



LISBOA

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UNIVERSIDADE
DE LISBOA



Quality Manual | IQAS-ULisboa 2026

Quality Assurance and Evaluation Area

Technical Specifications

TITLE

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ACRONYMS AND ABBREVIATIONS

A3ES Agência de Avaliação e Acreditação do Ensino Superior	ISEG Instituto Superior de Economia e Gestão
ACEF Accreditation of Study Programme in Operation	ISO International Organization for Standardization
AMA Agência para a Modernização Administrativa	IST Instituto Superior Técnico
APQ Associação Portuguesa para a Qualidade	JBT Jardim Botânico Tropical
BEP Public Employment Exchange	MECI Ministério da Educação, Ciência e Inovação
B-ON Online Library	MUHNAC Museu Nacional de História Natural e da Ciência
CAF Common Evaluation Structure	NCE New Study Programme
CEDAR Centro de Atividade Física e Recreação	NP Portuguese Standard
CGD Caixa Geral de Depósitos	ODS Sustainable Development Goals
CU Curricular Unit	OECD Observatory of Scientific and Teaching Employment
DGAEP Direção-Geral da Administração e do Emprego Público	ORSIES Observatory of Social Responsibility and Higher Education Institutions
DGEEC Direção-Geral de Estatísticas da Educação e Ciência	OU Organic Unit
DGES Direção-Geral do Ensino Superior	PERA Special request for accreditation renewal
DL Decree-Law	PPR Plan for the Prevention of Corruption and Related Offences
DR Official Gazette	QAC-ULisboa Quality Assurance Council of the Universidade de Lisboa
ECDU University Teaching Career Statute	QAEA Quality Assurance and Evaluation Area of the Serviços Centrais de ULisboa
EEC External Evaluation Committee	QM Quality Manual
EFQM European Foundation for Quality Management	QM-ULisboa Quality Manual of the Universidade de Lisboa
ENQA European Association for Quality Assurance in Higher Education	QP Quality Plan
EQAR European Register of Quality Assurance for Higher Education	QP-ULisboa Quality Plan of the Universidade de Lisboa
ERP Integrated Resource Management System	QUAR Assessment and Accountability Framework
ESEL Escola Superior de Enfermagem de Lisboa	RAA Self-Assessment Report
ESG Standards and Guidelines for Quality Assurance in the Area of European Higher Education	RAIDES Research on the Register of Enrolled and Graduated Students in Higher Education, from the Direção-Geral de Estatísticas da Educação e Ciência
ESU European Students' Union	RCAAP Open Access Scientific Repositories of Portugal
EU European Union	R&D Research and Development
EUA European University Association	RENATES National Register of Theses and Dissertations, from the Direção-Geral de Estatísