25-05-05 15:48:25)
P 6 27 -27
No codes
No memos
Type: Memo

We can read a wish for autonomy.

MEMO: DMP - conservative change (1 Quotation) (Super, 25-05-05 10:31:26)
P 1 28 -28
No codes
No memos
Type: Memo

There is some conservativeness in the proposals: a different top management model is proposed, but change does not question some of the current premises (the vote of the three bodies).

MEMO: DMP - Management Model (1 Quotation) (Super, 01-06-05 12:15:35)
P 8 14 -14
No codes
No memos
Type: Memo

The management model is determinant in extensive duration of the DMP, due to several factors:
- a slow decision circuit;
- a complex decision circuit (collegial and political);
- corporative interests;
- decision centralization.

MEMO: DMP - Representativity (0 Quotations) (Super, 05-06-05 11:19:49)
No codes
No memos
Type: Memo

The use of "still" seems to mean that there is a tendency towards the end of the democratic management model.

MEMO: DMP CD - Listening to People - Choices (1 Quotation) (Super, 18-05-05 12:52:15)
P 1: 76 -76
No codes
No memos
Type: Memo

A very important sentence which explaining the PCD's choices of interluctors when listening to people in the DMP.

MEMO: DSS (1 Quotation) (Super, 25-05-05 18:00:24)
P 6 169 -171
No codes
No memos
Type: Memo

The Human Resourses variable are valued in detriment of the Technological variable, which is hardly refered to.

MEMO: Ethics (1 Quotation) (Super, 27-05-05 17:02:11)
P 2 64 -64
No codes
No memos
Type: Memo

We can sense a concern for ethics in possible conflicts of interests.

MEMO: Head Figure Dilema: Responsibility vs Demands (1 Quotation) (Super, 01-06-05 12:21:06)
P 8 49 -49
No codes
No memos
Type: Memo

"I believe that we, presidents of the CQ are top managers, we have a field of action, of mid-level staff, or even less in terms of decision making, and in terms of operation even less"

MEMO: HR Management Rules (1 Quotation) (Super, 0506-05 13:56:20)
P10 26 -26
No codes
No memos
Type: Memo

There are promotion rules and HR management rules (Public service) which are not suitable.

MEMO: Institutional Values - Change (1 Quotation) (Super, 01-06-05 15:21:27)
P 5 5 -5
No codes
No memos
Type: Memo

This quotation illustrates an idea often present in more conservative positions. Some institutional values such as Prestige and tradition sustain the idea of chance not being necessary.

MEMO: Leader as a God (1 Quotation) (Super, 1805-05 12:27:53)
P 1 53 -53
Code(s): [DMP]
No memos
Type: Memo

The Leader is seen as a God: he is fair and correct in his decisions; he doesn't need to "loose" time with the decision process.
The dangers of this line of thinking are feltby the interviewee, who feels the need to highlight that the leader is not a dictator. A simple and fundamentalist view of the leadership model.

MEMO: Leadership - Auscultation (1 Quotation) (Super, 2505-05 12:51:02)
P 3 75 -75
Code(s): [DMP]
No memos
Type: Memo

Important reflection. It values the auscultation of the University Community by the Rector, in a broad way, but makes a distinction between this and the collegiaty of decisions.

MEMO: Leadership - Limitations (1 Quotation) (Super, 05-06-05 14:08:18)
P10 54 -54
No codes
No memos
Type: Memo

The idea that the leader is he who can influence, who has ideas, but who is not concerned with restrictions, namely FR... it a curious and different concept of leadership.

MEMO: Leadership - Remaining Leader (1 Quotation) (Super, 2705-05 13:01:13)
P 7 88 -88
No codes
Memo(s): [Leadership - Sustained by Managers]
Type: Memo

The technical background is considered to be essenial for leadership to be maintained, although it is not a necessary condition for leadership.

MEMO: Leadership - Sustained by Managers (1 Quotation) (Super, 2705-05 13:04:14)
P 7 65 -65
No codes
Memo(s): [Leadership - Remaining Leader]
Type: Memo

The following idea is defended: the leader should be sustained by the manager, which has technical qualifications.

MEMO: Leadership as a "Competency" (1 Quotation) (Super, 05-06-05 14:13:22)
  P10   54 -54
No codes
No memos
Type: Memo

It seems that leadership is seen as a "competency" which should be granted (externally by the Rector; internally by the Faculty, by the peers who accept the Leader's wish) e not as an ability, an individual skill.

MEMO: Leadership vs Management - DMP (1 Quotation) (Super, 18-05-05 12:22:21)
  P 1   49 -49
Code(s): [DMP]
No memos
Type: Memo

Personal opinion of the interviewee, which is very subjective but has an underlying certain leadership "supremacy": the leader doesn't justify his decisions, the manager suffers pressures, the leader questions whether he should bother himself with...

MEMO: Macro-Perspective (1 Quotation) (Super, 31-05-05 15:32:54)
  P 4   130 -130
No codes
No memos
Type: Memo

It seems that we believe more in macroplanning than in competitiveness. A framework model of a protected market is perceptioned.

MEMO: Management Model (1 Quotation) (Super, 25-05-05 13:15:57)
  P 3   75 -75
No codes
No memos
Type: Memo

In the faculty Management Models, the type of Body doesn't seem to be adequate for the management needs. Although in the case of Strategic decisions a collective body may be appropriate, in executive decisions there should be an executive director.

MEMO: Management Model - Autonomy (1 Quotation) (Super, 27-05-05 10:47:25)
  P 7   18 -18
No codes
No memos
Type: Memo

In Faculties with autonomy it is defended that the CD should a more strategic perspective and the CA (Administrative Council) should have a more executive perspective.

MEMO: Management Model - criticism (1 Quotation) (Super, 27-05-05 15:48:29)
P 2 91 -93
No codes
No memos
Type: Memo

"It also depends on how they work, doesn't it? At times, when one does not work, the other superimposes himself. The flaws that exist are overcome by one or the other. The best would be for them to cooperate.

The current model is justified not for its virtues, but rather for through its redundance being able to reduce the impact of failures or errors.

MEMO: Management Model* (1 Quotation) (Super, 2505-05 16:25:12)
P 6 52 -56
No codes
No memos
Type: Memo

In the institutional context the expression "ofpreference" is relevant. it means that it does not exclude the possibility of having a manager who is not from "the house".
As to his academic origin, cooporativism is very strong and excludes other territories.

MEMO: PCD - Degree Course (1 Quotation) (Super, 23-05-05 09:11:30)
P 1 115 -115
No codes
No memos
Type: Memo

PCD image of degree course

MEMO: PCD Skills (1 Quotation) (Super, 0506-05 14:20:45)
P10 73 -73
No codes
No memos
Type: Memo

Privileges prudence over boldness.

MEMO: Political Rationality vs Information (1 Quotation) (Super, 0106-05 14:11:41)
P 8 126 -126
No codes
No memos
Type: Memo

Political Rationality exists but is not dominant. The DMP tends towards objectivity. It does not search consensus for the sake of consensus: if it has to stop during a process, it isn't because there isn't consensus, but rather because it needs additional information (work documents, meetings, opinions).

MEMO: Post-graduation Students' Representitivity (1 Quotation) (Super, 05-06-05 13:59:19)
  P10 38 -38
No codes
No memos
Type: Memo

It can be sensed that the Faculty still does not consider post graduations as important as graduation degrees. Inthis case (post-graduation) graduate degree students' participation is discussed, but post-graduate students' participation is not even equationed. They are not considered as actors in the management model. although the management model comprises students, students who participate, in Faculties and at the AAC, are exclusively graduate degree students.

MEMO: Power (1 Quotation) (Super, 25-05-05 17:14:18)
  P 6 119 -119
No codes
No memos
Type: Memo

"House Management" an expressionwhich translates a certain domain over the action field/range.

MEMO: Power CD - Delegation (1 Quotation) (Super, 25-05-05 17:10:03)
  P 6 117 -117
No codes
No memos
Type: Memo

We can generally see power delegation in Faculties, mostly informal, with a perspective of current management, which is somehow limited to operational and controlled decisions. In the perspective of who delegates it is an importante delegation.

MEMO: Power CD - Non Delegated (1 Quotation) (Super, 25-05-05 10:42:01)
  P 1 64 -64
No codes
No memos
Type: Memo

The PCD very centralizing.

MEMO: Power Delegation (1 Quotation) (Super, 1805-05 11:52:33)
  P 1 36 -36
No codes
No memos
Type: Memo

Delegation is not regarded as a power question, but rather associated to management. It may be considered as an elegant way of placing the matter, given that delegation is not requested but rather given.

MEMO: Public Institutional Values (1 Quotation) (Super, 0106-05 12:12:08)

P 8 90 -90
No codes
No memos
Type: Memo

We can see a strong interiorization of the public sense.

"It's all a lie. I tell this to my colleagues and they stare at me puzzeled. This is great for us... but this is all a lie. We are deceiving our students and society.

MEMO: Research - The "academic free world" (1 Quotation) (Super, 0506-05 19:33:54)
P 9 71 -71
No codes
No memos
Type: Memo

Research is not structured:
- there is no strategy (and when there is one, it is difficult to implement);
- there is no "follow-up" (suggestions are modesta and with a posteriori briefings

MEMO: Scientist-manager (1 Quotation) (Super, 05-06-05 19:38:19)
P 9 122 -124
No codes
No memos
Type: Memo

The scientifc-manager figure presented here represents the two facets of the manager: academic vs manager.
The academic has the scientifc knowledge; the manager the methods and organization knowledge (bureaucracy).

MEMO: T & L (1 Quotation) (Super, 05-06-05 17:29:05)
P 9 7 -7
No codes
No memos
Type: Memo

This is one of the few interviews where the interviewee speaks of T & L and not only Teaching; and where the PCC call upon himself as an action field "T & L".

Appendix 6.1.2.b. UC – Personal Comments

- There are managers which assume their leadership, although they belong to a collective body, **expressing themselves** in the first person (PD 6). Others always use the third person (the governance body: CD or CC).
- There are managers, PCD's or PCC's, which **take decisions without consulting the body** (PD 6); others which clearly do not (PD 4).
- There are PCD's which consider their action to have impact over the scientific area, namely as regards recruitment (PD 6); others do not.

Given that the legal and institutional framework is the same, the difference may be at the level of decision-makers' leadership profile (more active, reactive...)

- Interviewing a PCD which is nota t the top of his careers puts into evidence the constraints he feels, in light of the **conflict of interests** between

  body's power -> career -> academic power -> career -> body's power

HR management may originate conflict spaces in decision processes. In truth, there may be a strong conflict between institutional interests and personal interests of the president himself, or other members of the academy.
See Marçal Grilo's Interview

- We can generally see **power delegation** in Faculties, mostly informal, with a perspective of current management, which is somehow limited to operational and controlled decisions. In the perspective of who delegates it is an important delegation.

The CD, a collegial body with representation, seems to be a model of **false collegiality** (PD 7) because:

- there is a very strong corporative spirit of each body ("They listen much more to us, they always have that idea that they are before someone with a different competency or education"; Students' participation comes down to a CD in order to get the support they

need for their issues, nuclei, etc.., so they can have social gatherings, and celebrations at the park, or to give na opinion in a very specific field such as tuitions, etc.. Besides that they lack ideas. They are present at meetings but absent on ideas"; "staff, unfortunately, are much concerned about "roulements", they are concerned about "someone who said that their case is not being defended, and that they should already have had a promotion"");

- There is an imbalance between bodies, which leads to not having true "freedom of speech and discussion" (the truth is that if i tis a professor speaking it has more weight than if it is a staff member"; "of all members of the CD, staff are those who make themselves less heard"; "they seldom bring in strategy, for example, for staff recruitment needs in the FMUC, which lacks staff").

Opposite is the CC where there is only one body, it is a truly collegial body.

The model seemed to want to follow the academic model "peers" and "dignify", value other bodies, promoting peers in the CD, AR, etc.. However, they have not acknowledged being true peers.

The current model is justified not for food reasons as are its virtues, but rather for auditing, control and security, being able to, through its redundancy:
- reducing the impact of failures or errors;

"It also depends on how they operate, doesn't it? Sometimes, **when one doesn't operate, the other becomes stronger. The failures are overcome by one or the other. The best would be for both to cooperate"** (PD 2);
- to have an alternative when one of them doesn't lead;
- mutual control
"I have already mentioned that it makes sense to have two bodies... Yes. Even to control each other".

Post-graduation Students' Representitivity

It can be sensed that the Faculty still does not consider post-graduations as important as graduation degrees. In this case (post-graduation) graduate degree students' participation is discussed, but post-graduate students' participation is not even equationed. They are not considered as actors in the management model. although the management model comprises students, students who participate, in Faculties and at the AAC, are exclusively graduate degree students. (PD 10)

Leadership

Leadership appears in some interviews associated to POWER and ACADEMIC AUTHORITY. This idea is implicit when the PCC is more associated to the leader than to the PCD.

(validated by the network). (inspired by PD 10)

Scientist-manager

The scientifc-manager figure presented here represents the two facets of the manager: academic vs manager.

The academic has the scientifc knowledge; the manager the methods and organization knowledge (bureaucracy). (PD 9)

About Information Systems...

"In more important decision-making processes is there any type of information you need that you don't have? It may happen, but I usually keep all the papers, i never throw anything away... " (PD 11)

PCC vs PCD

"regarding the area where you consider your action to be more effective, more important in terms of the final objectives you aim for? Well, i consider that it is more in the contexto f the PCC's action than the PCD..."

This valuing is very important in the institutional context, since it is just one person, which by electoral mechanisms, holds two positions. (PD 11)

PCD Delegation

The non delegation of HR seems to be a common point. In light of the sensitiveness and importance that this variable has, its delegation is not common. (PD 11)

"I admit the rector has some powers, but the vice-rectors have less. Naturally, the vice-rector who in charge of HR management, which analysis and authorizes competition, has some power. " (PD 13)

Assessment

In terms of assessment models, we are almost always before na internal evaluator... Not often does the idea of what employees think about students have much relevance.

Territories

They are different cultures, problems with the organization of the Universities' own structures according to knowledge áreas.. (PD 13)

Management Model - Head Figure *

Even when there is a proposal for a model where powers are concentrated on one individual (Director, president, etc.), the academic culture always has a strong presence. For example, there is talk of "concentration" risk and there is a preference for choosing by election.

Appendix 6.1.3.a. Direct Cost Comparison (Decision-Makers/Hour) - UC/CM/CMC

Representatives	Monthly BP 2005		Unitary Cost per hour	UC's Senate (in plenary)		
				No.	h	amount
Rector	€ 5,671.05	.....	€ 43.62	1		€ 43.62
Vice-Rector	€ 5,444.21	.....	€ 41.88	1		€ 41.88
PCD	€ 4,925.96	.....	€ 37.89	8		€ 303.14
PCC	€ 4,925.96	.....	€ 37.89	8		€ 303.14
PCP	€ 4,851.98		€ 37.32	0		
Pres. III	€ 4,718.31	.....	€ 36.29	1		€ 36.29
Pres.Research Council III	€ 4,812.83	.....	€ 37.02	1	1	€ 37.02
Doctor	€ 3,837.41	.....	€ 29.52	8		€ 236.15
Non Doctor	€ 2,218.01	.....	€ 17.06	8		€ 136.49
Researcher	€ 3,431.44	.....	€ 26.40	1		€ 26.40
Non-Teaching Staff	€ 2,472.29	.....	€ 19.02	10		€ 190.18
Students	-	.....	€ 1.61	25		€ 40.25
			Total	72		**€ 1,894.55**

Representatives	Monthly BP 2005	Repres. Expenses	Unitary Cost per hour	Ministers' Council		
				N°	h	valor
Prime Minister	€ 5,288.00	€ 2,115.00	€ 54.62	1	1	€ 54.62
Vice-Prime Minister	€ 4,935.00	€ 1,974.00	€ 50.98	1		€ 50.98
Minister	€ 4,582.00	€ 1,833.00	€ 47.33	15		€ 709.98
Secretary of State	€ 4,230.00	€ 1,481.00	€ 42.30	2		€ 84.61
			Total	19		**€ 900.18**

Representatives	Monthly BP 2005	Repres. Expenses	Unitary Cost per hour	Coimbra City Council		
				N°	h	valor
President	€ 3,524.85	€ 1,057.45	€ 34.09	1	1	€ 34.09
Advisors (permanent)	€ 2,819.88	€ 563.98	€ 25.41	5		€ 127.05
Advisors (non permanent) *	-	-	€ 70.50	5		€ 352.50
			Total	11		**€ 513.64**

* participation tickets per meeting (€70.50)

Requirements:

- for the PCD, PCC and PCP the pay considered was the average of the base montly pay for Professors (Doctors) with exclusivity contracts and the respective supplements for holding management positions in management bodies
- for the President of the III, the base pay was considered, plus the supplement
- for the President of the III Research Council the pay considered is the same as the average pay of a Full-Professor,
- for Professors (Doctors) the average monthly pay considerd was the same as for professors (doctors) with an exclusivity contract
- for teachers (non Doctors) the average monthly pay considered was that of na assistant with na exclusivity contract
- for Researchers, the average monthly pay considered was that of Researchers with exclusivity contracts
- for non-teaching staff the average monthly pay considered was that of Technical Staff and Managers
- for students, the average cost for student/hour was based on the Management Accounting Report for 2003/04 (considering the Faculties' total costs, excluding FMUC and FCTUC), and considering 10 academic months and 100 monthly academic hours
- for calculating the costs with the Economics Nuclei, the cost attained with Management Accounting was considered
- in the nucleus coordination, two teachers were considerd given that, in this particular case, coordination is shared

- Cost/hour: (VB*14)/(52*35)
- the time pointed out in hours in each column were considered for presentation, discussion and voting of each proposal in each body

Appendix 6.2.1.a. ATLAS – Code Neighbors List

```
HU:  Interviews' Analysis
File:  [C: \ATLAS_Ag_05\entrevistas_análise.hpr5]
Edited by: Super
Date/Time: 20-10-05 10:27:06
--------------------
Code neighbors list
Code-Filter: All
--------------------
1 Academic Tensions
    <is a> 2 Academic Key-Ideas
    Academic vs Managers <is a>
    Academic vs Staff <is a>
    Academic vs Stakeholders <is a>
    Conflict of Interests <is cause of>
    University vs Polytechnic <is a>

1 Academic Values
    <is a> 2 Academic Key-Ideas
    <is a> 2 Values
    Values - Academic Spirit <is a>
    Values - Academic Spirit - Weakness <is a>

1 Activities - Critical Variables
    <influence> 2 Activities
    <may be> 2 Critical Variables
    Research - Critical Variables <is a>
    Service Provision - Critical Variables <is a>
    T & L - Critical Variables <is a>

1 Bologna Process
    <is a> 2 Context - Key Ideas
    Bologna Process - Constraint <is part of>
    Bologna Process - Cycle Duration (-) <is part of>
    Bologna Process - Cycle Duration (+) <is part of>
    Bologna Process - Opportunity <is part of>

1 Change
    <is a> 2 Context - Key Ideas
    Change - Context <is a condition for>
    Change - Culture <is a condition for>
    Change - Resistence <is a condition for>
    University - Past vs Future <is associated with>

1 Consensus
    <must be balanced> 3 Management Model
    Consensus <characterise>
    Cordiality <characterise>
    DMP CC - Consensus <is part of>
    DMP CD - Consensus (-) <is part of>
    DMP CD - Consensus (+) <is part of>
    DMP OI - Listening to People <is a condition for>
```

```
1 Context
    <is> 2 Context - Key Ideas
    Change - Context <characterise>
    Context - Personal Interests <is part of>
    Context - Students' Interests <is part of>
    University - Past vs Future <is part of>
    University vs Polytechnic <is part of>

1 Decision-maker CD
    <requires> Decision-maker CD - Action
    <requires> Decision-maker CD - Characteristics
    <requires> Decision-maker CD - Image
    <requires> Decision-maker CD - Responsibility
    3 CD <requires>

1 Decision - Conditions
    <is part of> 2 Decision - phase 1
    Decision CC - Conditions <is a>
    Decision CD - Conditions <is a>
    Decision CD - Factors of Acceptance <is a>
    Decision CD - Must be Explained <is a>
    Decision CD - Sensibility <is a>
    Decision CD - Support <is a>

1 Decision - Credibility
    <is indissociable from> 2 Decision - phase 3
    Decision CC - Credibility <is part of>
    Decision CD - Credibility <is part of>

1 Decision - Factors of Success
    <may be> 2 Critical Variables
    <is a condition for> 2 Decision - phase 1
    Decision CC - Factors of Success <is a>
    Decision CD - Factors of Success <is a>
    Decision OI - Factors of Success <is a>

1 Decision - Impact
    <must be balanced> 2 Decision - phase 3
    Decision CC - Impact <is part of>
    Decision CD - Impact <is part of>
    Decision CD - Indirect Impact <is part of>
    Decision CD - Sectorial Impact <is part of>

1 Decision - Monitoring
    <characterise> 2 Decision - phase 3
    Decision CC - Monitoring <is part of>
    Decision CD - Monitoring <is part of>

1 Decision - Rationality
    <is part of> 2 Decision - phase 2
    Decision CC - Rationality <is part of>
    Decision CD - Rationality <is part of>
    DMP - Collegial - Rationality <is associated with>

1 Decision - Style
    <is part of> 2 Decision - phase 2
    Decision CC - Style <is part of>
```

```
    Decision CD - Style <is part of>

1 Decision CC
    <is part of> 2 Decision - University Managers
    <determines> Decision CC - Impact
    <must be> Decision CC - Monitoring
    3 CC <requires>
    Decision CC - Conditions <is a condition for>
    Decision CC - Credibility <is a condition for>
    Decision CC - Factors of Success <is a condition for>
    Decision CC - Rationality <influence>
    Decision CC - Style <characterise>

1 Decision CD
    <is part of> 2 Decision - University Managers
    <determines> Decision CD - Impact
    <must be> Decision CD - Monitoring
    <depends on> Decision CD - Support
    3 CD <requires>
    Decision CD - Conditions <is a condition for>
    Decision CD - Credibility <is a condition for>
    Decision CD - Current <is part of>
    Decision CD - Factors of Acceptance <is a condition for>
    Decision CD - Factors of Influence <influence>
    Decision CD - Factors of Success <is a condition for>
    Decision CD - Important <is associated with>
    Decision CD - Must be Explained <is a condition for>
    Decision CD - Rationality <influence>
    Decision CD - Sensibility <influence>
    Decision CD - Style <characterise>
    Decision CD - Typology <characterise>
    DMP CD - Informed Decision <is associated with>
    DMP CD - Non-informed Decision <is associated with>

1 DMP - Centralisation vs decentralisation
    <is cause of> 3 DMP - Structure Tensions
    DMP - Centralisation <is controverse>
    DMP - Descentralisation <is controverse>
    DMP CD - Centralisation (-) <is controverse>

1 DMP - Centralisation* vs decentralisation*
    <is cause of> 3 DMP - Structure Tensions
    <must be in accordance> 3 Management Model*
    DMP - Centralisation* <is controverse>
    DMP - Descentralisation* <is controverse>

1 DMP - HR Involvement
    DMP CC - HR Involvement <is part of>
    DMP CD - HR Involvement <is part of>
    HR - Involvement <influence>

1 DMP - Information - Importance
    <influence> 3 DMP - Information
    DMP CC - Information Importance <characterise>
    DMP CD - Information - Importance (-) <characterise>
    DMP CD - Information - Importance (+) <characterise>
```

```
1 DMP - Information - Technical
    <is a> 2 DMP - Information - Types
    DMP - Information - Technical (-) <is part of>
    DMP - Information - Technical (+) <is part of>

1 DMP - Information - Unavailability
    <influence> 3 DMP - Information
    DMP CC - Information Unavailability <characterise>
    DMP CD - Information Unavailability <characterise>
    DMP CD - Information Unavailability - University Centralization
<characterise>

1 DMP  U Manager - Critical Variables
    <may be> 2 Critical Variables
    <is part of> 3 DMP - University Managers
    DMP CC - Critical Variables <is a>
    DMP CD - Critical Variables <is a>
    DMP OI - Critical Variables <is a>

1 DMP Activities
    DMP - Research <is a>
    DMP - Service Provision <is a>
    DMP - T & L <is a>

1 DMP CC - Collegial
    <is part of> 2 DMP - Collegial
    <characterise> 2 DMP CC
    DMP CC - Collegial <noname>
    DMP CC - Collegial - Structure & Organization <is part of>

1 DMP CC - Information
    <is a condition for> 2 DMP CC
    <characterise> 2 DMP U Manager - Information
    DMP CC - Information Importance <is part of>
    DMP CC - Information Unavailability <is part of>
    DMP CC - Informed Decision <is part of>

1 DMP CC - Stakeholders
    <is part of> 2 DMP - Stakeholders
    <must be balanced> 2 DMP CC
    DMP CC - Stakeholders Importance (-) <does it influence?>
    DMP CC - Stakeholders Importance (+) <influence>

1 DMP CD - Collegial
    <is part of> 2 DMP - Collegial
    <characterise> 2 DMP CD
    DMP CD - Collegial <is part of>
    DMP CD - Consensus (-) <is part of>
    DMP CD - Consensus (+) <is part of>

1 DMP CD - Information
    <is a condition for> 2 DMP CD
    <characterise> 2 DMP U Manager - Information
    <must be balanced> 2 DSS - Information
    DMP CD - Information - Importance (-) <is part of>
    DMP CD - Information - Importance (+) <is part of>
    DMP CD - Information Gap - FR Attainment <is part of>
```

```
    DMP CD - Information Gap - HR Competencies <is part of>
    DMP CD - Information Unavailability <is part of>
    DMP CD - Information Unavailability - University Centralization <is
part of>
    DMP CD - Informed Decision <is part of>
    DMP CD - Non-informed Decision <is part of>

1 DMP CD - Profile
    <determines> 2 DMP CD
    1 Manager Profile <is associated with>
    DMP CD - Experience <characterise>
    DMP CD - Intuition <characterise>
    DMP CD - Personal Perception <characterise>

1 DMP CD - Stakeholders
    <is part of> 2 DMP - Stakeholders
    <must be balanced> 2 DMP CD
    DMP CD - Stakeholders Importance (-) <does it influence?>
    DMP CD - Stakeholders Importance (+) <influence>

1 HR - Factors of Success
    <may be> 2 Critical Variables
    <is part of> 2 HR
    1 Listening to People <is a>
    HR - Involvement <is a>
    HR - Motivation <is a>
    Qualifications <is a>

1 HR Concerns
    <may be> 2 Critical Variables
    <is part of> 2 HR
    DMP CD - Information Gap - HR Competencies <is associated with>
    HR - Equity (-) <is a>
    HR - Management <is a>
    HR - Qualifications <is a>
    Leadership vs Management - HR <is a>

1 Image
    <may be> 2 Critical Variables
    Image - Alumni <is part of>
    Image - International Research <is part of>
    Image - Prestige <is part of>
    Image - Research <is part of>
    Image - Service Provision <is part of>
    Image - T & L <is part of>

1 Information - Activities
    <is part of> 2 DSS - Information
    1 Information Channels <supports>
    Information - Research <is a>
    Information - Service Provision <is a>
    Information - T & L <is a>

1 Information Channels
    <supports> 1 Information - Activities
    <is part of> 2 DSS - Information
    Information - Circulation Channels - Formal <is part of>
```

```
    Information - Circulation Channels - Informal <is part of>
    Information - Circulation Channels - Organization <is part of>

1 Institutional Relations
    <influence> 1 Institutional Values
    Institutional Relations - Internal (-) <is part of>
    Institutional Relations - Internal (+) <is part of>

1 Institutional Values
    <is a> 2 Values
    1 Institutional Relations <influence>
    Values - Faculty <is a>
    Values - Institution <is a>

1 Internationalization
    <is a> 2 Context - Key Ideas
    <is a condition for> DMP - International Benchmarking
    Image - International Research <depends on>
    Internationalization - Research <is a>
    Internationalization - T & L <is a>

1 Leadership - Profile
    <is a condition for> 2 Leadership
    Charisma <is part of>
    Leadership - Authority <is part of>
    Leadership - Credibility <is part of>
    Leadership - Motivation <is part of>
    Leadership - Responsibility <is part of>
    Leadership - Trust <is part of>
    Leadership - Vision <is part of>

1 Leadership - Skills
    <is a condition for> 2 Leadership
    Leadership - Achievement <is a>
    Leadership - Auscultation <is a>
    Leadership - Building Teams <is a>
    Leadership - Innovation <is a>

1 Leadership vs Management - U Managers
    <influence> 2 Leadership vs Management
    Leadership vs Management - CC <is part of>
    Leadership vs Management - CD <is part of>
    Leadership vs Management - OI <is part of>

1 Legal Constraints
    3 Management Model <must be in accordance>
    Bureaucracy <is a>
    Legality <is cause of>
    Power CD - Law <depends on>

1 Listening to People
    <is a> 1 HR - Factors of Success
    DMP - Stakeholders - Auscultation <is part of>
    DMP CC - Listening to People <is part of>
    DMP CD - Listening to People <is part of>
    DMP OI - Listening to People <is part of>
    Leadership - Auscultation <is part of>
```

```
1 Management - Profile
    <is a condition for> 2 Management
    Management - Responsibility <is part of>
    Management - Vision <is part of>

1 Management - Skills
    <is a condition for> 2 Management
    Management - Organization <is a>
    Management - Profitability <is a>
    Management - Resource Allocation <is a>

1 Management Model - Faculty Bodies
    <is part of> 3 Management Model
    Management Model - CC <is part of>
    Management Model - CD <is part of>

1 Management Model* - Faculty Bodies
    <is part of> 1 Management Model* - Top Bodies
    Management Model - AR* <is part of>
    Management Model - CC* <is part of>
    Management Model - CD* <is part of>
    Management Model - CP* <is part of>
    Management Model - Top Bodies* - Faculties <is>

1 Management Model* - Head Figure
    <is part of> 1 Management Model* - Top Bodies
    Management Model - Head Figure* <is>
    Management Model - Head Figure* - Duration of Mandate <influence>
    Management Model - Head Figure* - Motivation <influence>
    Management Model - Head Figure* - Strong Points <influence>
    Management Model - Ways of Choosing Head Figure* <is indissociable
from>

1 Management Model* - Top Bodies
    <is part of> 3 Management Model*
    1 Management Model* - Faculty Bodies <is part of>
    1 Management Model* - Head Figure <is part of>
    Management Model - Top Bodies* - University <is part of>

1 Management Principles
    2 Management <must be in accordance>
    Accountability <is a>
    Assessment <is a>
    Bureaucracy <is a>
    FR - Efficiency <is a>
    Goals <is associated with>
    Legality <is a>
    Methods & Organization <is indissociable from>
    Norms <is a>
    Objectives <is associated with>
    Responsibility <is a>
    Rules <is a>

1 Manager CC
    <is a> 2 Manager (who?)
    <is part of> 2 University Managers
```

```
    3 CC <requires>
    Manager CC - Experience <is a condition for>
    Manager CC - Skills <is a condition for>

1 Manager CD
    <is a> 2 Manager (who?)
    <is part of> 2 University Managers
    3 CD <requires>
    Manager CD - Experience <is a condition for>
    Manager CD - Needed Stimuli <is a condition for>
    Manager CD - Skills <is a condition for>
    Manager CD - Training <is a condition for>

1 Manager Profile
    <is associated with> 1 DMP CD - Profile
    <is part of> 2 Manager
    Decision-maker CD - Characteristics <is associated with>
    Manager - Personality <is part of>
    Manager CC - Experience <is part of>
    Manager CD - Experience <is part of>
    Manager CD - Needed Stimuli <is part of>
    Manager CD - Ways of Learning <is part of>

1 Manager Skills
    <is part of> 2 Manager
    Manager - Skills <is>
    Manager CC - Skills <is>
    Manager CD - Skills <is>
    Manager CD - Training <is a>

1 Mission CC
    <is a> 2 Mission - University Managers
    3 CC <must be in accordance>
    Mission - Research <is a>
    Mission CC - T & L <is a>

1 Mission CD
    <is a> 2 Mission - University Managers
    3 CD <must be in accordance>
    Mission CD <is a>
    Mission CD - Essence <is part of>
    Mission CD - Research <is part of>
    Mission CD - Service Provision <is part of>
    Mission CD - T & L <is part of>

1 Mission Essence
    1 Research <is a>
    1 Service Provision <is a>
    1 T & L <is a>
    3 University Mission <depends on>
    Mission - Research <is a>
    Mission - Service Provision - Typology <is a>
    Mission - T & L <is a>

1 Mission R
    <is a> 2 Mission - University Managers
    3 R <must be in accordance>
```

```
    Mission OI - Research <is a>
    Mission OI - Service Provision <is a>
    Mission OI - Service Provision - Public <is a>

1 Power CC - Delegation
    <is a condition for> 2 Power CC
    <is part of> 2 Power Delegation
    Power CC - Delegation <is>
    Power CC - Delegation - Conditions <supports>

1 Power CD - Delegation
    <is a condition for> 2 Power CD
    <is part of> 2 Power Delegation
    Power CD - Delegation <is>
    Power CD - Delegation - Computers <is part of>
    Power CD - Delegation - Conditions <supports>
    Power CD - Non Delegated <contradicts>

1 Power R - Delegation
    <is part of> 2 Power Delegation
    <is a condition for> 2 Power R
    Power OI - Delegation <is>

1 Quality
    <is a> 2 Context - Key Ideas
    3 Management Model* <must be in accordance>
    Assessment <is part of>
    Quality - Research <is part of>
    Quality - Service Provision <is part of>
    Quality - T & L <is part of>

1 Research
    <is a> 1 Mission Essence
    <is a> 2 Activities
    <depends on> HR - Involvement
    <requires> Information - Research
    <must be in accordance> Mission - Research
    <must be in accordance> Mission CD - Research
    <must be in accordance> Mission OI - Research
    <requires> Quality - Research
    DMP - Research <influence>
    Image - Research <is part of>
    Internationalization - Research <is a condition for>

1 Resources - Information Gap
    <influence> 2 FR
    DMP CD - Information Gap - FR Attainment <determines>
    DMP CD - Information Gap - HR Competencies <determines>

1 Service Provision
    <is a> 1 Mission Essence
    <is a> 2 Activities
    <requires> Information - Service Provision
    <must be in accordance> Mission - Service Provision - Typology
    <must be in accordance> Mission CD - Service Provision
    <must be in accordance> Mission OI - Service Provision
    <requires> Quality - Service Provision
```

```
    DMP - Service Provision <influence>
    Image - Service Provision <influence>

1 Students
    Management Model - Students' Participation* <must be balanced>
    Stakeholders - Alumni <is indissociable from>
    Students <is>

1 Support Services
    <is a> 2 Activities
    <must be in accordance> Legality
    <must be in accordance> Norms
    <is associated with> Pragmatic Issues
    <must be in accordance> Rules

1 T & L
    <is a> 1 Mission Essence
    <is a> 2 Activities
    <requires> Information - T & L
    <must be in accordance> Mission - T & L
    <must be in accordance> Mission CC - T & L
    <must be in accordance> Mission CD - T & L
    <requires> Quality - T & L
    Image - T & L <is part of>
    Internationalization - T & L <is part of>
    Stakeholders <is associated with>
    Students <is part of>

2 Academic Key-Ideas
    <characterise> 2 Values
    1 Academic Tensions <is a>
    1 Academic Values <is a>
    Values - Academic Spirit <is a>

2 Activities
    1 Activities - Critical Variables <influence>
    1 Research <is a>
    1 Service Provision <is a>
    1 Support Services <is a>
    1 T & L <is a>

2 Context - Key Ideas
    1 Bologna Process <is a>
    1 Change <is a>
    1 Context <is>
    1 Internationalization <is a>
    1 Quality <is a>
    2 Values <is a>
    3 Stakeholders <is a>
    Context - Students' Interests <is a>

2 Critical Variables
    1 Activities - Critical Variables <may be>
    1 Decision - Factors of Success <may be>
    1 DMP  U Manager - Critical Variables <may be>
    1 HR - Factors of Success <may be>
    1 HR Concerns <may be>
```

```
    1 Image <may be>
    Decision CD - Factors of Acceptance <may be>
    Decision CD - Factors of Influence <may be>

2 Decision - phase 1
    <is a> 3 Decision Phases
    1 Decision - Conditions <is part of>
    1 Decision - Factors of Success <is a condition for>

2 Decision - phase 2
    <is a> 3 Decision Phases
    1 Decision - Rationality <is part of>
    1 Decision - Style <is part of>

2 Decision - phase 3
    <is a> 3 Decision Phases
    1 Decision - Credibility <is indissociable from>
    1 Decision - Impact <must be balanced>
    1 Decision - Monitoring <characterise>

2 Decision - University Managers
    <is part of> 4 Decision
    1 Decision CC <is part of>
    1 Decision CD <is part of>

2 DMP - Collegial
    <is controverse> 2 DMP - Collegial vs Individual
    1 DMP CC - Collegial <is part of>
    1 DMP CD - Collegial <is part of>
    DMP - Collegial <noname>
    DMP - Collegial - Rationality <is a condition for>
    DMP - Collegial - Representativity <is a condition for>

2 DMP - Collegial vs Individual
    <is cause of> 3 DMP - Structure Tensions
    2 DMP - Collegial <is controverse>
    DMP - Collegial <is controverse>
    DMP - Individual <is controverse>

2 DMP - Information - Types
    <characterise> 3 DMP - Information
    1 DMP - Information - Technical <is a>
    DMP - Information - Complete <is a>
    DMP - Information - General <is a>
    DMP - Information - Soft <is a>
    DMP - Information - Stock <is a>

2 DMP - Stakeholders
    <is associated with> 3 Stakeholders
    1 DMP CC - Stakeholders <is part of>
    1 DMP CD - Stakeholders <is part of>
    Academic vs Stakeholders <influence>
    DMP - Stakeholders - Auscultation <is a condition for>

2 DMP CC
    <is indissociable from> 3 CC
    <is cause of> 3 DMP - Structure Tensions
```

```
    <is part of> 3 DMP - University Managers
    1 DMP CC - Collegial <characterise>
    1 DMP CC - Information <is a condition for>
    1 DMP CC - Stakeholders <must be balanced>
    DMP CC - Consensus <is a condition for>
    DMP CC - Critical Variables <determines>
    DMP CC - HR Involvement <is a condition for>

2 DMP CD
    <is cause of> 3 DMP - Structure Tensions
    <is part of> 3 DMP - University Managers
    1 DMP CD - Collegial <characterise>
    1 DMP CD - Information <is a condition for>
    1 DMP CD - Profile <determines>
    1 DMP CD - Stakeholders <must be balanced>
    3 CD <is indissociable from>
    DMP CD - Centralisation (-) <characterise>
    DMP CD - Critical Variables <determines>
    DMP CD - Discritionary Power <characterise>
    DMP CD - HR Involvement <is a condition for>
    DMP CD - Listening to People - Choices <is a condition for>

2 DMP R
    <is part of> 3 DMP - University Managers
    <is indissociable from> 3 R
    DMP OI <is>
    DMP OI - Actors <determines>
    DMP OI - Critical Variables <determines>
    DMP OI - Listening to People <is a condition for>

2 DMP U Manager - Information
    <depends on> 3 DMP - Information
    1 DMP CC - Information <characterise>
    1 DMP CD - Information <characterise>

2 DSS - Information
    1 DMP CD - Information <must be balanced>
    1 Information - Activities <is part of>
    1 Information Channels <is part of>

2 FR
    <is a> 3 Resources
    1 Resources - Information Gap <influence>
    FR <is>
    FR - Efficiency <is part of>

2 HR
    <is a> 3 Resources
    1 HR - Factors of Success <is part of>
    1 HR Concerns <is part of>
    HR <is>

2 Leadership
    <supports> 2 Leadership vs Management
    <supports> 3 Leadership / Management
    <supports> Leadership = Management
    1 Leadership - Profile <is a condition for>
```

```
    1 Leadership - Skills <is a condition for>
    Leadership <is>
    Leadership - Limitations <determines>

2 Leadership vs Management
    <is part of> 3 Leadership / Management
    1 Leadership vs Management - U Managers <influence>
    2 Leadership <supports>
    2 Management <supports>
    Leadership vs Management <is>
    Leadership vs Management - DMP <is indissociable from>
    Leadership vs Management - HR <is indissociable from>

2 Management
    <must be in accordance> 1 Management Principles
    <supports> 2 Leadership vs Management
    <supports> 3 Leadership / Management
    <supports> Leadership = Management
    1 Management - Profile <is a condition for>
    1 Management - Skills <is a condition for>
    3 Management Model <must be in accordance>
    Management <is>
    Pragmatic Issues <is associated with>
    Risks <is associated with>

2 Manager
    1 Manager Profile <is part of>
    1 Manager Skills <is part of>
    Manager - Personality <is part of>
    Manager - Skills <is part of>

2 Manager (who?)
    1 Manager CC <is a>
    1 Manager CD <is a>
    DMP OI - Actors <may be>

2 Mission - University Managers
    <must be in accordance> 3 University Mission
    1 Mission CC <is a>
    1 Mission CD <is a>
    1 Mission R <is a>

2 Power CC
    <is a condition for> 3 CC
    <is part of> 3 Power
    1 Power CC - Delegation <is a condition for>
    Power CC <is>
    Power CC - Actors <supports>
    Power CC - Decisions - Weakness <contradicts>
    Power CC - Domains <influence>

2 Power CD
    <is a condition for> 3 CD
    <is part of> 3 Power
    1 Power CD - Delegation <is a condition for>
    DMP CD - Discritionary Power <is associated with>
    Power CD <is>
```

```
    Power CD - Actors <supports>
    Power CD - Decisions - Weakness <contradicts>
    Power CD - Domains <influence>
    Power CD - Law <opposed to>

2 Power Delegation
    1 Power CC - Delegation <is part of>
    1 Power CD - Delegation <is part of>
    1 Power R - Delegation <is part of>

2 Power R
    <is> 3 Management Model
    <is part of> 3 Power
    1 Power R - Delegation <is a condition for>
    Authority <is associated with>
    Power OI <is>
    Power OI - Delegation <is indissociable from>

2 University Managers
    1 Manager CC <is part of>
    1 Manager CD <is part of>
    DMP OI - Actors <is part of>

2 Values
    <is a> 2 Context - Key Ideas
    1 Academic Values <is a>
    1 Institutional Values <is a>
    2 Academic Key-Ideas <characterise>
    Context - Personal Interests <is controverse>
    Principles <is a>
    Values - Individual <is a>
    Values - Notabilis <is a>

3 CC
    <requires> 1 Decision CC
    <requires> 1 Manager CC
    <must be in accordance> 1 Mission CC
    2 DMP CC <is indissociable from>
    2 Power CC <is a condition for>

3 CD
    <requires> 1 Decision-maker CD
    <requires> 1 Decision CD
    <requires> 1 Manager CD
    <must be in accordance> 1 Mission CD
    <is indissociable from> 2 DMP CD
    2 Power CD <is a condition for>

3 Decision Phases
    <is part of> 4 Decision
    2 Decision - phase 1 <is a>
    2 Decision - phase 2 <is a>
    2 Decision - phase 3 <is a>

3 DMP - Information
    <is part of> 4 DMP
    <requires> DMP - Information - Complete
```

```
    1 DMP - Information - Importance <influence>
    1 DMP - Information - Unavailability <influence>
    2 DMP - Information - Types <characterise>
    2 DMP U Manager - Information <depends on>
    DMP - Information - Impact <influence>

3 DMP - Structure Tensions
    <characterise> 3 Management Model
    1 DMP - Centralisation vs decentralisation <is cause of>
    1 DMP - Centralisation* vs decentralisation* <is cause of>
    2 DMP - Collegial vs Individual <is cause of>
    2 DMP CC <is cause of>
    2 DMP CD <is cause of>
    DMP - CD vs CC <is cause of>
    DMP - Complexity <is cause of>
    Leadership vs Management - DMP <characterise>

3 DMP - University Managers
    <is part of> 4 DMP
    1 DMP  U Manager - Critical Variables <is part of>
    2 DMP CC <is part of>
    2 DMP CD <is part of>
    2 DMP R <is part of>

3 Leadership / Management
    2 Leadership <supports>
    2 Leadership vs Management <is part of>
    2 Management <supports>
    Leadership = Management <is part of>

3 Management Model
    <must be in accordance> 1 Legal Constraints
    <must be in accordance> 2 Management
    <determines> 4 DMP
    1 Consensus <must be balanced>
    1 Management Model - Faculty Bodies <is part of>
    2 Power R <is>
    3 DMP - Structure Tensions <characterise>
    Authority <determines>
    Autonomy <determines>
    DMP - Collegial <characterise>
    Management Model <is>
    Management Model - Professionalisation <is a condition for>
    Management Model - Top Bodies - Senate <is part of>
    Power <determines>

3 Management Model*
    <must be in accordance> 1 Quality
    1 DMP - Centralisation* vs decentralisation* <must be in
accordance>
    1 Management Model* - Top Bodies <is part of>
    Management Model - Students' Participation* <must be balanced>

3 Power
    2 Power CC <is part of>
    2 Power CD <is part of>
    2 Power R <is part of>
```

```
    Authority <is associated with>
    Power <is>

3 R
    <must be in accordance> 1 Mission R
    2 DMP R <is indissociable from>

3 Resources
    2 FR <is a>
    2 HR <is a>
    Management - Resource Allocation <influence>

3 Stakeholders
    <is a> 2 Context - Key Ideas
    <must be in accordance> Values - Institution
    2 DMP - Stakeholders <is associated with>
    Stakeholders <is>
    Stakeholders - Alumni <is a>
    Values - Notabilis <is indissociable from>

3 University Mission
    <depends on> 1 Mission Essence
    <is indissociable from> Mission - Complexity
    2 Mission - University Managers <must be in accordance>

4 Decision
    2 Decision - University Managers <is part of>
    3 Decision Phases <is part of>

4 DMP
    3 DMP - Information <is part of>
    3 DMP - University Managers <is part of>
    3 Management Model <determines>
    DMP <is>

Academic vs Managers
    <is a> 1 Academic Tensions
    <does it influence?> Rules

Academic vs Staff
    <is a> 1 Academic Tensions
    HR - Equity (-) <is associated with>

Academic vs Stakeholders
    <is a> 1 Academic Tensions
    <influence> 2 DMP - Stakeholders

Accountability
    <is a> 1 Management Principles
    <is a> Values - Faculty

Assessment
    <is a> 1 Management Principles
    <is part of> 1 Quality
    Decision CC - Monitoring <uses>
    Information - Circulation Channels - Organization <is a condition
for>
```

```
    Leadership = Management <requires>

Authority
    <is associated with> 2 Power R
    <determines> 3 Management Model
    <is associated with> 3 Power
    <is a condition for> DMP - Collegial
    <is associated with> Power
    Autonomy <is associated with>
    HR - Involvement <is a condition for>

Autonomy
    <determines> 3 Management Model
    <is associated with> Authority
    <Not a necessary condition> DMP CC - Critical Variables
    <is associated with> Power
    <does it influence?> Values - Institution

Bologna Process - Constraint
    <is part of> 1 Bologna Process

Bologna Process - Cycle Duration (-)
    <is part of> 1 Bologna Process

Bologna Process - Cycle Duration (+)
    <is part of> 1 Bologna Process

Bologna Process - Opportunity
    <is part of> 1 Bologna Process
    <noname> Conflict of Interests
    <noname> DMP - Stakeholders - Auscultation

Bureaucracy
    <is a> 1 Legal Constraints
    <is a> 1 Management Principles
    <is a> Change - Resistence
    <is a> DMP CC - Critical Variables

Change - Context
    <is a condition for> 1 Change
    <characterise> 1 Context
    <influence> Decision CD - Factors of Influence
    <influence> Leadership
    Competitiveness <influence>

Change - Culture
    <is a condition for> 1 Change
    <is a condition for> Leadership

Change - Resistence
    <is a condition for> 1 Change
    Bureaucracy <is a>
    Management Model - Head Figure* - Duration of Mandate <influence>

Charisma
    <is part of> 1 Leadership - Profile
```

```
Competitiveness
    <influence> Change - Context
    <is associated with> Context - Students' Interests
    <is associated with> University - Past vs Future
    <is associated with> University vs Polytechnic
    DMP CD - Critical Variables <influence>
    Image - Prestige <is associated with>

Conflict of Interests
    <is cause of> 1 Academic Tensions
    <is cause of> DMP - Complexity
    <may be> DMP CC - Critical Variables
    Bologna Process - Opportunity <noname>

Consensus
    <characterise> 1 Consensus
    <Not a necessary condition> DMP - Collegial
    <Not a necessary condition> Management
    DMP CC - HR Involvement <is associated with>

Context - Personal Interests
    <is part of> 1 Context
    <is controverse> 2 Values
    <influence> DMP CC - Collegial
    Values - Individual <is associated with>

Context - Students' Interests
    <is part of> 1 Context
    <is a> 2 Context - Key Ideas
    Competitiveness <is associated with>

Cordiality
    <characterise> 1 Consensus
    <is associated with> Leadership
    <is a> T & L - Critical Variables

Decision-maker CD - Action
    <influence> Decision CD - Credibility
    1 Decision-maker CD <requires>

Decision-maker CD - Characteristics
    <is associated with> 1 Manager Profile
    1 Decision-maker CD <requires>

Decision-maker CD - Image
    <is associated with> Decision CD - Credibility
    1 Decision-maker CD <requires>

Decision-maker CD - Responsibility
    <is a> Values - Faculty
    1 Decision-maker CD <requires>

Decision - Majority
    <is a condition for> DMP - Collegial

Decision CC - Conditions
    <is a> 1 Decision - Conditions
```

```
    <is a condition for> 1 Decision CC
    Legality <is a>
    Values - Faculty <is a>

Decision CC - Credibility
    <is part of> 1 Decision - Credibility
    <is a condition for> 1 Decision CC

Decision CC - Factors of Success
    <is a> 1 Decision - Factors of Success
    <is a condition for> 1 Decision CC
    HR - Involvement <is a>
    Power CC - Decisions - Weakness <is associated with>

Decision CC - Impact
    <is part of> 1 Decision - Impact
    <must be in accordance> Mission - Research
    <must be in accordance> Mission - T & L
    <is associated with> Power CC - Domains
    1 Decision CC <determines>
    Management Model - CD <influence>

Decision CC - Monitoring
    <is part of> 1 Decision - Monitoring
    <uses> Assessment
    <uses> DMP - International Benchmarking
    <must be in accordance> Objectives
    1 Decision CC <must be>

Decision CC - Rationality
    <is part of> 1 Decision - Rationality
    <influence> 1 Decision CC

Decision CC - Style
    <is part of> 1 Decision - Style
    <characterise> 1 Decision CC

Decision CD - Conditions
    <is a> 1 Decision - Conditions
    <is a condition for> 1 Decision CD

Decision CD - Credibility
    <is part of> 1 Decision - Credibility
    <is a condition for> 1 Decision CD
    Decision-maker CD - Action <influence>
    Decision-maker CD - Image <is associated with>
    HR - Involvement <influence>

Decision CD - Current
    <is part of> 1 Decision CD

Decision CD - Factors of Acceptance
    <is a> 1 Decision - Conditions
    <is a condition for> 1 Decision CD
    <may be> 2 Critical Variables
    <depends on> FR
    <depends on> HR - Involvement
```

```
Decision CD - Factors of Influence
     <influence> 1 Decision CD
     <may be> 2 Critical Variables
     <is associated with> Power CD - Decisions - Weakness
     Change - Context <influence>
     FR <is a>
     HR <is a>
     Students <is a>

Decision CD - Factors of Success
     <is a> 1 Decision - Factors of Success
     <is a condition for> 1 Decision CD
     HR - Involvement <is a>
     HR - Motivation <is a>

Decision CD - Impact
     <is part of> 1 Decision - Impact
     <may be> Decision CD - Indirect Impact
     <influence> Image - Alumni
     <influence> Image - International Research
     <influence> Image - Research
     1 Decision CD <determines>
     Decision CD - Sectorial Impact <is part of>
     Management - Resource Allocation <noname>
     Management Model - CD <influence>
     Mission CD <is associated with>

Decision CD - Important
     <is associated with> 1 Decision CD
     <depends on> DMP - Information - Complete

Decision CD - Indirect Impact
     <is part of> 1 Decision - Impact
     <influence> Image - Service Provision
     Decision CD - Impact <may be>

Decision CD - Monitoring
     <is part of> 1 Decision - Monitoring
     <is associated with> Power CD - Delegation
     1 Decision CD <must be>

Decision CD - Must be Explained
     <is a> 1 Decision - Conditions
     <is a condition for> 1 Decision CD
     <is associated with> DMP CD - Consensus (+)
     HR - Involvement <is associated with>

Decision CD - Rationality
     <is part of> 1 Decision - Rationality
     <influence> 1 Decision CD
     FR <is a condition for>
     HR - Involvement <is a condition for>
     HR - Management <is a condition for>
     Values - Institution <is a condition for>

Decision CD - Sectorial Impact
```

```
    <is part of> 1 Decision - Impact
    <is part of> Decision CD - Impact
    <influence> Image - Service Provision

Decision CD - Sensibility
    <is a> 1 Decision - Conditions
    <influence> 1 Decision CD

Decision CD - Style
    <is part of> 1 Decision - Style
    <characterise> 1 Decision CD

Decision CD - Support
    <is a> 1 Decision - Conditions
    1 Decision CD <depends on>
    HR - Qualifications <is a>
    Information - Circulation Channels - Organization <is a>

Decision CD - Typology
    <characterise> 1 Decision CD

Decision OI - Factors of Success
    <is a> 1 Decision - Factors of Success

DMP
    <is> 4 DMP
    Management Model <influence>
    Rules <influence>

DMP - CD vs CC
    <is cause of> 3 DMP - Structure Tensions
    Management Model - CD <is associated with>

DMP - Centralisation
    <is controverse> 1 DMP - Centralisation vs decentralisation
    <opposed to> DMP - Descentralisation
    DMP CD - Centralisation (-) <is associated with>

DMP - Centralisation*
    <is controverse> 1 DMP - Centralisation* vs decentralisation*
    <opposed to> DMP - Descentralisation*
    Strategic Perspective <is associated with>

DMP - Collegial
    <noname> 2 DMP - Collegial
    <is controverse> 2 DMP - Collegial vs Individual
    <characterise> 3 Management Model
    <depends on> Management Model
    Authority <is a condition for>
    Consensus <Not a necessary condition>
    Decision - Majority <is a condition for>
    DMP - Collegial - Rationality <is a condition for>
    DMP - Collegial - Representativity <is a condition for>
    DMP - Complexity <is part of>
    DMP - Individual <opposed to>
    Leadership <is a condition for>
    Leadership - Trust <is a condition for>
```

```
    Leadership - Vision <is a condition for>
    University - Past vs Future <is associated with>
    Values - Academic Spirit <influence>

DMP - Collegial - Rationality
    <is associated with> 1 Decision - Rationality
    <is a condition for> 2 DMP - Collegial
    <is a condition for> DMP - Collegial

DMP - Collegial - Representativity
    <is a condition for> 2 DMP - Collegial
    <is a condition for> DMP - Collegial
    <is associated with> DMP CD - Critical Variables

DMP - Complexity
    <is cause of> 3 DMP - Structure Tensions
    <is part of> DMP - Collegial
    <influence> Leadership - Limitations
    <is cause of> Management Model - Professionalisation
    Conflict of Interests <is cause of>
    DMP CD - Critical Variables <is associated with>

DMP - Descentralisation
    <is controverse> 1 DMP - Centralisation vs decentralisation
    DMP - Centralisation <opposed to>

DMP - Descentralisation*
    <is controverse> 1 DMP - Centralisation* vs decentralisation*
    DMP - Centralisation* <opposed to>

DMP - Individual
    <is controverse> 2 DMP - Collegial vs Individual
    <opposed to> DMP - Collegial
    DMP OI <is part of>

DMP - Information - Complete
    <is a> 2 DMP - Information - Types
    3 DMP - Information <requires>
    Decision CD - Important <depends on>

DMP - Information - General
    <is a> 2 DMP - Information - Types
    Leadership <is associated with>

DMP - Information - Impact
    <influence> 3 DMP - Information

DMP - Information - Soft
    <is a> 2 DMP - Information - Types
    <is a condition for> DMP CC - Collegial
    Leadership <is associated with>

DMP - Information - Stock
    <is a> 2 DMP - Information - Types

DMP - Information - Technical (-)
    <is part of> 1 DMP - Information - Technical
```

```
DMP - Information - Technical (+)
    <is part of> 1 DMP - Information - Technical
    <is a condition for> DMP CC - Collegial
    <is associated with> Management Model - Professionalisation
    Legality <is part of>
    Management <is associated with>

DMP - International Benchmarking
    1 Internationalization <is a condition for>
    Decision CC - Monitoring <uses>
    Leadership <is associated with>

DMP - Research
    <is a> 1 DMP Activities
    <influence> 1 Research

DMP - Service Provision
    <is a> 1 DMP Activities
    <influence> 1 Service Provision

DMP - Stakeholders - Auscultation
    <is part of> 1 Listening to People
    <is a condition for> 2 DMP - Stakeholders
    <is a condition for> DMP CC - Informed Decision
    <is part of> DMP CC - Listening to People
    Bologna Process - Opportunity <noname>
    Stakeholders <is a condition for>

DMP - T & L
    <is a> 1 DMP Activities

DMP CC - Collegial
    <noname> 1 DMP CC - Collegial
    Context - Personal Interests <influence>
    DMP - Information - Soft <is a condition for>
    DMP - Information - Technical (+) <is a condition for>
    HR - Involvement <influence>
    Values - Academic Spirit <influence>

DMP CC - Collegial - Structure & Organization
    <is part of> 1 DMP CC - Collegial

DMP CC - Consensus
    <is part of> 1 Consensus
    <is a condition for> 2 DMP CC
    DMP CC - HR Involvement <is a condition for>
    DMP CC - Listening to People <is a condition for>

DMP CC - Critical Variables
    <is a> 1 DMP  U Manager - Critical Variables
    <determines> 2 DMP CC
    Autonomy <Not a necessary condition>
    Bureaucracy <is a>
    Conflict of Interests <may be>
    Rules <is a>
```

DMP CC - HR Involvement
    <is part of> 1 DMP - HR Involvement
    <is a condition for> 2 DMP CC
    <is associated with> Consensus
    <is a condition for> DMP CC - Consensus
    <is indissociable from> DMP CC - Listening to People

DMP CC - Information Importance
    <characterise> 1 DMP - Information - Importance
    <is part of> 1 DMP CC - Information
    DMP CC - Informed Decision <is associated with>
    DMP CC - Listening to People <is a>

DMP CC - Information Unavailability
    <characterise> 1 DMP - Information - Unavailability
    <is part of> 1 DMP CC - Information

DMP CC - Informed Decision
    <is part of> 1 DMP CC - Information
    <is associated with> DMP CC - Information Importance
    DMP - Stakeholders - Auscultation <is a condition for>
    DMP CC - Listening to People <is a condition for>

DMP CC - Listening to People
    <is part of> 1 Listening to People
    <is a condition for> DMP CC - Consensus
    <is a> DMP CC - Information Importance
    <is a condition for> DMP CC - Informed Decision
    DMP - Stakeholders - Auscultation <is part of>
    DMP CC - HR Involvement <is indissociable from>

DMP CC - Stakeholders Importance (-)
    <does it influence?> 1 DMP CC - Stakeholders
    DMP CC - Stakeholders Importance (+) <contradicts>

DMP CC - Stakeholders Importance (+)
    <influence> 1 DMP CC - Stakeholders
    <contradicts> DMP CC - Stakeholders Importance (-)
    <is associated with> Stakeholders

DMP CD - Centralisation (-)
    <is controverse> 1 DMP - Centralisation vs decentralisation
    <characterise> 2 DMP CD
    <is associated with> DMP - Centralisation

DMP CD - Collegial
    <is part of> 1 DMP CD - Collegial

DMP CD - Consensus (-)
    <is part of> 1 Consensus
    <is part of> 1 DMP CD - Collegial
    DMP CD - Consensus (+) <contradicts>

DMP CD - Consensus (+)
    <is part of> 1 Consensus
    <is part of> 1 DMP CD - Collegial
    <contradicts> DMP CD - Consensus (-)

```
    Decision CD - Must be Explained <is associated with>
    DMP CD - Listening to People <is a condition for>

DMP CD - Critical Variables
    <is a> 1 DMP  U Manager - Critical Variables
    <determines> 2 DMP CD
    <influence> Competitiveness
    <is associated with> DMP - Complexity
    DMP - Collegial - Representativity <is associated with>
    DMP CD - Experience <is a>
    Information - Circulation Channels - Informal <is a>
    Methods & Organization <is a>

DMP CD - Discritionary Power
    <characterise> 2 DMP CD
    <is associated with> 2 Power CD

DMP CD - Experience
    <characterise> 1 DMP CD - Profile
    <is a> DMP CD - Critical Variables

DMP CD - HR Involvement
    <is part of> 1 DMP - HR Involvement
    <is a condition for> 2 DMP CD
    <is associated with> DMP CD - Listening to People
    <is associated with> DMP CD - Listening to People - Choices
    <is a condition for> HR - Motivation
    HR - Involvement <influence>

DMP CD - Information - Importance (-)
    <characterise> 1 DMP - Information - Importance
    <is part of> 1 DMP CD - Information
    DMP CD - Information - Importance (+) <contradicts>

DMP CD - Information - Importance (+)
    <characterise> 1 DMP - Information - Importance
    <is part of> 1 DMP CD - Information
    <contradicts> DMP CD - Information - Importance (-)
    <must be balanced> DMP CD - Personal Perception

DMP CD - Information Gap - FR Attainment
    <is part of> 1 DMP CD - Information
    <determines> 1 Resources - Information Gap

DMP CD - Information Gap - HR Competencies
    <is part of> 1 DMP CD - Information
    <is associated with> 1 HR Concerns
    <determines> 1 Resources - Information Gap
    <is associated with> HR - Qualifications

DMP CD - Information Unavailability
    <characterise> 1 DMP - Information - Unavailability
    <is part of> 1 DMP CD - Information
    DMP CD - Information Unavailability - University Centralization <is
part of>

DMP CD - Information Unavailability - University Centralization
```

```
    <characterise> 1 DMP - Information - Unavailability
    <is part of> 1 DMP CD - Information
    <is part of> DMP CD - Information Unavailability

DMP CD - Informed Decision
    <is associated with> 1 Decision CD
    <is part of> 1 DMP CD - Information
    DMP CD - Non-informed Decision <contradicts>

DMP CD - Intuition
    <characterise> 1 DMP CD - Profile
    <is associated with> DMP CD - Personal Perception

DMP CD - Listening to People
    <is part of> 1 Listening to People
    <is a condition for> DMP CD - Consensus (+)
    DMP CD - HR Involvement <is associated with>
    DMP CD - Listening to People - Choices <influence>

DMP CD - Listening to People - Choices
    <is a condition for> 2 DMP CD
    <influence> DMP CD - Listening to People
    DMP CD - HR Involvement <is associated with>

DMP CD - Non-informed Decision
    <is associated with> 1 Decision CD
    <is part of> 1 DMP CD - Information
    <contradicts> DMP CD - Informed Decision

DMP CD - Personal Perception
    <characterise> 1 DMP CD - Profile
    DMP CD - Information - Importance (+) <must be balanced>
    DMP CD - Intuition <is associated with>

DMP CD - Stakeholders Importance (-)
    <does it influence?> 1 DMP CD - Stakeholders
    DMP CD - Stakeholders Importance (+) <contradicts>

DMP CD - Stakeholders Importance (+)
    <influence> 1 DMP CD - Stakeholders
    <contradicts> DMP CD - Stakeholders Importance (-)

DMP OI
    <is> 2 DMP R
    <is part of> DMP - Individual

DMP OI - Actors
    <determines> 2 DMP R
    <may be> 2 Manager (who?)
    <is part of> 2 University Managers

DMP OI - Critical Variables
    <is a> 1 DMP  U Manager - Critical Variables
    <determines> 2 DMP R

DMP OI - Listening to People
    <is a condition for> 1 Consensus
```

<is part of> 1 Listening to People
<is a condition for> 2 DMP R

FR
<is> 2 FR
<is a> Decision CD - Factors of Influence
<is a condition for> Decision CD - Rationality
<influence> Leadership vs Management - CD
<is associated with> Management - Resource Allocation
Decision CD - Factors of Acceptance <depends on>
FR - Efficiency <is associated with>

FR - Efficiency
<is a> 1 Management Principles
<is part of> 2 FR
<is associated with> FR
<is a> Research - Critical Variables
Leadership = Management <requires>

Goals
<is associated with> 1 Management Principles
<is associated with> Leadership
<must be in accordance> Objectives

HR
<is> 2 HR
<is a> Decision CD - Factors of Influence

HR - Equity (-)
<is a> 1 HR Concerns
<is associated with> Academic vs Staff

HR - Involvement
<influence> 1 DMP - HR Involvement
<is a> 1 HR - Factors of Success
<is a condition for> Authority
<is a> Decision CC - Factors of Success
<influence> Decision CD - Credibility
<is a> Decision CD - Factors of Success
<is associated with> Decision CD - Must be Explained
<is a condition for> Decision CD - Rationality
<influence> DMP CC - Collegial
<influence> DMP CD - HR Involvement
<is a condition for> HR - Motivation
<is a> Values - Faculty
1 Research <depends on>
Decision CD - Factors of Acceptance <depends on>
Management <is associated with>
Mission - Research <depends on>

HR - Management
<is a> 1 HR Concerns
<is a condition for> Decision CD - Rationality
Leadership = Management <requires>

HR - Motivation
<is a> 1 HR - Factors of Success

```
    <is a> Decision CD - Factors of Success
    DMP CD - HR Involvement <is a condition for>
    HR - Involvement <is a condition for>

HR - Qualifications
    <is a> 1 HR Concerns
    <is a> Decision CD - Support
    DMP CD - Information Gap - HR Competencies <is associated with>

Ideas
    <is associated with> Leadership

Image - Alumni
    <is part of> 1 Image
    Decision CD - Impact <influence>

Image - International Research
    <is part of> 1 Image
    <depends on> 1 Internationalization
    Decision CD - Impact <influence>

Image - Prestige
    <is part of> 1 Image
    <is associated with> Competitiveness

Image - Research
    <is part of> 1 Image
    <is part of> 1 Research
    Decision CD - Impact <influence>

Image - Service Provision
    <is part of> 1 Image
    <influence> 1 Service Provision
    <influence> Mission OI - Service Provision - Public
    <is associated with> Quality - Service Provision
    Decision CD - Indirect Impact <influence>
    Decision CD - Sectorial Impact <influence>

Image - T & L
    <is part of> 1 Image
    <is part of> 1 T & L

Information - Circulation Channels - Formal
    <is part of> 1 Information Channels

Information - Circulation Channels - Informal
    <is part of> 1 Information Channels
    <is a> DMP CD - Critical Variables

Information - Circulation Channels - Organization
    <is part of> 1 Information Channels
    <is a condition for> Assessment
    <is a> Decision CD - Support
    <is associated with> Institutional Relations - Internal (+)
    Methods & Organization <is associated with>
    Strategic Perspective <is associated with>
```

```
Information - Research
    <is a> 1 Information - Activities
    <is a> Research - Critical Variables
    1 Research <requires>

Information - Service Provision
    <is a> 1 Information - Activities
    1 Service Provision <requires>

Information - T & L
    <is a> 1 Information - Activities
    1 T & L <requires>

Institutional Relations - Internal (-)
    <is part of> 1 Institutional Relations
    Management - Resource Allocation <influence>

Institutional Relations - Internal (+)
    <is part of> 1 Institutional Relations
    <is associated with> Strategic Perspective
    Information - Circulation Channels - Organization <is associated
with>

Internationalization - Research
    <is a> 1 Internationalization
    <is a condition for> 1 Research
    <is a> Research - Critical Variables

Internationalization - T & L
    <is a> 1 Internationalization
    <is part of> 1 T & L
    <is a> T & L - Critical Variables

Leadership
    <is> 2 Leadership
    <is a condition for> DMP - Collegial
    <is associated with> DMP - Information - General
    <is associated with> DMP - Information - Soft
    <is associated with> DMP - International Benchmarking
    Change - Context <influence>
    Change - Culture <is a condition for>
    Cordiality <is associated with>
    Goals <is associated with>
    Ideas <is associated with>
    Management <opposed to>
    Strategic Perspective <is associated with>
    Values - Institution <is a condition for>

Leadership - Achievement
    <is a> 1 Leadership - Skills

Leadership - Auscultation
    <is a> 1 Leadership - Skills
    <is part of> 1 Listening to People

Leadership - Authority
    <is part of> 1 Leadership - Profile
```

```
Leadership - Building Teams
    <is a> 1 Leadership - Skills

Leadership - Credibility
    <is part of> 1 Leadership - Profile

Leadership - Innovation
    <is a> 1 Leadership - Skills

Leadership - Limitations
    <determines> 2 Leadership
    DMP - Complexity <influence>

Leadership - Motivation
    <is part of> 1 Leadership - Profile

Leadership - Responsibility
    <is part of> 1 Leadership - Profile

Leadership - Trust
    <is part of> 1 Leadership - Profile
    <is a condition for> DMP - Collegial

Leadership - Vision
    <is part of> 1 Leadership - Profile
    <is a condition for> DMP - Collegial
    <is associated with> Strategic Perspective
    Values - Institution <is a condition for>

Leadership = Management
    <is part of> 3 Leadership / Management
    <requires> Assessment
    <requires> FR - Efficiency
    <requires> HR - Management
    <requires> Methods & Organization
    2 Leadership <supports>
    2 Management <supports>

Leadership vs Management
    <is> 2 Leadership vs Management

Leadership vs Management - CC
    <is part of> 1 Leadership vs Management - U Managers

Leadership vs Management - CD
    <is part of> 1 Leadership vs Management - U Managers
    FR <influence>

Leadership vs Management - DMP
    <is indissociable from> 2 Leadership vs Management
    <characterise> 3 DMP - Structure Tensions

Leadership vs Management - HR
    <is a> 1 HR Concerns
    <is indissociable from> 2 Leadership vs Management
```

```
Leadership vs Management - OI
    <is part of> 1 Leadership vs Management - U Managers

Legality
    <is cause of> 1 Legal Constraints
    <is a> 1 Management Principles
    <is a> Decision CC - Conditions
    <is part of> DMP - Information - Technical (+)
    <is associated with> Power
    <is a> Power CC - Decisions - Weakness
    1 Support Services <must be in accordance>
    Management <is controverse>

Management
    <is> 2 Management
    <is associated with> DMP - Information - Technical (+)
    <is associated with> HR - Involvement
    <opposed to> Leadership
    <is controverse> Legality
    <is a> Management - Organization
    <is a> Management - Resource Allocation
    Consensus <Not a necessary condition>
    Manager - Personality <influence>
    Methods & Organization <is associated with>
    Norms <is associated with>
    Objectives <is associated with>
    Principles <is associated with>
    Qualifications <is associated with>
    Rules <is associated with>

Management - Organization
    <is a> 1 Management - Skills
    Management <is a>

Management - Profitability
    <is a> 1 Management - Skills

Management - Resource Allocation
    <is a> 1 Management - Skills
    <influence> 3 Resources
    <noname> Decision CD - Impact
    <influence> Institutional Relations - Internal (-)
    FR <is associated with>
    Management <is a>

Management - Responsibility
    <is part of> 1 Management - Profile

Management - Vision
    <is part of> 1 Management - Profile

Management Model
    <is> 3 Management Model
    <influence> DMP
    DMP - Collegial <depends on>

Management Model - AR*
```

```
    <is part of> 1 Management Model* - Faculty Bodies

Management Model - CC
    <is part of> 1 Management Model - Faculty Bodies

Management Model - CC*
    <is part of> 1 Management Model* - Faculty Bodies

Management Model - CD
    <is part of> 1 Management Model - Faculty Bodies
    <influence> Decision CC - Impact
    <influence> Decision CD - Impact
    <is associated with> DMP - CD vs CC
    <influence> Power CD - Decisions - Weakness

Management Model - CD*
    <is part of> 1 Management Model* - Faculty Bodies

Management Model - CP*
    <is part of> 1 Management Model* - Faculty Bodies

Management Model - Head Figure*
    <is> 1 Management Model* - Head Figure

Management Model - Head Figure* - Duration of Mandate
    <influence> 1 Management Model* - Head Figure
    <influence> Change - Resistence
    <must be in accordance> Management Model - Top Bodies* - University

Management Model - Head Figure* - Motivation
    <influence> 1 Management Model* - Head Figure

Management Model - Head Figure* - Strong Points
    <influence> 1 Management Model* - Head Figure

Management Model - Professionalisation
    <is a condition for> 3 Management Model
    DMP - Complexity <is cause of>
    DMP - Information - Technical (+) <is associated with>

Management Model - Students' Participation*
    <must be balanced> 1 Students
    <must be balanced> 3 Management Model*

Management Model - Top Bodies - Senate
    <is part of> 3 Management Model

Management Model - Top Bodies* - Faculties
    <is> 1 Management Model* - Faculty Bodies

Management Model - Top Bodies* - University
    <is part of> 1 Management Model* - Top Bodies
    <is associated with> Power CD - Decisions - Weakness
    Management Model - Head Figure* - Duration of Mandate <must be in
accordance>

Management Model - Ways of Choosing Head Figure*
```

```
    <is indissociable from> 1 Management Model* - Head Figure

Manager - Personality
    <is part of> 1 Manager Profile
    <is part of> 2 Manager
    <influence> Management

Manager - Skills
    <is> 1 Manager Skills
    <is part of> 2 Manager

Manager CC - Experience
    <is a condition for> 1 Manager CC
    <is part of> 1 Manager Profile

Manager CC - Skills
    <is a condition for> 1 Manager CC
    <is> 1 Manager Skills
    <must be in accordance> Values - Academic Spirit

Manager CD - Experience
    <is a condition for> 1 Manager CD
    <is part of> 1 Manager Profile
    <is a> Manager CD - Skills
    <is associated with> Manager CD - Ways of Learning

Manager CD - Needed Stimuli
    <is a condition for> 1 Manager CD
    <is part of> 1 Manager Profile

Manager CD - Skills
    <is a condition for> 1 Manager CD
    <is> 1 Manager Skills
    Manager CD - Experience <is a>

Manager CD - Training
    <is a condition for> 1 Manager CD
    <is a> 1 Manager Skills
    Manager CD - Ways of Learning <is associated with>

Manager CD - Ways of Learning
    <is part of> 1 Manager Profile
    <is associated with> Manager CD - Training
    Manager CD - Experience <is associated with>

Methods & Organization
    <is indissociable from> 1 Management Principles
    <is a> DMP CD - Critical Variables
    <is associated with> Information - Circulation Channels -
Organization
    <is associated with> Management
    Leadership = Management <requires>
    Norms <supports>

Mission - Complexity
    3 University Mission <is indissociable from>
```

```
Mission - Research
    <is a> 1 Mission CC
    <is a> 1 Mission Essence
    <depends on> HR - Involvement
    <is associated with> Mission OI - Service Provision - Public
    1 Research <must be in accordance>
    Decision CC - Impact <must be in accordance>

Mission - Service Provision - Typology
    <is a> 1 Mission Essence
    1 Service Provision <must be in accordance>

Mission - T & L
    <is a> 1 Mission Essence
    <is associated with> Mission OI - Service Provision - Public
    <is associated with> Stakeholders
    1 T & L <must be in accordance>
    Decision CC - Impact <must be in accordance>
    Mission - T & L - Professionalization <is part of>

Mission - T & L - Professionalization
    <is part of> Mission - T & L

Mission CC - T & L
    <is a> 1 Mission CC
    1 T & L <must be in accordance>

Mission CD
    <is a> 1 Mission CD
    <is associated with> Decision CD - Impact

Mission CD - Essence
    <is part of> 1 Mission CD

Mission CD - Research
    <is part of> 1 Mission CD
    <must be in accordance> Stakeholders
    1 Research <must be in accordance>

Mission CD - Service Provision
    <is part of> 1 Mission CD
    1 Service Provision <must be in accordance>

Mission CD - T & L
    <is part of> 1 Mission CD
    1 T & L <must be in accordance>

Mission OI - Research
    <is a> 1 Mission R
    1 Research <must be in accordance>

Mission OI - Service Provision
    <is a> 1 Mission R
    <is a> Mission OI - Service Provision - Public
    1 Service Provision <must be in accordance>

Mission OI - Service Provision - Public
```

```
    <is a> 1 Mission R
    Image - Service Provision <influence>
    Mission - Research <is associated with>
    Mission - T & L <is associated with>
    Mission OI - Service Provision <is a>
    Students <is a>

Norms
    <is a> 1 Management Principles
    <is associated with> Management
    <supports> Methods & Organization
    1 Support Services <must be in accordance>

Objectives
    <is associated with> 1 Management Principles
    <is associated with> Management
    Decision CC - Monitoring <must be in accordance>
    Goals <must be in accordance>

Power
    <determines> 3 Management Model
    <is> 3 Power
    Authority <is associated with>
    Autonomy <is associated with>
    Legality <is associated with>

Power CC
    <is> 2 Power CC

Power CC - Actors
    <supports> 2 Power CC

Power CC - Decisions - Weakness
    <contradicts> 2 Power CC
    <is associated with> Decision CC - Factors of Success
    Legality <is a>

Power CC - Delegation
    <is> 1 Power CC - Delegation

Power CC - Delegation - Conditions
    <supports> 1 Power CC - Delegation

Power CC - Domains
    <influence> 2 Power CC
    <is associated with> Power CD - Decisions - Weakness
    Decision CC - Impact <is associated with>

Power CD
    <is> 2 Power CD

Power CD - Actors
    <supports> 2 Power CD

Power CD - Decisions - Weakness
    <contradicts> 2 Power CD
    Decision CD - Factors of Influence <is associated with>
```

```
    Management Model - CD <influence>
    Management Model - Top Bodies* - University <is associated with>
    Power CC - Domains <is associated with>
    Power CD - Delegation <influence>
    Power CD - Domains <is associated with>

Power CD - Delegation
    <is> 1 Power CD - Delegation
    <influence> Power CD - Decisions - Weakness
    Decision CD - Monitoring <is associated with>

Power CD - Delegation - Computers
    <is part of> 1 Power CD - Delegation

Power CD - Delegation - Conditions
    <supports> 1 Power CD - Delegation

Power CD - Domains
    <influence> 2 Power CD
    <is associated with> Power CD - Decisions - Weakness

Power CD - Law
    <depends on> 1 Legal Constraints
    <opposed to> 2 Power CD

Power CD - Non Delegated
    <contradicts> 1 Power CD - Delegation

Power OI
    <is> 2 Power R

Power OI - Delegation
    <is> 1 Power R - Delegation
    <is indissociable from> 2 Power R

Pragmatic Issues
    <is associated with> 2 Management
    1 Support Services <is associated with>

Principles
    <is a> 2 Values
    <is associated with> Management

Qualifications
    <is a> 1 HR - Factors of Success
    <is associated with> Management

Quality - Research
    <is part of> 1 Quality
    1 Research <requires>

Quality - Service Provision
    <is part of> 1 Quality
    1 Service Provision <requires>
    Image - Service Provision <is associated with>

Quality - T & L
```

<is part of> 1 Quality
1 T & L <requires>

Research - Critical Variables
<is a> 1 Activities - Critical Variables
FR - Efficiency <is a>
Information - Research <is a>
Internationalization - Research <is a>

Responsibility
<is a> 1 Management Principles

Risks
<is associated with> 2 Management

Rules
<is a> 1 Management Principles
<influence> DMP
<is a> DMP CC - Critical Variables
<is associated with> Management
1 Support Services <must be in accordance>
Academic vs Managers <does it influence?>

Service Provision - Critical Variables
<is a> 1 Activities - Critical Variables

Stakeholders
<is associated with> 1 T & L
<is> 3 Stakeholders
<is a condition for> DMP - Stakeholders - Auscultation
<must be in accordance> Values - Institution
DMP CC - Stakeholders Importance (+) <is associated with>
Mission - T & L <is associated with>
Mission CD - Research <must be in accordance>
Stakeholders - Alumni <is a>
Values - Notabilis <noname>

Stakeholders - Alumni
<is indissociable from> 1 Students
<is a> 3 Stakeholders
<is a> Stakeholders

Strategic Perspective
<is associated with> DMP - Centralisation*
<is associated with> Information - Circulation Channels -
Organization
<is associated with> Leadership
Institutional Relations - Internal (+) <is associated with>
Leadership - Vision <is associated with>

Students
<is> 1 Students
<is part of> 1 T & L
<is a> Decision CD - Factors of Influence
<is a> Mission OI - Service Provision - Public

T & L - Critical Variables

```
    <is a> 1 Activities - Critical Variables
    Cordiality <is a>
    Internationalization - T & L <is a>

University - Past vs Future
    <is associated with> 1 Change
    <is part of> 1 Context
    <is associated with> DMP - Collegial
    Competitiveness <is associated with>

University vs Polytechnic
    <is a> 1 Academic Tensions
    <is part of> 1 Context
    Competitiveness <is associated with>

Values - Academic Spirit
    <is a> 1 Academic Values
    <is a> 2 Academic Key-Ideas
    <influence> DMP - Collegial
    <influence> DMP CC - Collegial
    Manager CC - Skills <must be in accordance>
    Values - Individual <is part of>

Values - Academic Spirit - Weakness
    <is a> 1 Academic Values

Values - Faculty
    <is a> 1 Institutional Values
    <is a> Decision CC - Conditions
    Accountability <is a>
    Decision-maker CD - Responsibility <is a>
    HR - Involvement <is a>

Values - Individual
    <is a> 2 Values
    <is associated with> Context - Personal Interests
    <is part of> Values - Academic Spirit

Values - Institution
    <is a> 1 Institutional Values
    <is a condition for> Decision CD - Rationality
    <is a condition for> Leadership
    <is a condition for> Leadership - Vision
    3 Stakeholders <must be in accordance>
    Autonomy <does it influence?>
    Stakeholders <must be in accordance>
    Values - Notabilis <must be in accordance>

Values - Notabilis
    <is a> 2 Values
    <is indissociable from> 3 Stakeholders
    <noname> Stakeholders
    <must be in accordance> Values - Institution
```

Appendix 6.2.1.b. ATLAS - Codes - Link's General Matrix

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
Academic vs Managers	8	2	1	1				10
Academic vs Staff	3	2	1	1				5
Academic vs Stakehol	2	2		1	1			4
Accountability	4	2	1	1				6
Assessment	17	5	3	2				22
Authority	3	7	4		1	2		10
Autonomy	3	5	4			1		8
Bologna Process - Co	3	1		1				4
Bologna Process - Cy	2	1	1					3
Bologna Process - Cy	2	1		1				3
Bologna Process - Op	9	3	2	1				12
Bureaucracy	14	4	2	2				18
Change - Context	18	5	3	2				23
Change - Culture	6	2	1	1				8
Change - Resistence	13	3	2	1				16
Charisma	5	1		1				6
Competitiveness	11	6	6					17
Conflict of Interest	10	4	3	1				14
Consensus	26	4	3	1				30
Context - Personal I	5	4	2	1	1			9
Context - Students'	1	3	1	1	1			4
Cordiality	3	3	2	1				6
Decision - Majority	6	1	1					7
Decision CC - Condit	1	4	2	2				5
Decision CC - Credib	1	2		2				3
Decision CC - Factor	8	4	2	2				12
Decision CC - Impact	32	6	4	2				38
Decision CC - Monito	3	5	3	2				8
Decision CC - Ration	6	2		2				8
Decision CC - Style	4	2		2				6
Decision CD - Condit	14	2		2				16
Decision CD - Credib	4	5	3	2				9
Decision CD - Curren	6	1		1				7
Decision CD - Factor	3	5	2	2	1			8
Decision CD - Factor	8	4	2	2				12
Decision CD - Factor	10	7	5	1	1			17
Decision CD - Impact	20	10	2	8				30
Decision CD - Import	1	2	1	1				3
Decision CD - Indire	3	3	2	1				6
Decision CD - Monito	8	3	1	2				11
Decision CD - Must b	3	4	2	2				7
Decision CD - Ration	11	6	4	2				17
Decision CD - Sector	1	3	2	1				4
Decision CD - Sensib	1	2		2				3
Decision CD - Style	14	2		2				16
Decision CD - Suppor	4	4	2	2				8
Decision CD - Typolo	1	1		1				2
Decision OI - Factor	3	1		1				4
Decision-maker CD -	3	2	1	1				5
Decision-maker CD -	3	2	1	1				5
Decision-maker CD -	7	2	1	1				9
Decision-maker CD -	8	2		2				10
DMP	10	3	2				1	13
DMP - CD vs CC	31	2	1			1		33
DMP - Centralisation	8	3	2	1				11
DMP - Centralisation	10	3	2	1				13
DMP - Collegial	15	16	13		2	1		31
DMP - Collegial - Ra	4	3	1	1	1			7
DMP - Collegial - Re	15	3	2		1			18
DMP - Complexity	20	6	5			1		26
DMP - Descentralisat	3	2	1	1				5
DMP - Descentralisat	8	2	1	1				10
DMP - Individual	6	3	2		1			9

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
DMP - Information -	1	1				1		2
DMP - Information -	3	2	1	1				5
DMP - Information -	4	1			1			5
DMP - Information -	6	1		1				7
DMP - Information -	6	3	1	1	1			9
DMP - Information -	12	3	2		1			15
DMP - Information -	15	5	4	1				20
DMP - International	15	3	2	1				18
DMP - Research	3	2		2				5
DMP - Service Provis	1	2		2				3
DMP - Stakeholders -	19	6	4	1	1			25
DMP - T & L	5	1		1				6
DMP CC - Collegial	14	6	5	1				20
DMP CC - Collegial -	11	1		1				12
DMP CC - Consensus	7	4	2	1	1			11
DMP CC - Critical Va	21	6	4	1	1			27
DMP CC - HR Involvem	5	5	3	1	1			10
DMP CC - Information	1	4	2	2				5
DMP CC - Information	4	2		2				6
DMP CC - Informed De	9	4	3	1				13
DMP CC - Listening t	7	6	5	1				13
DMP CC - Stakeholder	2	2	1	1				4
DMP CC - Stakeholder	3	3	2	1				6
DMP CD - Centralisat	5	3	1	1	1			8
DMP CD - Collegial	11	1		1				12
DMP CD - Consensus (	2	3	1	2				5
DMP CD - Consensus (	12	5	3	2				17
DMP CD - Critical Va	29	8	6	1	1			37
DMP CD - Discritiona	11	2			2			13
DMP CD - Experience	3	2	1	1				5
DMP CD - HR Involvem	7	6	4	1	1			13
DMP CD - Information	1	3	1	2				4
DMP CD - Information	2	3	1	2				5
DMP CD - Information	4	2		2				6
DMP CD - Information	3	4	2	2				7
DMP CD - Information	3	4	1	3				7
DMP CD - Information	6	3	1	2				9
DMP CD - Informed De	5	3	1	2				8
DMP CD - Intuition	7	2	1	1				9
DMP CD - Listening t	2	3	2		1			5
DMP CD - Listening t	17	4	1	3				21
DMP CD - Non-informe	2	3	1	2				5
DMP CD - Personal Pe	4	3	2	1				7
DMP CD - Stakeholder	2	2	1	1				4
DMP CD - Stakeholder	13	2	1	1				15
DMP OI	2	2	1		1			4
DMP OI - Actors	4	3			3			7
DMP OI - Critical Va	11	2		1	1			13
DMP OI - Listening t	1	3		2	1			4
FR	9	7	6		1			16
FR - Efficiency	4	5	3	1	1			9
Goals	4	3	2	1				7
HR	7	2	1		1			9
HR - Equity (-)	1	2	1	1				3
HR - Involvement	13	16	13	3				29
HR - Management	4	3	2	1				7
HR - Motivation	4	4	3	1				8
HR - Qualifications	4	3	2	1				7
Ideas	5	1	1					6
Image - Alumni	1	2	1	1				3
Image - Internationa	1	3	1	2				4
Image - Prestige	10	2	1	1				12
Image - Research	2	3	1	2				5
Image - Service Prov	1	6	4	2				7
Image - T & L	2	2		2				4
Information - Circul	6	1		1				7

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
Information - Circul	14	2	1	1				16
Information - Circul	14	6	5	1				20
Information - Resear	5	3	1	2				8
Information - Servic	2	2		2				4
Information - T & L	8	2		2				10
Institutional Relati	3	2	1	1				5
Institutional Relati	7	3	2	1				10
Internationalization	5	3	1	2				8
Internationalization	5	3	1	2				8
Leadership	27	13	12		1			40
Leadership - Achieve	3	1		1				4
Leadership - Auscult	7	2		2				9
Leadership - Authori	4	1		1				5
Leadership - Buildin	9	1		1				10
Leadership - Credibi	1	1		1				2
Leadership - Innovat	6	1		1				7
Leadership - Limitat	3	2	1		1			5
Leadership - Motivat	5	1		1				6
Leadership - Respons	10	1		1				11
Leadership - Trust	7	2	1	1				9
Leadership - Vision	20	4	3	1				24
Leadership = Managem	7	7	4	1	2			14
Leadership vs Manage	1	1		1				2
Leadership vs Manage	1	2		1	1			3
Leadership vs Manage	2	2			1	1		4
Leadership vs Manage	6	1		1				7
Leadership vs Manage	9	2	1	1				11
Leadership vs Manage	15	1			1			16
Legality	18	8	5	3				26
Management	12	15	14		1			27
Management - Organiz	6	2	1	1				8
Management - Profita	4	1		1				5
Management - Resourc	14	6	4	1		1		20
Management - Respons	1	1		1				2
Management - Vision	2	1		1				3
Management Model	11	3	2			1		14
Management Model - A	2	1		1				3
Management Model - C	3	1		1				4
Management Model - C	4	1		1				5
Management Model - C	6	5	4	1				11
Management Model - C	11	1		1				12
Management Model - C	13	1		1				14
Management Model - H	1	1		1				2
Management Model - H	2	1		1				3
Management Model - H	3	3	2	1				6
Management Model - H	17	1		1				18
Management Model - P	7	3	2			1		10
Management Model - S	4	2		1		1		6
Management Model - T	7	1				1		8
Management Model - T	5	3	2	1				8
Management Model - T	12	1		1				13
Management Model - W	3	1		1				4
Manager - Personalit	7	3	1	1	1			10
Manager - Skills	11	2		1	1			13
Manager CC - Experie	3	2		2				5
Manager CC - Skills	6	3	1	2				9
Manager CD - Experie	4	4	2	2				8
Manager CD - Needed	1	2		2				3
Manager CD - Skills	9	3	1	2				12
Manager CD - Trainin	1	3	1	2				4
Manager CD - Ways of	1	3	2	1				4
Methods & Organizati	8	6	5	1				14
Mission - Complexity	1	1				1		2
Mission - Research	8	6	3	3				14
Mission - Service Pr	2	2		2				4

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
Mission - T & L	9	6	4	2				15
Mission - T & L - Pr	1	1	1					2
Mission CC - T & L	4	2		2				6
Mission CD	2	2	1	1				4
Mission CD - Essence	1	1		1				2
Mission CD - Researc	4	3	1	2				7
Mission CD - Service	5	2		2				7
Mission CD - T & L	3	2		2				5
Mission OI - Researc	1	2		2				3
Mission OI - Service	2	3	1	2				5
Mission OI - Service	3	6	5	1				9
Norms	1	4	2	2				5
Objectives	4	4	3	1				8
Power	9	5	3			2		14
Power CC	4	1			1			5
Power CC - Actors	9	1			1			10
Power CC - Decisions	5	3	2		1			8
Power CC - Delegatio	2	1		1				3
Power CC - Delegatio	6	1		1				7
Power CC - Domains	16	3	2		1			19
Power CD	4	1			1			5
Power CD - Actors	21	1			1			22
Power CD - Decisions	12	7	6		1			19
Power CD - Delegatio	3	1		1				4
Power CD - Delegatio	6	1		1				7
Power CD - Delegatio	26	3	2	1				29
Power CD - Domains	20	2	1		1			22
Power CD - Law	1	2		1	1			3
Power CD - Non Deleg	1	1		1				2
Power OI	1	1			1			2
Power OI - Delegatio	3	2		1	1			5
Pragmatic Issues	4	2		1	1			6
Principles	2	2	1		1			4
Qualifications	3	2	1	1				5
Quality - Research	4	2		2				6
Quality - Service Pr	1	3	1	2				4
Quality - T & L	4	2		2				6
Research - Critical	25	4	3	1				29
Responsibility	2	1		1				3
Risks	6	1			1			7
Rules	9	6	4	2				15
Service Provision -	5	1		1				6
Stakeholders	12	9	7	1		1		21
Stakeholders - Alumn	3	3	1	1		1		6
Strategic Perspectiv	13	5	5					18
Students	5	4	2	2				9
T & L - Critical Var	31	3	2	1				34
University - Past vs	4	4	3	1				8
University vs Polyte	1	3	1	2				4
Values - Academic Sp	1	1		1				2
Values - Academic Sp	10	6	4	1	1			16
Values - Faculty	8	5	4	1				13
Values - Individual	2	3	2		1			5
Values - Institution	27	8	6	1		1		35
Values - Notabilis	4	4	2		1	1		8

ATLAS - Codes - Link's General Matrix (ordered by groundedness)

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
Context - Students'	1	3	1	1	1			4
Decision CC - Condit	1	4	2	2				5
Decision CC - Credib	1	2		2				3
Decision CD - Import	1	2	1	1				3
Decision CD - Sector	1	3	2	1				4
Decision CD - Sensib	1	2		2				3
Decision CD - Typolo	1	1		1				2
DMP - Information -	1	1				1		2
DMP - Service Provis	1	2		2				3
DMP CC - Information	1	4	2	2				5
DMP CD - Information	1	3	1	2				4
DMP OI - Listening t	1	3		2	1			4
HR - Equity (-)	1	2	1	1				3
Image - Alumni	1	2	1	1				3
Image - Internationa	1	3	1	2				4
Image - Service Prov	1	6	4	2				7
Leadership - Credibi	1	1		1				2
Leadership vs Manage	1	1		1				2
Leadership vs Manage	1	2		1	1			3
Management - Respons	1	1		1				2
Management Model - H	1	1		1				2
Manager CD - Needed	1	2		2				3
Manager CD - Trainin	1	3	1	2				4
Manager CD - Ways of	1	3	2	1				4
Mission - Complexity	1	1				1		2
Mission - T & L - Pr	1	1	1					2
Mission CD - Essence	1	1		1				2
Mission OI - Researc	1	2		2				3
Norms	1	4	2	2				5
Power CD - Law	1	2		1	1			3
Power CD - Non Deleg	1	1		1				2
Power OI	1	1			1			2
Quality - Service Pr	1	3	1	2				4
University vs Polyte	1	3	1	2				4
Values - Academic Sp	1	1		1				2
Academic vs Stakehol	2	2		1	1			4
Bologna Process - Cy	2	1	1					3
Bologna Process - Cy	2	1		1				3
DMP CC - Stakeholder	2	2	1	1				4
DMP CD - Consensus (	2	3	1	2				5
DMP CD - Information	2	3	1	2				5
DMP CD - Listening t	2	3	2		1			5
DMP CD - Non-informe	2	3	1	2				5
DMP CD - Stakeholder	2	2	1	1				4
DMP OI	2	2	1		1			4
Image - Research	2	3	1	2				5
Image - T & L	2	2		2				4
Information - Servic	2	2		2				4
Leadership vs Manage	2	2			1	1		4
Management - Vision	2	1		1				3
Management Model - A	2	1		1				3
Management Model - H	2	1		1				3
Mission - Service Pr	2	2		2				4
Mission CD	2	2	1	1				4
Mission OI - Service	2	3	1	2				5
Power CC - Delegatio	2	1		1				3
Principles	2	2	1		1			4
Responsibility	2	1		1				3
Values - Individual	2	3	2		1			5
Academic vs Staff	3	2	1	1				5
Authority	3	7	4		1	2		10

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
Autonomy	3	5	4			1		8
Bologna Process - Co	3	1		1				4
Cordiality	3	3	2	1				6
Decision CC - Monito	3	5	3	2				8
Decision CD - Factor	3	5	2	2	1			8
Decision CD - Indire	3	3	2	1				6
Decision CD - Must b	3	4	2	2				7
Decision OI - Factor	3	1		1				4
Decision-maker CD -	3	2	1	1				5
Decision-maker CD -	3	2	1	1				5
DMP - Descentralisat	3	2	1	1				5
DMP - Information -	3	2	1	1				5
DMP - Research	3	2		2				5
DMP CC - Stakeholder	3	3	2	1				6
DMP CD - Experience	3	2	1	1				5
DMP CD - Information	3	4	2	2				7
DMP CD - Information	3	4	1	3				7
Institutional Relati	3	2	1	1				5
Leadership - Achieve	3	1		1				4
Leadership - Limitat	3	2	1		1			5
Management Model - C	3	1		1				4
Management Model - H	3	3	2	1				6
Management Model - W	3	1		1				4
Manager CC - Experie	3	2		2				5
Mission CD - T & L	3	2		2				5
Mission OI - Service	3	6	5	1				9
Power CD - Delegatio	3	1		1				4
Power OI - Delegatio	3	2		1	1			5
Qualifications	3	2	1	1				5
Stakeholders - Alumn	3	3	1	1		1		6
Accountability	4	2	1	1				6
Decision CC - Style	4	2		2				6
Decision CD - Credib	4	5	3	2				9
Decision CD - Suppor	4	4	2	2				8
DMP - Collegial - Ra	4	3	1	1	1			7
DMP - Information -	4	1			1			5
DMP CC - Information	4	2		2				6
DMP CD - Information	4	2		2				6
DMP CD - Personal Pe	4	3	2	1				7
DMP OI - Actors	4	3			3			7
FR - Efficiency	4	5	3	1	1			9
Goals	4	3	2	1				7
HR - Management	4	3	2	1				7
HR - Motivation	4	4	3	1				8
HR - Qualifications	4	3	2	1				7
Leadership - Authori	4	1		1				5
Management - Profita	4	1		1				5
Management Model - C	4	1		1				5
Management Model - S	4	2		1		1		6
Manager CD - Experie	4	4	2	2				8
Mission CC - T & L	4	2		2				6
Mission CD - Researc	4	3	1	2				7
Objectives	4	4	3	1				8
Power CC	4	1			1			5
Power CD	4	1			1			5
Pragmatic Issues	4	2		1	1			6
Quality - Research	4	2		2				6
Quality - T & L	4	2		2				6
University - Past vs	4	4	3	1				8
Values - Notabilis	4	4	2		1	1		8
Charisma	5	1		1				6
Context - Personal I	5	4	2	1	1			9
DMP - T & L	5	1		1				6
DMP CC - HR Involvem	5	5	3	1	1			10

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
DMP CD - Centralisat	5	3	1	1	1			8
DMP CD - Informed De	5	3	1	2				8
Ideas	5	1	1					6
Information - Resear	5	3	1	2				8
Internationalization	5	3	1	2				8
Internationalization	5	3	1	2				8
Leadership - Motivat	5	1		1				6
Management Model - T	5	3	2	1				8
Mission CD - Service	5	2		2				7
Power CC - Decisions	5	3	2		1			8
Service Provision -	5	1		1				6
Students	5	4	2	2				9
Change - Culture	6	2	1	1				8
Decision - Majority	6	1	1					7
Decision CC - Ration	6	2		2				8
Decision CD - Curren	6	1		1				7
DMP - Individual	6	3	2		1			9
DMP - Information -	6	1		1				7
DMP - Information -	6	3	1	1	1			9
DMP CD - Information	6	3	1	2				9
Information - Circul	6	1		1				7
Leadership - Innovat	6	1		1				7
Leadership vs Manage	6	1		1				7
Management - Organiz	6	2	1	1				8
Management Model - C	6	5	4	1				11
Manager CC - Skills	6	3	1	2				9
Power CC - Delegatio	6	1		1				7
Power CD - Delegatio	6	1		1				7
Risks	6	1			1			7
Decision-maker CD -	7	2	1	1				9
DMP CC - Consensus	7	4	2	1	1			11
DMP CC - Listening t	7	6	5	1				13
DMP CD - HR Involvem	7	6	4	1	1			13
DMP CD - Intuition	7	2	1	1				9
HR	7	2	1		1			9
Institutional Relati	7	3	2	1				10
Leadership - Auscult	7	2		2				9
Leadership - Trust	7	2	1	1				9
Leadership = Managem	7	7	4	1	2			14
Management Model - P	7	3	2			1		10
Management Model - T	7	1				1		8
Manager - Personalit	7	3	1	1	1			10
Academic vs Managers	8	2	1	1				10
Decision CC - Factor	8	4	2	2				12
Decision CD - Factor	8	4	2	2				12
Decision CD - Monito	8	3	1	2				11
Decision-maker CD -	8	2		2				10
DMP - Centralisation	8	3	2	1				11
DMP - Descentralisat	8	2	1	1				10
Information - T & L	8	2		2				10
Methods & Organizati	8	6	5	1				14
Mission - Research	8	6	3	3				14
Values - Faculty	8	5	4	1				13
Bologna Process - Op	9	3	2	1				12
DMP CC - Informed De	9	4	3	1				13
FR	9	7	6		1			16
Leadership - Buildin	9	1		1				10
Leadership vs Manage	9	2	1	1				11
Manager CD - Skills	9	3	1	2				12
Mission - T & L	9	6	4	2				15
Power	9	5	3			2		14
Power CC - Actors	9	1			1			10
Rules	9	6	4	2				15
Conflict of Interest	10	4	3	1				14

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
Decision CD - Factor	10	7	5	1	1			17
DMP	10	3	2				1	13
DMP - Centralisation	10	3	2	1				13
Image - Prestige	10	2	1	1				12
Leadership - Respons	10	1		1				11
Values - Academic Sp	10	6	4	1	1			16
Competitiveness	11	6	6					17
Decision CD - Ration	11	6	4	2				17
DMP CC - Collegial -	11	1		1				12
DMP CD - Collegial	11	1		1				12
DMP CD - Discritiona	11	2			2			13
DMP OI - Critical Va	11	2		1	1			13
Management Model	11	3	2			1		14
Management Model - C	11	1		1				12
Manager - Skills	11	2		1	1			13
DMP - Information -	12	3	2		1			15
DMP CD - Consensus (	12	5	3	2				17
Management	12	15	14		1			27
Management Model - T	12	1		1				13
Power CD - Decisions	12	7	6		1			19
Stakeholders	12	9	7	1		1		21
Change - Resistence	13	3	2	1				16
DMP CD - Stakeholder	13	2	1	1				15
HR - Involvement	13	16	13	3				29
Management Model - C	13	1		1				14
Strategic Perspectiv	13	5	5					18
Bureaucracy	14	4	2	2				18
Decision CD - Condit	14	2		2				16
Decision CD - Style	14	2		2				16
DMP CC - Collegial	14	6	5	1				20
Information - Circul	14	2	1	1				16
Information - Circul	14	6	5	1				20
Management - Resourc	14	6	4	1		1		20
DMP - Collegial	15	16	13		2	1		31
DMP - Collegial - Re	15	3	2		1			18
DMP - Information -	15	5	4	1				20
DMP - International	15	3	2	1				18
Leadership vs Manage	15	1			1			16
Power CC - Domains	16	3	2		1			19
Assessment	17	5	3	2				22
DMP CD - Listening t	17	4	1	3				21
Management Model - H	17	1		1				18
Change - Context	18	5	3	2				23
Legality	18	8	5	3				26
DMP - Stakeholders -	19	6	4	1	1			25
Decision CD - Impact	20	10	2	8				30
DMP - Complexity	20	6	5			1		26
Leadership - Vision	20	4	3	1				24
Power CD - Domains	20	2	1		1			22
DMP CC - Critical Va	21	6	4	1	1			27
Power CD - Actors	21	1			1			22
Research - Critical	25	4	3	1				29
Consensus	26	4	3	1				30
Power CD - Delegatio	26	3	2	1				29
Leadership	27	13	12		1			40
Values - Institution	27	8	6	1		1		35
DMP CD - Critical Va	29	8	6	1	1			37
DMP - CD vs CC	31	2	1			1		33
T & L - Critical Var	31	3	2	1				34
Decision CC - Impact	32	6	4	2				38

ATLAS - Codes - Link's General Matrix (ordered by link between codes)

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
Bologna Process - Co	3	1		1				4
Bologna Process - Cy	2	1	1					3
Bologna Process - Cy	2	1		1				3
Charisma	5	1		1				6
Decision - Majority	6	1	1					7
Decision CD - Curren	6	1		1				7
Decision CD - Typolo	1	1		1				2
Decision OI - Factor	3	1		1				4
DMP - Information -	1	1				1		2
DMP - Information -	4	1			1			5
DMP - Information -	6	1		1				7
DMP - T & L	5	1		1				6
DMP CC - Collegial -	11	1		1				12
DMP CD - Collegial	11	1		1				12
Ideas	5	1	1					6
Information - Circul	6	1		1				7
Leadership - Achieve	3	1		1				4
Leadership - Authori	4	1		1				5
Leadership - Buildin	9	1		1				10
Leadership - Credibi	1	1		1				2
Leadership - Innovat	6	1		1				7
Leadership - Motivat	5	1		1				6
Leadership - Respons	10	1		1				11
Leadership vs Manage	1	1		1				2
Leadership vs Manage	6	1		1				7
Leadership vs Manage	15	1			1			16
Management - Profita	4	1		1				5
Management - Respons	1	1		1				2
Management - Vision	2	1		1				3
Management Model - A	2	1		1				3
Management Model - C	3	1		1				4
Management Model - C	4	1		1				5
Management Model - C	11	1		1				12
Management Model - C	13	1		1				14
Management Model - H	1	1		1				2
Management Model - H	2	1		1				3
Management Model - H	17	1		1				18
Management Model - T	7	1				1		8
Management Model - T	12	1		1				13
Management Model - W	3	1		1				4
Mission - Complexity	1	1				1		2
Mission - T & L - Pr	1	1	1					2
Mission CD - Essence	1	1		1				2
Power CC	4	1			1			5
Power CC - Actors	9	1			1			10
Power CC - Delegatio	2	1		1				3
Power CC - Delegatio	6	1		1				7
Power CD	4	1			1			5
Power CD - Actors	21	1			1			22
Power CD - Delegatio	3	1		1				4
Power CD - Delegatio	6	1		1				7
Power CD - Non Deleg	1	1		1				2
Power OI	1	1			1			2
Responsibility	2	1		1				3
Risks	6	1			1			7
Service Provision -	5	1		1				6
Values - Academic Sp	1	1		1				2
Academic vs Managers	8	2	1	1				10
Academic vs Staff	3	2	1	1				5
Academic vs Stakehol	2	2		1	1			4
Accountability	4	2	1	1				6

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
Change - Culture	6	2	1	1				8
Decision CC - Credib	1	2		2				3
Decision CC - Ration	6	2		2				8
Decision CC - Style	4	2		2				6
Decision CD - Condit	14	2		2				16
Decision CD - Import	1	2	1	1				3
Decision CD - Sensib	1	2		2				3
Decision CD - Style	14	2		2				16
Decision-maker CD -	3	2	1	1				5
Decision-maker CD -	3	2	1	1				5
Decision-maker CD -	7	2	1	1				9
Decision-maker CD -	8	2		2				10
DMP - CD vs CC	31	2	1			1		33
DMP - Descentralisat	3	2	1	1				5
DMP - Descentralisat	8	2	1	1				10
DMP - Information -	3	2	1	1				5
DMP - Research	3	2		2				5
DMP - Service Provis	1	2		2				3
DMP CC - Information	4	2		2				6
DMP CC - Stakeholder	2	2	1	1				4
DMP CD - Discritiona	11	2			2			13
DMP CD - Experience	3	2	1	1				5
DMP CD - Information	4	2		2				6
DMP CD - Intuition	7	2	1	1				9
DMP CD - Stakeholder	2	2	1	1				4
DMP CD - Stakeholder	13	2	1	1				15
DMP OI	2	2	1		1			4
DMP OI - Critical Va	11	2		1	1			13
HR	7	2	1		1			9
HR - Equity (-)	1	2	1	1				3
Image - Alumni	1	2	1	1				3
Image - Prestige	10	2	1	1				12
Image - T & L	2	2		2				4
Information - Circul	14	2	1	1				16
Information - Servic	2	2		2				4
Information - T & L	8	2		2				10
Institutional Relati	3	2	1	1				5
Leadership - Auscult	7	2		2				9
Leadership - Limitat	3	2	1		1			5
Leadership - Trust	7	2	1	1				9
Leadership vs Manage	1	2		1	1			3
Leadership vs Manage	2	2			1	1		4
Leadership vs Manage	9	2	1	1				11
Management - Organiz	6	2	1	1				8
Management Model - S	4	2		1		1		6
Manager - Skills	11	2		1	1			13
Manager CC - Experie	3	2		2				5
Manager CD - Needed	1	2		2				3
Mission - Service Pr	2	2		2				4
Mission CC - T & L	4	2		2				6
Mission CD	2	2	1	1				4
Mission CD - Service	5	2		2				7
Mission CD - T & L	3	2		2				5
Mission OI - Researc	1	2		2				3
Power CD - Domains	20	2	1		1			22
Power CD - Law	1	2		1	1			3
Power OI - Delegatio	3	2		1	1			5
Pragmatic Issues	4	2		1	1			6
Principles	2	2	1		1			4
Qualifications	3	2	1	1				5
Quality - Research	4	2		2				6
Quality - T & L	4	2		2				6
Bologna Process - Op	9	3	2	1				12
Change - Resistence	13	3	2	1				16

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
Context - Students'	1	3	1	1	1			4
Cordiality	3	3	2	1				6
Decision CD - Indire	3	3	2	1				6
Decision CD - Monito	8	3	1	2				11
Decision CD - Sector	1	3	2	1				4
DMP	10	3	2				1	13
DMP - Centralisation	8	3	2	1				11
DMP - Centralisation	10	3	2	1				13
DMP - Collegial - Ra	4	3	1	1	1			7
DMP - Collegial - Re	15	3	2		1			18
DMP - Individual	6	3	2		1			9
DMP - Information -	6	3	1	1	1			9
DMP - Information -	12	3	2		1			15
DMP - International	15	3	2	1				18
DMP CC - Stakeholder	3	3	2	1				6
DMP CD - Centralisat	5	3	1	1	1			8
DMP CD - Consensus (	2	3	1	2				5
DMP CD - Information	1	3	1	2				4
DMP CD - Information	2	3	1	2				5
DMP CD - Information	6	3	1	2				9
DMP CD - Informed De	5	3	1	2				8
DMP CD - Listening t	2	3	2		1			5
DMP CD - Non-informe	2	3	1	2				5
DMP CD - Personal Pe	4	3	2	1				7
DMP OI - Actors	4	3			3			7
DMP OI - Listening t	1	3		2	1			4
Goals	4	3	2	1				7
HR - Management	4	3	2	1				7
HR - Qualifications	4	3	2	1				7
Image - Internationa	1	3	1	2				4
Image - Research	2	3	1	2				5
Information - Resear	5	3	1	2				8
Institutional Relati	7	3	2	1				10
Internationalization	5	3	1	2				8
Internationalization	5	3	1	2				8
Management Model	11	3	2			1		14
Management Model - H	3	3	2	1				6
Management Model - P	7	3	2			1		10
Management Model - T	5	3	2	1				8
Manager - Personalit	7	3	1	1	1			10
Manager CC - Skills	6	3	1	2				9
Manager CD - Skills	9	3	1	2				12
Manager CD - Trainin	1	3	1	2				4
Manager CD - Ways of	1	3	2	1				4
Mission CD - Researc	4	3	1	2				7
Mission OI - Service	2	3	1	2				5
Power CC - Decisions	5	3	2		1			8
Power CC - Domains	16	3	2		1			19
Power CD - Delegatio	26	3	2	1				29
Quality - Service Pr	1	3	1	2				4
Stakeholders - Alumn	3	3	1	1		1		6
T & L - Critical Var	31	3	2	1				34
University vs Polyte	1	3	1	2				4
Values - Individual	2	3	2		1			5
Bureaucracy	14	4	2	2				18
Conflict of Interest	10	4	3	1				14
Consensus	26	4	3	1				30
Context - Personal I	5	4	2	1	1			9
Decision CC - Condit	1	4	2	2				5
Decision CC - Factor	8	4	2	2				12
Decision CD - Factor	8	4	2	2				12
Decision CD - Must b	3	4	2	2				7
Decision CD - Suppor	4	4	2	2				8
DMP CC - Consensus	7	4	2	1	1			11

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
DMP CC - Information	1	4	2	2				5
DMP CC - Informed De	9	4	3	1				13
DMP CD - Information	3	4	2	2				7
DMP CD - Information	3	4	1	3				7
DMP CD - Listening t	17	4	1	3				21
HR - Motivation	4	4	3	1				8
Leadership - Vision	20	4	3	1				24
Manager CD - Experie	4	4	2	2				8
Norms	1	4	2	2				5
Objectives	4	4	3	1				8
Research - Critical	25	4	3	1				29
Students	5	4	2	2				9
University - Past vs	4	4	3	1				8
Values - Notabilis	4	4	2		1	1		8
Assessment	17	5	3	2				22
Autonomy	3	5	4			1		8
Change - Context	18	5	3	2				23
Decision CC - Monito	3	5	3	2				8
Decision CD - Credib	4	5	3	2				9
Decision CD - Factor	3	5	2	2	1			8
DMP - Information -	15	5	4	1				20
DMP CC - HR Involvem	5	5	3	1	1			10
DMP CD - Consensus (	12	5	3	2				17
FR - Efficiency	4	5	3	1	1			9
Management Model - C	6	5	4	1				11
Power	9	5	3			2		14
Strategic Perspectiv	13	5	5					18
Values - Faculty	8	5	4	1				13
Competitiveness	11	6	6					17
Decision CC - Impact	32	6	4	2				38
Decision CD - Ration	11	6	4	2				17
DMP - Complexity	20	6	5			1		26
DMP - Stakeholders -	19	6	4	1	1			25
DMP CC - Collegial	14	6	5	1				20
DMP CC - Critical Va	21	6	4	1	1			27
DMP CC - Listening t	7	6	5	1				13
DMP CD - HR Involvem	7	6	4	1	1			13
Image - Service Prov	1	6	4	2				7
Information - Circul	14	6	5	1				20
Management - Resourc	14	6	4	1		1		20
Methods & Organizati	8	6	5	1				14
Mission - Research	8	6	3	3				14
Mission - T & L	9	6	4	2				15
Mission OI - Service	3	6	5	1				9
Rules	9	6	4	2				15
Values - Academic Sp	10	6	4	1	1			16
Authority	3	7	4		1	2		10
Decision CD - Factor	10	7	5	1	1			17
FR	9	7	6		1			16
Leadership = Managem	7	7	4	1	2			14
Power CD - Decisions	12	7	6		1			19
DMP CD - Critical Va	29	8	6	1	1			37
Legality	18	8	5	3				26
Values - Institution	27	8	6	1		1		35
Stakeholders	12	9	7	1		1		21
Decision CD - Impact	20	10	2	8				30
Leadership	27	13	12		1			40
Management	12	15	14		1			27
DMP - Collegial	15	16	13		2	1		31
HR - Involvement	13	16	13	3				29

ATLAS - Codes - Link's General Matrix (ordered by link between codes - sum)

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
Decision CD - Typolo	1	1		1				2
DMP - Information -	1	1				1		2
Leadership - Credibi	1	1		1				2
Leadership vs Manage	1	1		1				2
Management - Respons	1	1		1				2
Management Model - H	1	1		1				2
Mission - Complexity	1	1				1		2
Mission - T & L - Pr	1	1	1					2
Mission CD - Essence	1	1		1				2
Power CD - Non Deleg	1	1		1				2
Power OI	1	1			1			2
Values - Academic Sp	1	1		1				2
Bologna Process - Cy	2	1	1					3
Bologna Process - Cy	2	1		1				3
Decision CC - Credib	1	2		2				3
Decision CD - Import	1	2	1	1				3
Decision CD - Sensib	1	2		2				3
DMP - Service Provis	1	2		2				3
HR - Equity (-)	1	2	1	1				3
Image - Alumni	1	2	1	1				3
Leadership vs Manage	1	2		1	1			3
Management - Vision	2	1		1				3
Management Model - A	2	1		1				3
Management Model - H	2	1		1				3
Manager CD - Needed	1	2		2				3
Mission OI - Researc	1	2		2				3
Power CC - Delegatio	2	1		1				3
Power CD - Law	1	2		1	1			3
Responsibility	2	1		1				3
Academic vs Stakehol	2	2		1	1			4
Bologna Process - Co	3	1		1				4
Context - Students'	1	3	1	1	1			4
Decision CD - Sector	1	3	2	1				4
Decision OI - Factor	3	1		1				4
DMP CC - Stakeholder	2	2	1	1				4
DMP CD - Information	1	3	1	2				4
DMP CD - Stakeholder	2	2	1	1				4
DMP OI	2	2	1		1			4
DMP OI - Listening t	1	3		2	1			4
Image - Internationa	1	3	1	2				4
Image - T & L	2	2		2				4
Information - Servic	2	2		2				4
Leadership - Achieve	3	1		1				4
Leadership vs Manage	2	2			1	1		4
Management Model - C	3	1		1				4
Management Model - W	3	1		1				4
Manager CD - Trainin	1	3	1	2				4
Manager CD - Ways of	1	3	2	1				4
Mission - Service Pr	2	2		2				4
Mission CD	2	2	1	1				4
Power CD - Delegatio	3	1		1				4
Principles	2	2	1		1			4
Quality - Service Pr	1	3	1	2				4
University vs Polyte	1	3	1	2				4
Academic vs Staff	3	2	1	1				5
Decision CC - Condit	1	4	2	2				5
Decision-maker CD -	3	2	1	1				5
Decision-maker CD -	3	2	1	1				5
DMP - Descentralisat	3	2	1	1				5

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
DMP - Information -	3	2	1	1				5
DMP - Information -	4	1			1			5
DMP - Research	3	2		2				5
DMP CC - Information	1	4	2	2				5
DMP CD - Consensus (	2	3	1	2				5
DMP CD - Experience	3	2	1	1				5
DMP CD - Information	2	3	1	2				5
DMP CD - Listening t	2	3	2		1			5
DMP CD - Non-informe	2	3	1	2				5
Image - Research	2	3	1	2				5
Institutional Relati	3	2	1	1				5
Leadership - Authori	4	1		1				5
Leadership - Limitat	3	2	1		1			5
Management - Profita	4	1		1				5
Management Model - C	4	1		1				5
Manager CC - Experie	3	2		2				5
Mission CD - T & L	3	2		2				5
Mission OI - Service	2	3	1	2				5
Norms	1	4	2	2				5
Power CC	4	1			1			5
Power CD	4	1			1			5
Power OI - Delegatio	3	2		1	1			5
Qualifications	3	2	1	1				5
Values - Individual	2	3	2		1			5
Accountability	4	2	1	1				6
Charisma	5	1		1				6
Cordiality	3	3	2	1				6
Decision CC - Style	4	2		2				6
Decision CD - Indire	3	3	2	1				6
DMP - T & L	5	1		1				6
DMP CC - Information	4	2		2				6
DMP CC - Stakeholder	3	3	2	1				6
DMP CD - Information	4	2		2				6
Ideas	5	1	1					6
Leadership - Motivat	5	1		1				6
Management Model - H	3	3	2	1				6
Management Model - S	4	2		1		1		6
Mission CC - T & L	4	2		2				6
Pragmatic Issues	4	2		1	1			6
Quality - Research	4	2		2				6
Quality - T & L	4	2		2				6
Service Provision -	5	1		1				6
Stakeholders - Alumn	3	3	1	1		1		6
Decision - Majority	6	1	1					7
Decision CD - Curren	6	1		1				7
Decision CD - Must b	3	4	2	2				7
DMP - Collegial - Ra	4	3	1	1	1			7
DMP - Information -	6	1		1				7
DMP CD - Information	3	4	2	2				7
DMP CD - Information	3	4	1	3				7
DMP CD - Personal Pe	4	3	2	1				7
DMP OI - Actors	4	3			3			7
Goals	4	3	2	1				7
HR - Management	4	3	2	1				7
HR - Qualifications	4	3	2	1				7
Image - Service Prov	1	6	4	2				7
Information - Circul	6	1		1				7
Leadership - Innovat	6	1		1				7
Leadership vs Manage	6	1		1				7
Mission CD - Researc	4	3	1	2				7
Mission CD - Service	5	2		2				7
Power CC - Delegatio	6	1		1				7
Power CD - Delegatio	6	1		1				7

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
Risks	6	1			1			7
Autonomy	3	5	4			1		8
Change - Culture	6	2	1	1				8
Decision CC - Monito	3	5	3	2				8
Decision CC - Ration	6	2		2				8
Decision CD - Factor	3	5	2	2	1			8
Decision CD - Suppor	4	4	2	2				8
DMP CD - Centralisat	5	3	1	1	1			8
DMP CD - Informed De	5	3	1	2				8
HR - Motivation	4	4	3	1				8
Information - Resear	5	3	1	2				8
Internationalization	5	3	1	2				8
Internationalization	5	3	1	2				8
Management - Organiz	6	2	1	1				8
Management Model - T	7	1				1		8
Management Model - T	5	3	2	1				8
Manager CD - Experie	4	4	2	2				8
Objectives	4	4	3	1				8
Power CC - Decisions	5	3	2		1			8
University - Past vs	4	4	3	1				8
Values - Notabilis	4	4	2		1	1		8
Context - Personal I	5	4	2	1	1			9
Decision CD - Credib	4	5	3	2				9
Decision-maker CD -	7	2	1	1				9
DMP - Individual	6	3	2		1			9
DMP - Information -	6	3	1	1	1			9
DMP CD - Information	6	3	1	2				9
DMP CD - Intuition	7	2	1	1				9
FR - Efficiency	4	5	3	1	1			9
HR	7	2	1		1			9
Leadership - Auscult	7	2		2				9
Leadership - Trust	7	2	1	1				9
Manager CC - Skills	6	3	1	2				9
Mission OI - Service	3	6	5	1				9
Students	5	4	2	2				9
Academic vs Managers	8	2	1	1				10
Authority	3	7	4		1	2		10
Decision-maker CD -	8	2		2				10
DMP - Descentralisat	8	2	1	1				10
DMP CC - HR Involvem	5	5	3	1	1			10
Information - T & L	8	2		2				10
Institutional Relati	7	3	2	1				10
Leadership - Buildin	9	1		1				10
Management Model - P	7	3	2			1		10
Manager - Personalit	7	3	1	1	1			10
Power CC - Actors	9	1			1			10
Decision CD - Monito	8	3	1	2				11
DMP - Centralisation	8	3	2	1				11
DMP CC - Consensus	7	4	2	1	1			11
Leadership - Respons	10	1		1				11
Leadership vs Manage	9	2	1	1				11
Management Model - C	6	5	4	1				11
Bologna Process - Op	9	3	2	1				12
Decision CC - Factor	8	4	2	2				12
Decision CD - Factor	8	4	2	2				12
DMP CC - Collegial -	11	1		1				12
DMP CD - Collegial	11	1		1				12
Image - Prestige	10	2	1	1				12
Management Model - C	11	1		1				12
Manager CD - Skills	9	3	1	2				12
DMP	10	3	2				1	13
DMP - Centralisation	10	3	2	1				13
DMP CC - Informed De	9	4	3	1				13

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
DMP CC - Listening t	7	6	5	1				13
DMP CD - Discritiona	11	2			2			13
DMP CD - HR Involvem	7	6	4	1	1			13
DMP OI - Critical Va	11	2		1	1			13
Management Model - T	12	1		1				13
Manager - Skills	11	2		1	1			13
Values - Faculty	8	5	4	1				13
Conflict of Interest	10	4	3	1				14
Leadership = Managem	7	7	4	1	2			14
Management Model	11	3	2			1		14
Management Model - C	13	1		1				14
Methods & Organizati	8	6	5	1				14
Mission - Research	8	6	3	3				14
Power	9	5	3			2		14
DMP - Information -	12	3	2		1			15
DMP CD - Stakeholder	13	2	1	1				15
Mission - T & L	9	6	4	2				15
Rules	9	6	4	2				15
Change - Resistence	13	3	2	1				16
Decision CD - Condit	14	2		2				16
Decision CD - Style	14	2		2				16
FR	9	7	6		1			16
Information - Circul	14	2	1	1				16
Leadership vs Manage	15	1			1			16
Values - Academic Sp	10	6	4	1	1			16
Competitiveness	11	6	6					17
Decision CD - Factor	10	7	5	1	1			17
Decision CD - Ration	11	6	4	2				17
DMP CD - Consensus (	12	5	3	2				17
Bureaucracy	14	4	2	2				18
DMP - Collegial - Re	15	3	2		1			18
DMP - International	15	3	2	1				18
Management Model - H	17	1		1				18
Strategic Perspectiv	13	5	5					18
Power CC - Domains	16	3	2		1			19
Power CD - Decisions	12	7	6		1			19
DMP - Information -	15	5	4	1				20
DMP CC - Collegial	14	6	5	1				20
Information - Circul	14	6	5	1				20
Management - Resourc	14	6	4	1		1		20
DMP CD - Listening t	17	4	1	3				21
Stakeholders	12	9	7	1		1		21
Assessment	17	5	3	2				22
Power CD - Actors	21	1			1			22
Power CD - Domains	20	2	1		1			22
Change - Context	18	5	3	2				23
Leadership - Vision	20	4	3	1				24
DMP - Stakeholders -	19	6	4	1	1			25
DMP - Complexity	20	6	5			1		26
Legality	18	8	5	3				26
DMP CC - Critical Va	21	6	4	1	1			27
Management	12	15	14		1			27
HR - Involvement	13	16	13	3				29
Power CD - Delegatio	26	3	2	1				29
Research - Critical	25	4	3	1				29
Consensus	26	4	3	1				30
Decision CD - Impact	20	10	2	8				30
DMP - Collegial	15	16	13		2	1		31
DMP - CD vs CC	31	2	1			1		33
T & L - Critical Var	31	3	2	1				34
Values - Institution	27	8	6	1		1		35
DMP CD - Critical Va	29	8	6	1	1			37
Decision CC - Impact	32	6	4	2				38

Codes	groundedness	between codes	NO	N1	N2	N3	N4	sum of all links
Leadership	27	13	12		1			40

ATLAS - Codes - Link's General Matrix (ordered by link between codes - level 1)

Codes	links with text	links between codes	NO	N1	N2	N3	N4
1 Academic Tensions	0	6	5		1		
1 Academic Values	0	4	2		2		
1 Activities - Criti	0	5	3		2		
1 Bologna Process	0	5	4		1		
1 Change	0	5	4		1		
1 Consensus	0	7	6			1	
1 Context	0	6	5		1		
1 Decision-maker CD	0	5	4			1	
1 Decision - Conditi	0	7	6		1		
1 Decision - Credibi	0	3	2		1		
1 Decision - Factors	0	5	3		2		
1 Decision - Impact	0	5	4		1		
1 Decision - Monitor	0	3	2		1		
1 Decision - Rationa	0	4	3		1		
1 Decision - Style	0	3	2		1		
1 Decision CC	0	9	7		1	1	
1 Decision CD	0	19	17		1	1	
1 DMP - Centralisati	0	4	3			1	
1 DMP - Centralisati	0	4	2			2	
1 DMP - HR Involveme	0	3	3				
1 DMP - Information	0	4	3			1	
1 DMP - Information	0	3	2		1		
1 DMP - Information	0	4	3			1	
1 DMP U Manager - C	0	5	3		1	1	
1 DMP Activities	0	3	3				
1 DMP CC - Collegial	0	4	2		2		
1 DMP CC - Informati	0	5	3		2		
1 DMP CC - Stakehold	0	4	2		2		
1 DMP CD - Collegial	0	5	3		2		
1 DMP CD - Informati	0	11	8		3		
1 DMP CD - Profile	0	5	4		1		
1 DMP CD - Stakehold	0	4	2		2		
1 HR - Factors of Su	0	6	2	1	2		
1 HR Concerns	0	7	5		2		
1 Image	0	7	6		1		
1 Information - Acti	0	5	4		1		
1 Information Channe	0	5	3	1	1		
1 Institutional Rela	0	3	2	1			
1 Institutional Valu	0	4	2	1	1		
1 Internationalizati	0	5	4		1		
1 Leadership - Profi	0	8	7		1		
1 Leadership - Skill	0	5	4		1		
1 Leadership vs Mana	0	4	3		1		
1 Legal Constraints	0	4	3			1	
1 Listening to Peopl	0	6	5	1			
1 Management - Profi	0	3	2		1		
1 Management - Skill	0	4	3		1		
1 Management Model -	0	3	2			1	
1 Management Model*	0	6	5	1			
1 Management Model*	0	6	5	1			
1 Management Model*	0	4	1	2		1	
1 Management Princip	0	12	11		1		
1 Manager CC	0	5	2		2	1	
1 Manager CD	0	7	4		2	1	
1 Manager Profile	0	8	6	1	1		
1 Manager Skills	0	5	4		1		
1 Mission CC	0	4	2		1	1	
1 Mission CD	0	7	5		1	1	
1 Mission Essence	0	7	3	3		1	
1 Mission R	0	5	3		1	1	

Codes	links with text	links between codes	NO	N1	N2	N3	N4
1 Power CC - Delegat	3	4	2		2		
1 Power CD - Delegat	0	6	4		2		
1 Power R - Delegati	0	3	2		1		
1 Quality	0	6	4		1	1	
1 Research	1	11	9	1	1		
1 Resources - Inform	0	3	2		1		
1 Service Provision	0	9	7	1	1		
1 Students	0	3	3				
1 Support Services	0	5	4		1		
1 T & L	1	11	9	1	1		
2 Academic Key-Ideas	0	4	1	2	1		
2 Activities	0	5		5			
2 Context - Key Idea	0	8	1	5	1	1	
2 Critical Variables	0	8	2	6			
2 Decision - phase 1	0	3		2		1	
2 Decision - phase 2	0	3		2		1	
2 Decision - phase 3	0	4		3		1	
2 Decision - Univers	0	3		2			1
2 DMP - Collegial	0	6	3	2	1		
2 DMP - Collegial vs	0	4	2		1	1	
2 DMP - Information	0	6	4	1		1	
2 DMP - Stakeholders	0	5	2	2		1	
2 DMP CC	0	9	3	3		3	
2 DMP CD	0	12	5	4		3	
2 DMP R	0	6	4			2	
2 DMP U Manager - In	0	3		2		1	
2 DSS - Information	0	3		3			
2 FR	0	4	2	1		1	
2 HR	0	4	1	2		1	
2 Leadership	0	7	3	2	1	1	
2 Leadership vs Mana	0	7	3	1	2	1	
2 Management	0	10	4	3	1	2	
2 Manager	0	4	2	2			
2 Manager (who?)	0	3	1	2			
2 Mission - Universi	0	4		3		1	
2 Power CC	0	7	4	1		2	
2 Power CD	0	9	6	1		2	
2 Power Delegation	0	3		3			
2 Power R	0	6	3	1		2	
2 University Manager	0	3	1	2			
2 Values	0	8	4	2	2		
3 CC	0	5		3	2		
3 CD	0	6		4	2		
3 Decision Phases	0	4			3		1
3 DMP - Information	0	7	2	2	2		1
3 DMP - Structure Te	0	9	3	2	3	1	
3 DMP - University M	0	5		1	3		1
3 Leadership / Manag	0	4	1		3		
3 Management Model	0	14	7	3	2	1	1
3 Management Model*	0	4	1	3			
3 Power	0	5	2		3		
3 R	0	2		1	1		
3 Resources	0	3	1		2		
3 Stakeholders	0	6	4		2		
3 University Mission	0	3	1	1	1		
4 Decision	0	2			1	1	
4 DMP	0	4	1			3	
		638	363	106	109	55	5

Appendix 6.2.1.c. ATLAS - Analysis of Correspondences between Levels - Synthesis

LEVEL 0	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
Decision CC - Impact (32-6) Decision CC - Monitoring (3-5) Decision CC - Conditions (1-4) Decision CC - Conditions (1-4) Decision CC - Rationality (6-2) Decision CC - Factors of Sucess (8-4) Decision CC - Style (4-2)	1- Decision cc (0-9)			
Manager CC - Experience (3-2) Manager CC - Skills (6-3)	1-Manager cc (0-5)			
Mission - Research (8-6) Mission CC - T & L (4-2)	1- Mission cc (0-4)			
DMP - Collegial (15-16) DMP - Collegial - Structure Organization (4-3)	1-DMP cc - Collegial (0-4)			
DMP CC - Information importance (1-4) DMP CC - Information Unavailality (4-2) DMP CC - Informed Decicion (9-4)	1-DMP cc - Information (0-5)	2 DMP CC(0-9)	3 CC (0-5)	
DMP CC - Stakeholder importance (-) (2-2) DMP CC - Stakeholder importance (+) (3-3)	1-DMP cc - Stakeholders (0-4)			
DMP CC - Consensus (7-4) DMP CC - Critical Varaibles (21-6) DMP CC - HR Involvement (5-5)				
Power CC - Decisions delegation (5-3) Power CC - Delegation conditions (6-1)	1- Power cc delegation (3-4)			
Power CC (4-1) Power CC - Actors (9-1) Power CC - Decisions (5-3) Power CC - Domains (16-3)		2 Power CC(0-7)		
Decision-maker CD - Action (3-2) Decision-maker CD - Characteristics (8-2) Decision-maker CD - Image (3-2) Decision-maker CD - Responsibility (7-2)	1- Decision-maker CD - (0-5)			
Decision CD - Impact (20-10) Decision CD - Monitoring (8-3) Decision CD - Support (4-4) Decision CD - Conditions (14-2) Decision CD - Credibility (4-5) Decision CD - Current (6-1) Decision CD - Factors of Acceptance (3-5) Decision CD - Factors of Influence (10-7)) Decision CD - Factors of Sucess (8-4) Decision CD - Must be explained (3-4) Decision CD - Rationality (11-6) Decision CD - Important (1-2) Decision CD - Sensibility (1-2) Decision CD - Style (14-2) Decision CD - Typology (1-1) DMP Cd - Informed Decision (9-4) DMP CD - Non-Informed Decision (2-3)	1- Decision CD (0-19)			
Manager CD - Experience (4-4) Manager CD - Needed (1-2) Manager CD - Skills (9-3) Manager CD - Training (1-3)	1-Manager CD (0-7)			

LEVEL 0	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
Mission CD (2-2) Mission CD - Essence (1-1) Mission CD - Research (4-3) Mission CD - Service Provision (5-2) Mission CD - T & L (3-2)	1- Mission CD (0-7)		3 CD (0-6)	
DMP CD - Collegial (11-1) DMP CD - Consensus (-) (2-3) DMP CD - Consensus (+) (12-5)	1-DMP CD - Collegial (0-5)	2 DMP CD(0-12)		
DMP CD - Information importance (-) (1-3) DMP CD - Information importance (+) (3-4) DMP CD - Information Gap - FR- Attainment (4-2) DMP CD - Information Gap - hR- competencies (3-4) DMP CD - Information Unavailatity (6-3) DMP CD - Information Unavailality -- U-C (2-3) DMP CD - Informed Decision (5-3) DMP CD - Non-Informed Decision (2-3)	1-DMP CD - Information (0-11)			
DMP CD - Stakeholder importance (-) (2-2) DMP CD - Stakeholder importance (+) (13-2)	1- DMP CD Stakeholder (0-4)			
DMP CD - Experience (3-2) DMP CD - Intuition (7-2) DMP CD - Personal Perception (4-3)	1- DMP- Profile (0-5)			
DMP CD - Centralisation (5-3) DMP CD - Critical Varaibles (29-8) DMP CD - Discritionary power (11-2) DMP CD - HR involvement (7-6) DMP CD - Listening to people (17-4)				
Power CD - Delegation (26-3) Power CD - Delegation- computers (3-1) Power CD - Delegation conditions (6-1) Power CD - Non Delegated (1-1)	1- Power CD delegation (0-6)	2 Power CD (0-9)		
Power CD (4-1) Power CD - Actors (21-1) Power CD - Decisions (12-7) Power CD - Domains (20-2) Power CD - Law (1-2)				
Decision CC - Conditions (1-4) Decision CD - Conditions (14-2) Decision CD - Factors of Acceptance (3-5) Decision CD - Must be explained (3-4) Decision CD - Sensibility (1-2) Decision CD - Support (4-4)	1- Decision Conditions (0-7)	2 Decision - phase 1 (0-3)	3 Decision Phases(0-4)	
Decision CC - Factors of Sucess (8-4) Decision CD - Factors of Sucess (8-4) Decision OI - Factors of Sucess (3-1)	1- Decision Factors of Sucess (0-5)			
Decision CC - Rationality (6-2) Decision CD - Rationality (11-6) DMP - Collegial - Rationality (4-3)	1- Decision Rationality (0-4)	2 Decision - phase 2 (0-3)		
Decision CC - Style (4-2) Decision CD - Style (14-2)	1- Decision Style (0-3)			
Decision CC - Credibility (1-2) Decision CD - Credibility (4-5)	1- Decision Credibility (0-3)	2 Decision - phase 3 (0-4)		
Decision CC - Impact (32-6) Decision CD - Impact (20-10) Decision CD - Indirect impact (3-3) Decision CD - Sectorial impact (1-3)	1- Decision Impact (0-5)			
Decision CC - Monitoring (3-5) Decision CD - Monitoring (8-3)	1- Decision Monitoring (0-3)			

LEVEL 0	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
Decision CC - Impact (32-6) Decision CC - Monitoring (3-5) Decision CC - Conditions (1-4) Decision CC - Conditions (1-4) Decision CC - Rationality (6-2) Decision CC - Factors of Sucess (8-4) Decision CC - Style (4-2)	1- Decision CC (0-9)	2 Decision - University Managers (0,3)	3 DMP - Information (0-7)	4 Decision(0-2)
Decision CD - Impact (20-10) Decision CD - Monitoring (8-3) Decision CD - Support (4-4) Decision CD - Conditions (14-2) Decision CD - Credibility (4-5) Decision CD - Current (6-1) Decision CD - Factors of Acceptance (3-5) Decision CD - Factors of Influence (10-7)) Decision CD - Factors of Sucess (8-4) Decision CD - Must be explained (3-4) Decision CD - Rationality (11-6) Decision CD - Important (-) Decision CD - Sensibility (1-2) Decision CD - Style (14-2) Decision CD - Typology (1-1) DMP Cd - Informed Decision (1-2) DMP CD - Non-Informed Decision (2-3)	1- Decision CD (0-19)			
DMP CC -Information importance (1-4) DMP CD - Information importance (-) (1-3) DMP CD - Information mportance (+) (3-4)	1-DMP - Information importance (0-4)			
DMP CC - Information Unavailality (4-2) DMP CD - Information Unavailality (6-3) DMP CD - Information Unavailality -- U-C (2-3)	1-DMP - Information Unavailality (0-4)			
DMP - Information -Technical (-) (6-1) DMP - Information -Technical (+) (15-5)	1-DMP - Information Technical (0-3)	2 DMP - Information tyes(0-6)		
DMP - Information - complete(6-3) DMP - Information - general (3-2) DMP - Information - soft (12-3) DMP - Information - stock (4-1)				
DMP CD - Information importance (-) (1-3) DMP CD - Information importance (+) (3-4) DMP CD - Information Gap - FR- Attainment (4-2) DMP CD - Information Gap - hR- competencies (3-4) DMP CD - Information Unavailatity (6-3) DMP CD - Information Unavailality -- U-C (2-3) DMP CD - Informed Decision (5-3) DMP CD - Non-Informed Decision (2-3)	1-DMP CD - Information (0-11)	2 DMP U Manager - Information (0-3)		
DMP CC - Information importance (1-4) DMP CC - Information Unavailality (4-2) DMP CC - Informed Decicion (9-4)	1-DMP CC - Information (0-5)			
DMP - Information - Impact (1-1)				
DMP CC - Critical Variables (21-6) DMP CD - Critical Variables (29-8) DMP OI - Critical Variables (11-2)	1- DMP U Manager Critical Variables (0-5)			
DMP CD - Collegial (11-1) DMP CD - Consensus (-) (2-3) DMP CD - Consensus (+) (12-5)	1-DMP CD - Collegial (0-5)			

LEVEL 0	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
DMP CD - Information importance (-) (1-3) DMP CD - Information importance (+) (3-4) DMP CD - Information Gap - FR- Attainment (4-2) DMP CD - Information Gap - hR- competencies (3-4) DMP CD - Information Unavailatity (6-3) DMP CD - Information Unavailability -- U-C (2-3) DMP CD - Informed Decision (5-3) DMP CD - Non-Informed Decision (2-3)	1-DMP CD - Information (0-11)	2 DMP CD(0-12)	3 DMP - University Managers(0-5)	4-DMP (0-4)
DMP CD - Stakeholder importance (-) (2-2) DMP CD - Stakeholder importance (+) (13-2)	1- DMP CD Stakeholder (0-4)			
DMP CD - Experience (3-2) DMP CD - Intuition (7-2) DMP CD - Personal Perception (4-3)	1- DMP- Profile (0-5)			
DMP CD - Centralisation (5-3) DMP CD - Critical Varaibles (29-8) DMP CD - Discritionary power (11-2) DMP CD - HR Involvement (7-6) DMP CD - Listening to people (17-4)				
DMP - Collegial (15-16) DMP - Collegial - Structure Organization (4-3)	1-DMP cc - Collegial (0-4)	2 DMP CC(0-9)		
DMP CC - Information importance (1-4) DMP CC - Information Unavailality (4-2) DMP CC - Informed Decicion (9-4)	1-DMP cc - Information (0-5)			
DMP CC - Stakeholder importance (-) (2-2) DMP CC - Stakeholder importance (+) (3-3)	1-DMP cc - Stakeholders (0-4)			
DMP CC - Consensus (7-4) DMP CC - Critical Varaibles (21-6) DMP CC - HR Involvement (5-5)				
DMP OI (2-2) DMP OI - Actors(4-3) DMP OI - Critical Variables(11-2) DMP OI - Listening to people (1-3)		2 DMP R (0-6)		
Management - Responsibility (1-1) Management - Vision (2-1)	1-Management - Profile (0-3)	2 Management (0-10)	3 Management Model (0-14)	
Management - Organization (6-2) Management - Profitability (4-1) Management - Resource allocation (14-6)	1-Management - Skills (0-4)			
Accountability (4-2) Assessment (17-5) Bureaucracy (14-4) FR - Efficiency (4-5) Goals (4-3) Legality (18-8) Methods & Organization (8-6) Norms (1-4) Objectives (4-4) Rules (9-6) Responsibility (2-1)	1-Management Principles (0-12)			
Leadership = Management (7-7) Management (12-15) Pragmatic Issues (4-2) Risks (6-1)				
Power OI - Delegation (3-2)	1- Power R delegation (0-3)	2 Power R (0-6)		
Authority (3-7) Power OI (1-1) Power OI - Delegation (3-2)				

LEVEL 0	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
Bureaucracy (14-4) Legality (18-8) Power CD - Law (1-2)	1 Legal Constraints (0-4)			
Consensus (26-4) Cordiality (3-3) DMP CC - Consensus (7-4) DMP CD - Consensus (-) (2-3) DMP CD - Consensus (+) (12-5) DMP OI - Listening to people (1-3)	1- Consensus (0-7)			
Management Model - Cc (11-1) Management Model - Cd (6-5)	1-Management Model - Faculty bodies (0-3)			
Authority (3-7) Autonomy (3-5) DMP - Collegial (15-16) Management Model (11-3) Management Model - P (7-3) Management Model - T (7-1) Power (9-5)				
DMP - Centralisation (10-3) DMP - Descentralisation (8-2) DMP CD - Centralisation (5-3)	1- DMP _ Centralisation vs decentralisation (0-4)		3 DMP - Structure Tensions (0-9)	
DMP - Centralisation* (8-3) DMP - Descentralisation* (3-2)	1- DMP _ Centralisation* vs decentralisation* (0-4)			
DMP - Individual (6-3) DMP - Collegial (15-16)		2 DMP - Collegial vs individual (0-4)		
DMP CD - Collegial (11-1) DMP CD - Consensus (-) (2-3) DMP CD - Consensus (+) (12-5)	1-DMP CD - Collegial (0-5)	2 DMP CD(0-12)		
DMP CD - Information importance (-) (1-3) DMP CD - Information importance (+) (3-4) DMP CD - Information Gap - FR- Attainment (4-2) DMP CD - Information Gap - hR- competencies (3-4) DMP CD - Information Unavailatity (6-3) DMP CD - Information Unavailability -- U-C (2-3) DMP CD - Informed Decision (5-3) DMP CD - Non-Informed Decision (2-3)	1-DMP CD - Information (0-11)			
DMP CD - Stakeholder importance (-) (2-2) DMP CD - Stakeholder importance (+) (13-2)	1- DMP CD Stakeholder (0-4)			
DMP CD - Experience (3-2) DMP CD - Intuition (7-2) DMP CD - Personal Perception (4-3)	1- DMP- Profile (0-5)			
DMP CD - Centralisation (5-3) DMP CD - Critical Varaibles (29-8) DMP CD - Discritionary power (11-2) DMP CD - HR Involvement (7-6) DMP CD - Listening to people (17-4)				
DMP - Collegial (15-16) DMP - Collegial - Structure Organization (4-3)	1-DMP cc - Collegial (0-4)	2 DMP CC(0-9)		
DMP CC - Information importance (1-4) DMP CC - Information Unavailality (4-2) DMP CC - Informed Decicion (9-4)	1-DMP cc - Information (0-5)			
DMP CC - Stakeholder importance (-) (2-2) DMP CC - Stakeholder importance (+) (3-3)	1-DMP cc - Stakeholders (0-4)			
DMP CC - Consensus (7-4) DMP CC - Critical Varaibles (21-6) DMP CC - HR Involvement (5-5)				

LEVEL 0	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
DMP - CD vs CC (31-2) DMP - Complexity (20-6) Leadership vs Managers (6-2) Management - Responsibility (1-1) Management - Vision (2-1)				
	1-Management - Profile (0-3)	2 Management (0-10)	3 Leadership / Management (0-4)	
Management - Organization (6-2) Management - Profitability (4-1) Management - Resource allocation (14-6)	1-Management - Skills (0-4)			
Accountability (4-2) Assessment (17-5) Bureaucracy (14-4) FR - Efficiency (4-5) Goals (4-3) Legality (18-8) Methods & Organization (8-6) Norms (1-4) Objectives (4-4) Rules (9-6) Responsibility (2-1)	1-Management Principles (0-12)			
Leadership = Management (7-7) Management (12-15) Pragmatic Issues (4-2) Risks (6-1)				
Leadership vs Management (15-1) Leadership vs Management - cc (6-1) Leadership vs Management - cd (9-2) Leadership vs Management oi (1-1)	1- Leadership Management u managers (0-4)	2 Leadership vs Management (0-4)		
Charisma (5-1) Leadership - Authority (4-1) Leadership - Credibility (1-1) Leadership - Motivation (5-1) Leadership - Responsibility (10-1) Leadership - Trust (7-2) Leadership - Vision (20-4)	1- Leadership Profile (0-8)	2 Leadership (0-7)		
Leadership - Achievement (3-1) Leadership - Auscultation (7-2) Leadership - Building Teams (9-1) Leadership - Innovation (6-1)	1- Leadership skills (0-5)			
Leadership = Management (7-7) Leadership (27-13) Leadership - Limitations (3-2)				
Assessment (17-5) Quality - Research (4-2) Quality - Service Provision (1-3) Quality - T & L (4-2)	1-Quality (0-6)		3 Management Model* (0-4)	
DMP - Centralisation* (8-3) DMP - Descentralisation* (3-2)	1- DMP _ Centralisation* vs decentralisation* (0-4)			
Management Model - Ar* (2-1) Management Model - Cc* (4-1) Management Model - Cd* (13-1) Management Model - Cp* (3-1) Management Model - Top Bodies* fac (12-1)	1-Management Model* - Faculty bodies (0-6)			
Management Model - S (4-2)				

LEVEL 0	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
Power CC - Decisions delegation (5-3) Power CC - Delegation conditions (6-1)	1- Power CC delegation (0-4)	2 Power CC(0-7)	3 Power(0-5)	
Power CC (4-1) Power CC - Actors (9-1) Power CC - Decisions (5-3) Power CC - Domains (16-3)				
Power CD - Delegation (26-3) Power CD - Delegation- computers (3-1) Power CD - Delegation conditions (6-1) Power CD - Non Delegated (1-1)	1- Power CD delegation (0-6)	2 Power CD (0-9)		
Power CD (4-1) Power CD - Actors (21-1) Power CD - Decisions (12-7) Power CD - Domains (20-2) Power CD - Law (1-2)				
Power OI - Delegation (3-2)	1- Power R delegation (0-3)	2 Power R (0-6)		
Authority (3-7) Power OI (1-1) Power OI - Delegation (3-2)				
Authority (3-7) Power (9-5)				
DMP OI (2-2) DMP OI - Actors(4-3) DMP OI - Critical Variables(11-2) DMP OI - Listening to people (1-3)		2 DMP R (0-6)	3 R(0-2)	
Mission OI - Research (1-2) Mission OI - Service Provision (2-3) Mission OI - Service Provision Public (3-6)	1- Mission R (0-5)			
DMP CD - Information Gap - FR Attainment (4-2) DMP CD - Information - HR Competencies (3-4)	1- Resources - Information Gap (0-3)	2 FR (0-4)	3 Resources(0-3)	
FR (9-7) FR - Efficiency (4-5)				
1 Listening to Peopl HR - Involvement (13-16) HR - Motivation (4-4) Qualifications (3-2)	1 Hr Factors of Sucess (0-6)	2 HR (0-4)		
HR - Equity (-) (1-2) HR - Management (4-3) HR - Qualifications (4-3) Leadership vs Management (15-1)	1- Hr Concerns (0-7)			
HR (7-2)				
Management - Resource (14-6)				
Bologna Process - Co (3-1) Bologna Process - Cy (2-1) Bologna Process - Cy (2-1) Bologna Process - Op (9-3)	1 Bologna Process (0-5)	2 Context - Key Idea (0-8)		
Change - Context (18-5) Change - Culture (6-2) Change - Resistence (13-3) University - Past vs future (4-4)	1 Change (0-5)			
Change - Context (18-5) Context - Personal Interests (5-4) Context - Students'Interests (1-3) University - Past vs future (4-4) University vs Polytechnic (1-3)	1 - Context (0-6)			

LEVEL 0	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
Image - International (1-3) Internationalization - Research (5-3) DMP - International BENCH (15-3) Internationalization T&L (5-3)	1-Internationalization (0-5)		3 Stakeholders(0-6)	
Assessment (17-5) Quality - Research (4-2) Quality - Service Provision (1-3) Quality - T & L (4-2)	1-Quality (0-6)			
Context - Students' (1-3)				
DMP CC - Stakeholder importance (-) (2-2) DMP CC - Stakeholder importance (+) (3-3)	1-DMP CC- Stakeholders (0-4)	2 DMP - Stakeholders (0-5)		
DMP CD - Stakeholder importance (-) (2-2) DMP CD - Stakeholder importance (+) (13-2)	1- DMP CD Stakeholder (0-4)			
Academic vs Stakeholders (2-2) DMP - Stakeholders - auscultation (19-6)				
Values - Institution (27-8) Stakeholders (12-9) Stakeholders - Alumn (3-3) Values - Notabilis (4-4)				
Mission - Research (8-6) Mission - Service Provision (2-2) Mission - T & L - (9-6)	1- Mission Essence (0-7)		3 University Mission(0-3)	
Mission - Research (8-6) Mission CC - T & L (4-2)	1- Mission CC 0-4)	2 Mission - University Managers(0-4)		
Mission CD (2-2) Mission CD - Essence (1-1) Mission CD - Research (4-3) Mission CD - Service Provision (5-2) Mission CD - T & L (3-2)	1- Mission CD (0-7)			
Mission OI - Research (1-2) Mission OI - Service Provision (2-3) Mission OI - Service Provision Public (3-6)	1- Mission R (0-5)			
Mission - Complexity (1-1) Academic vs Managers (8-2) Academic vs Staff (3-2) Academic vs Stakehol (2-2) Conflict of Interest (10-4) University vs Polytechnic (1-3)	1 Academic Tensions (0-6)	2 Academic Key-Ideas (0-4)		
Values - Academic Spirit (10-6) Values - Academic Spirit-W (1-1)	1 Academic Values (0-4)			
HR - Involvement (13-16) Information - Research (5-3) Mission - Research (8-6) Mission CD - Research (4-3) Mission OI - Research (1-2) Quality - Research (4-2) Image - Research (2-3) Internationalization Research (5-3)	1- Research (1-11)			
Information - Service Provision (2-2) Mission CD - Service Provision (5-2) Mission - Service Provision (2-2) Mission OI - Service Provision (2-3) Quality - Service Provision (1-3) DMP - Service Provision (1-2) Image - Service Provision (1-6)	1- Service Provision (0-9)			

LEVEL 0	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
Legality (18-8) Norms (1-4) Pragmatic Issues (4-2) Rules (9-6)	1- Support Services (0-5)	2- Activities (0-5)		
Mission - T & L (1-1) Mission CC - T & L (4-2) Mission CD - T & L (3-2) Information - T & L (8-2) Quality - T & L (4-2) Image - T & L (2-2) Internationalization T&L (5-3) Stakeholders (12-9) Students (5-4)	1- T&L (1-11)			
Research - Critical (25-4) Service Provision (5-1) T & L - Critical Variables (31-3)	1 Activities - Critical Variables (0-5)			
DMP CC - Critical Variables (21-6) DMP CD - Critical Variables (29-8) DMP OI - Critical Variables (11-2)	1- DMP U Manager Critical Variables (0-5)	2 Critical Variables (0-8)		
Image - Alumni (1-2) Image - Internationanal Research (1-3) Image - Prestige (10-2) Image - Research (2-3) Image - Service Provision (1-6) Image - T & L (2-2)	1 IMAGEM (0-7)			
HR - Involvement (13-16) HR - Motivation (4-4) Qualifications (3-2)	1 Hr Factors of Sucess (0-6)			
Decision CC - Factors of Sucess (8-4) Decision CD - Factors of Sucess (8-4) Decision OI - Factors of Sucess (3-1)	1- Decision Factors of Sucess (0-5)			
Research - Critical (25-4) Service Provision (5-1) T & L - Critical Variables (31-3)	1 Activities - Critical Variables (0-5)			
Decision CC - Factor of Acceptance (8-4) Decision CD - Factor of influence (8-4)				
DMP - Collegial (15-16) DMP - Collegial - Structure Organization (4-3)	1-DMP CC- Collegial (0-4)	2 DMP - Collegial (0-6)		
DMP CD - Collegial (11-1) DMP CD - Consensus (-) (2-3) DMP CD - Consensus (+) (12-5)	1-DMP CD - Collegial (0-5)			
DMP - Collegial (15-16) DMP - Collegial - Rationality (4-3) DMP - Collegial - Representativity (15-3)				
DMP CC - Information importance (1-4) DMP CC - Information Unavailality (4-2) DMP CC - Informed Decicion (9-4)	1-DMP CC- Information (0-5)	2 DSS - Information(0-3)		
Information - Research (5-3) Information - Service Provision (2-2) Information - T & L (8-2)	1- Information Activities (0-5)			
Information - Circulation channels -Formal (6-1) Information - Circulation channels - Informal (14-2) Information -Circulation channels - Organization (14-6)	1- Information channels (0-5)			

LEVEL 0	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
Decision-maker CD - Characteristics (8-2) Manager - Personality (7-3) Manager CC - Experience (3-2) Manager CD - Experience (4-4) Manager CD - Needed (1-2) Manager CD - Ways of Learning (1-3)	1- Manager Profile (0-8)	2 Manager (0,4)		
Manager - Skills (11-2) Manager CC - Skills (6-3) Manager CD - Skills (9-3) Manager CD - Training (1-3)	1- Manager Skills (0-5)			
Manager - Personalitity (7-3) Manager - Skills (11-2)				
Manager CC - Experience (3-2) Manager CC - Skills (6-3)	1-Manager cc (0-5)	2 Manager (who?) (0-3)		
Manager CD - Experience (4-4) Manager CD - Needed (1-2) Manager CD - Skills (9-3) Manager CD - Training (1-3)	1-Manager cd (0-7)			
DMP OI - Actors (4-3)				
Power CC - Decisions delegation (5-3) Power CC - Delegation conditions (6-1)	1- Power cc delegation (0-4)	2 Power Delegation(0-3)		
Power CD - Delegation (26-3) Power CD - Delegation- computers (3-1) Power CD - Delegation conditions (6-1) Power CD - Non Delegated (1-1)	1- Power cd delegation (0-6)			
Power OI - Delegation (3-2)	1- Power R delegation (0-3)			
Values - Academic Spirit (10-6) Values - Academic Spirit-W (1-1)	1 Academic Values (0-4)	2 Values (0-8)		
Values - Faculty (8-5) Values - Institution (27-8)	1 Institutional Values (0-4)			
Principles (2-2) Values - Individual (2-3) Values - Notabilis (4-4)				
DMP - Research (3-2) DMP - Service Provision (1-2) DMP - T & L (5-1)	1 DMP Activities (0-3)			
Institutional Relations (-) (3-2) Institutional Relations (+) (7-3)	1- Institutional Relations (0-3)			
Management Model - HeadFigure* (17-1) Management Model - HeadFigure* duration of Mandate Management Model - HeadFigure* Motivation (1-1) Management Model - HeadFigure* Strong Points (2-1) Management Model - Ways of choosing HeadFigure* (	1-Management Model* Head Figure (0-6)			
Management Model - Top Bodies* (5-3)	1-Management Model*Top Bodies (0-4)			
Management Model - Students Part.* (4-2) Stakeholders - Alumni (3-3) Students (5-4)	1- Students (0-3)			
DMP - Stakeholders - Auscultation (19-6) DMP CD - Listening to people (17-4) DMP CC - Listening to people (7-6) DMP OI - Listening to people (1-3) Leadership - Auscultation (7-2)	1- Listening to People (0-6)			
Competitiveness (11- 6)				
decision - Majority (6- 1)				
Ideas (5 - 1)				
Organization (- 3)				
Mission - T & L - Professionalization (1-1)				
Strategic Perspective (15 - 5)				

Appendix 6.3.a. Electronic Survey Guide - PPU Heads of Administration

A. Characterize your University according to the two dualities;

(Mark the number of the scale you consider appropriate with a circle)

New	1	2	3	4	5	Old
Encompassing activity	1	2	3	4	5	Specialized activity
Formal	1	2	3	4	5	Informal
International	1	2	3	4	5	National
Simple	1	2	3	4	5	Complex
Large	1	2	3	4	5	Small
Decentralized decision	1	2	3	4	5	Centralized decision
National	1	2	3	4	5	Local

B. Considering the following sentence:

"The organizational structure and governance model of Public Universities enclose some inadequacy when faced with the rhythm of change in Higher Education."

Please tick one of the boxes

I Agree ☐ I Disagree ☐

1. The reasons for why I agree are connected to:

The governance model requires improvement, being necessary to	T	F	NA
- adjust governance structures to obtain more efficiency	☐	☐	☐
- adjust the bodies' representation	☐	☐	☐
- integrate the perspective of external agents/stakeholder	☐	☐	☐
- integrate evaluation models in the governance processes	☐	☐	☐

- other improvements, such as _____

_____

_____

However, it is necessary to consider	T	F	NA
- the University's mission complexity	☐	☐	☐
- the respect for the governance collegiality principle	☐	☐	☐
- the respect for Faculties' representation	☐	☐	☐
- Students' participation in governance bodies	☐	☐	☐

- other _____

_____

_____

The reasons for why I disagree are connected to:

The governance model proves to be adequate, namely as regards	T	F	NA
- the University's mission complexity	☐	☐	☐
- the respect for the governance collegiality principle	☐	☐	☐
- the respect for Faculties' representation	☐	☐	☐
- students' participation in governance bodies	☐	☐	☐

- other _____

_____

_____

However, it is necessary to	T	F	NA
- adjust governance structures to obtain more efficiency	☐	☐	☐
- adjust the bodies' representation	☐	☐	☐
- integrate the perspective of external agents/stakeholder	☐	☐	☐
- integrate evaluation models in the governance processes	☐	☐	☐

- other improvements, such as _____

_____

_____

2. The reasons for why I agree are connected to:

The strategic decision process requires improvement because	T	F	NA
- the decision structure is complex (many hierarchies and/or many specializations)	☐	☐	☐
- the decision process is long	☐	☐	☐
- there are instability mechanisms (ex: electoral cycles for governance bodies)	☐	☐	☐
- there are limitations to leadership	☐	☐	☐
- decision-making has a bureaucratic context	☐	☐	☐
- strategic objectives have evolved	☐	☐	☐

- other improvements, such as _____

_____

_____

However, it is necessary to consider	T	F	NA
- the informal component enables the decision	☐	☐	☐
- leadership is effective	☐	☐	☐
- the institutional values of freedom and autonomy are respected	☐	☐	☐
- it is based on collegiality	☐	☐	☐

- other _____

_____

_____

The reasons for why I disagree are connected to:

The strategic decision process proves to be adequate because	T	F	NA
- the informal component enables the decision	☐	☐	☐
- leadership is effective	☐	☐	☐
- the institutional values of freedom and autonomy are respected	☐	☐	☐
- it is based on collegiality	☐	☐	☐

- other _____

_____

_____

However, it is necessary to	T	F	NA
- the decision structure is complex (many hierarchies and/or many specializations)	☐	☐	☐
- the decision process is long	☐	☐	☐
- there are instability mechanisms (ex: electoral cycles for governance bodies)	☐	☐	☐
- there are limitations to leadership	☐	☐	☐
- decision-making has a bureaucratic context	☐	☐	☐
- strategic objectives have evolved	☐	☐	☐

- other improvements, such as _____

_____

_____

3. The reasons for why I agree are connected to:

The decision and performance improvement support system must evolve	T	F	NA
- the information's organization is not guided towards activity management	☐	☐	☐
- Internal information circulation is difficult	☐	☐	☐
- The survey and information integration processes should improve with governance performance assessment	☐	☐	☐

- other improvements, such as _____

_____

_____

However, it is necessary to consider	T	F	NA
- valuing all information types	☐	☐	☐
- all information channels are very important	☐	☐	☐
- the balance between centralization and decentralization is important	☐	☐	☐
- the information levels are adequate for the decision levels	☐	☐	☐

- other _____

_____

_____

The reasons for why I disagree are connected to:

The decision and performance improvement support system are adequate because	T	F	NA
- all information types are valued	☐	☐	☐
- all information channels are very important	☐	☐	☐
- the balance between centralization and decentralization is important	☐	☐	☐
- the information levels are adequate for the decision levels	☐	☐	☐

- other _____

_____

_____

However, it is necessary to	T	F	NA
- the information's organization is not guided towards activity management	☐	☐	☐
- Internal information circulation is difficult	☐	☐	☐
- The survey and information integration processes should improve with governance performance assessment	☐	☐	☐

- other improvements, such as _____

_____

_____

C. In a Portuguese Public University the strategic decision and governance model

	Includes	Should include
- Explicit definition of mission	☐	☐
- Shared governance system	☐	☐
- Information Systems which support decision-making	☐	☐
- Decision monitoring	☐	☐
- Decision feed-back mechanisms	☐	☐
- Assessment and performance systems	☐	☐

Appendix 6.3.b. Statistic Analysis of the Survey - PPU Heads of Administration

STATISTICAL METHODOLOGY

Initially, a mere description of the results was done. At this stage, those statistical calculations are not relevant due to the small sample size.

However, whenever possible, for groups A and B was applied the chi-square variance test when trying to test the hypothesis that there was a difference in the percentage of obtained responses. This calculation was applied whenever there was no response homogeneity and when the expected frequency for each response was superior to 5 in more than 80% of the cells. Therefore, for responses in group A – University Characteristics – it was necessary to group options 1 and 2 as well as 4 and 5. In group C, the binominal calculations were applied, equivalent to the adjustment chi-square variance test, because the responses are dichotomous.

Later, group A's responses were analyzed by option of response. It was then possible to observe that there was no relationship between the way in which subjects consider or not the adequacy of a governance model and the organizational structure of the university regarding the University's Characterization. This relationship was evaluated by the dispersion of false and non-relevant responses given to Group B as they relate to the university characterization evaluated in group A because it was not possible to apply the chi-square test of independence given that more than 20% of the cells in each table of variable intersection contained expected frequencies superior to 5 while there was no response homogeneity.

The results were obtained through the use of SPSS (Statistical Package for Social Sciences) application, version 12.0.

SAMPLE

13 surveys protocols were received, although only 12 were completely or almost completely filled out. Therefore. The analysis was performed on 12 survey protocols, being that only 1 presented a response to a single question (2% of the protocol).

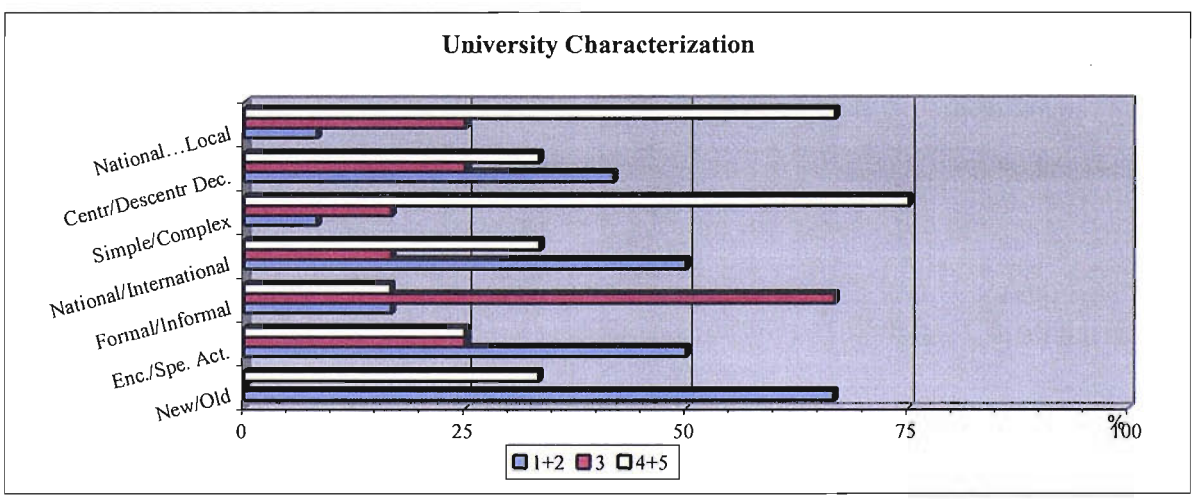
ANALYSIS OF RESULTS

University Characterization

The University is considered by the respondents as being new (66.6%), with an encompassing activity by 40% of respondents and specialized by 35%, not formal or informal (66.7%), more national (50%) than international (33.4%), complex (75%), being the decision making process centralized by 41.7% of respondents and decentralized by 33.3%, with a majority of 66.7% local and non-national (8.3%).

	1		2		3		4		5	
	n	%	n	%	n	%	n	%	n	%
New...Old	4	33.3	4	33.3	-	-	1	8.3	3	25.0
Encompassing... Specialized Act.	2	16.7	4	33.3	3	25.0	1	8.3	2	16.7
Formal...Informal	2	16.7	-	-	8	66.7	1	8.3	1	8.3
National...International	-	-	6	50.0	2	16.7	2	16.7	2	16.7
Simple...Complex	-	-	1	8.3	2	16.7	5	41.7	4	33.3
Centralized...descentralized Dec.	3	25.0	2	16.7	3	25.0	3	25.0	1	8.3
National...Local	-	-	1	8.3	3	25.0	6	50.0	2	16.7

The variance chi-square test was applied only to line a) "New ..... Old", because only here the expected frequency was superior to 5 in, at least 80% of the cells. Therefore, it can be verified that although the percentage of cases that consider the University as "new" (66.6%) is higher than that of respondents that consider it "old", because there are no responses in between ("3"), the difference is not statistically significant (chi-square (1) =1.33; P=0.248).



Organizational Structure and Governance Model

All the respondents agree with "The organizational structure and governance model of Public Universities enclose some inadequacy when faced with the rhythm of change in Higher Education".

- *The governance model requires improvement*

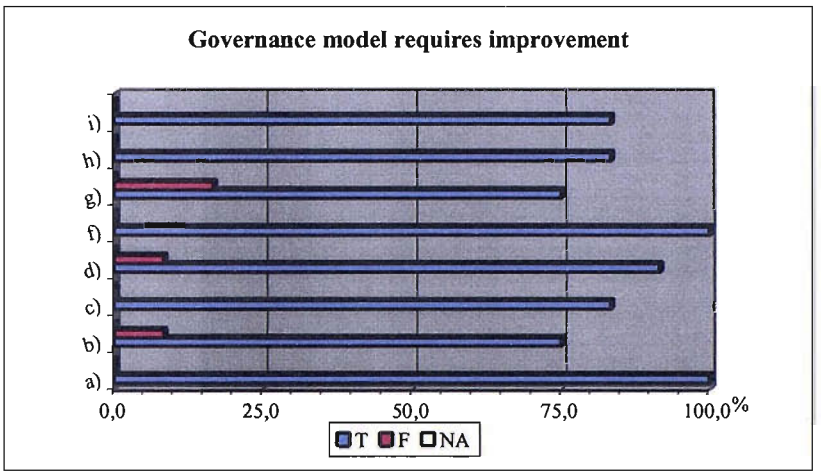
It was unanimous, for all 12 respondents, that it is necessary to improve governance structures in order to obtain greatest efficiency, while necessary to respect the complexity of the University's mission, according to the following:

	T		F		NA	
	N	%	n	%	n	%
I t is necessary to						
a) Adjust governance structures to obtain more efficiency	12	100	-	-	-	-
b) Adjust the bodies' representation	9	75.0	1	8.3	2	16.7
c) Integrate the perspective of external agents/stakeholder	10	83.3	-	-	2	16.7
d) Integrate evaluation models in the governance processes	11	91.7	1	8.3	-	-
e) Other improvements, such as	3*	25.0				
However, it is necessary to consider						
f) The University's mission complexity	12	100	-	-	-	-
g) The governance collegiality principle	9	75.0	2	16.7	1	8.3
h) Faculties' representation	10	83.3	-	-	2	16.7
i) Student participation in the governance bodies	10	83.3	-	-	2	16.7
j) Other	2**	16.7				

* **1** – Re-equate the level of decentralization of the Faculties.
2 – Change in institutional culture, beyond corporation and endogamy constrictions.
3 – Promote mechanisms of motivation/recognition of collaboration promoting everyone's involvement; management through performance objectives/evaluation.

** **1** – internal democratization and fair balance between academic freedom and global strategic vision
2 – student participation in all bodies – only with everyone's involvement is it possible to successfully follow and attain University defined policy.

In all remaining lines the great majority of cases considers true the suggested necessary changes, respecting the referred points, being statistically significant the difference between the number of cases that consider necessary to "Integrate the perspective of external agents/stakeholder" (chi-square (1)=5.33; p+0.021), "Integrate evaluation models in the governance processes" (chi-square (1) = 8.33; p=0.004), respecting "Faculties' representation" (chi square(1)=5.33; p=0.021) and "student participation in the governance bodies" (chi-square (1)=5.33; p=0.021). In all the remaining lines it is inappropriate to apply the statistical model.



- *Decision-making process requires improvement*

Of the 12 responses, the totality refers that the decision making process requires improvement, considering that the improvements are due to the evolving of the strategic objectives, although other responses were also considered by the majority of respondents, as follows:

	T		F		NA	
	n	%	n	%	n	%
Because						
a) The decision structure is complex	10	83.3	2	16.7	-	-
b) The decision process is long	11	91.7	1	8.3	-	-
c) There are instability mechanisms	7	58.3	2	16.7	3	25.0
d) There are limitations to leadership	11	91.7	-	-	1	8.3
e) decision-making has a bureaucratic context	11	91.7	-	-	1	8.3
f) Strategic objectives have evolved	12	100	-	-	-	-
g) Other improvements, such as	2*	16.7				
However, it is necessary to consider						
h) The informal component enables the decision	10	83.3	1	8.3	-	-
i) Leadership is effective	10	83.3	1	8.3	-	-
j) The institutional values of freedom and autonomy are respected	9	75.0	2	16.7	-	-
k) Collegiality is respected	10	83.3	1	8.3	-	-
l) Other	2**	16.7				

* **1** - Leadership building with separation of decision-making and defining bodies from the policies of the executive/management bodies

2 - Electoral cycles are necessary to promote change; however they should not be as short as to prevent instability and irresponsible behavior of the projects to follow

** **1** - Collegiality is not dogma therefore there can be non-collegial (executive) bodies

2 - The Institution's own and specific values must be preserved; manage the present while keeping the future in perspective.

It was possible to apply the chi-square variance test to lines a), b), d), e), h), I), j), k), even if obvious that the majority of respondents considers the process of decision-making requires improvement due

to instability mechanisms (58.3%).

For all the remaining reasons there is a verified significant statistical difference in the type of responses given, with the considered reason almost always true, or being necessary to consider the following options:

	Chi-square	p
a)	5.33(1)	0.021
b)	8.33(1)	0.004
d)	8.33(1)	0.004
e)	8.33(1)	0.004
h)	7.36 (1)	0.007
i)	7.36 (1)	0.007
j)	4.46 (1)	0.035
k)	7.36 (1)	0.007

	T	F	NA
a)	83,3	16,7	0,0
b)	91,7	8,3	0,0
c)	58,3	16,7	25,0
d)	91,7	0,0	8,3
e)	91,7	0,0	8,3
f)	100,0	0,0	0,0
h)	83,3	8,3	0,0
i)	83,3	8,3	0,0
j)	75,0	16,7	0,0
k)	83,3	8,3	0,0

- *The decision-making and performance system must improve*

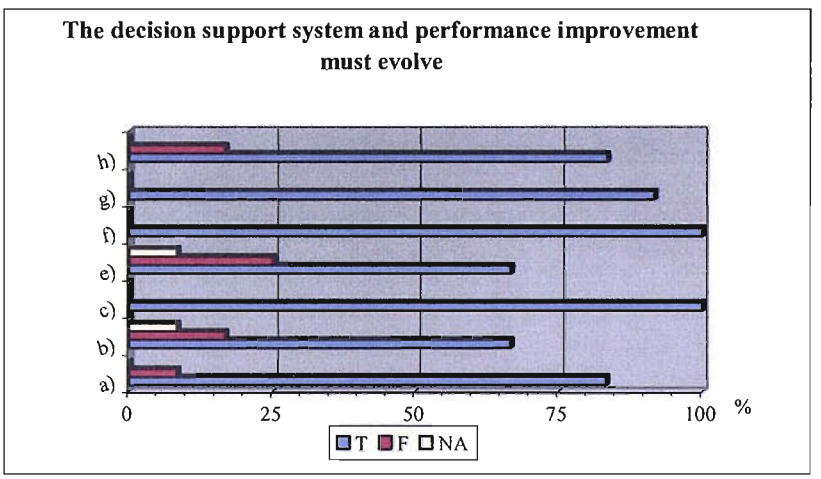
Only 10 respondents (83.3%) refer to the improvement of the decision-making and performance system, and only 11 responded to lines a), b) and g). Therefore, the totality of respondents must consider that the decision-making support system and performance improvement must evolve, otherwise they would not have answered the lines regarding this question.

	T		F		NA	
	N	%	N	%	n	%
Because						
a) The information's organization is not guided towards activity management	10	83.3	1	8.3	-	-
b) Internal information circulation is difficult	8	66.7	2	16.7	1	8.3
c) The survey and information integration processes should improve with governance performance assessment	12	100	-	-	-	-
d) Other improvements, such as	2*	16.7				
However, it is necessary to consider						

e) valuing all information types	8	66.7	3	25.0	1	8.3
f) all information channels are very important	12	100	-	-	-	-
g) the balance between centralization and decentralization is important	11	91.7	-	-	-	-
h) the information levels are adequate for the decision levels	10	83.3	2	16.7	-	-
i) Other	2**	16.7				

* - Staff and attitudes must be professionalized.
** - If worth is given to all types of relevant information or from relevant sources.
- Not all information is valuable and it must be selected and directed towards supporting decision-making.

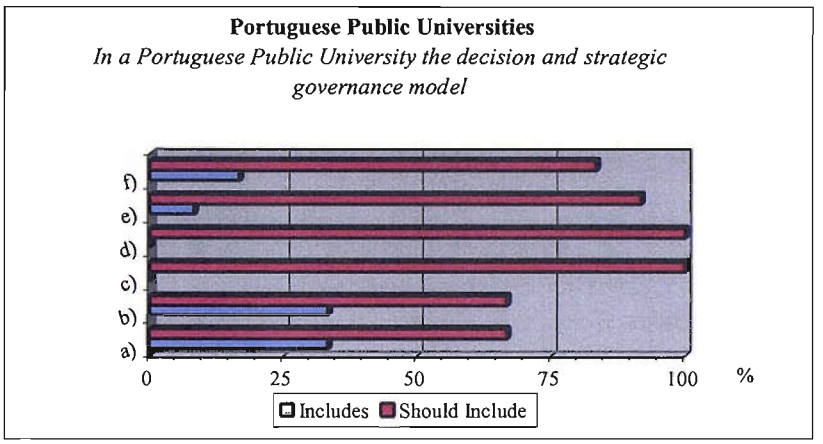
It is only appropriate to apply the chi-square variance test to lines a) and h), items where it is significantly superior the percentage of cases which consider support systems to decision-making and performance improvement because "information organization it is not geared towards activity management" (chi-square (1) = 7.36; p=0.007), and it is necessary to consider that "the information levels are adequate to the decision-making levels" (chi-square (1) = 5.33; p=0.021).



PORTUGUESE PUBLIC UNIVERSITIES

Survey respondents consider that, in a Portuguese Public University the decision-making and strategic governance model must encompass an explicit mission definition and a shared governance system, being that only 33.3% of the sample considers that the Portuguese Public Universities already encompass it. In these items, there was no statistically significant difference between the cases that do and do not encompass it.

The majority of respondents, in a significantly superior proportion consider the Portuguese Public Universities must include decision-making feedback mechanisms (91.7%; p=0.006) and performance evaluation systems (83.3%; p=0.039), although not in the immediate future.

No one considers that the Portuguese Public Universities include information systems to support decision-making and monitoring, but consider that they should.

	Includes		Should include		p
	N	%	n	%	
Explicit definition of mission	4	33.3	8	66.7	0.388
Shared governance system	4	33.3	8	66.7	0.388
Information Systems which support decision-making	-	-	12	100	-
Decision monitoring	-	-	12	100	-
Decision feed-back mechanisms	1	8.3	11	91.7	0.006
Assessment and performance systems	2	16.7	10	83.3	0.039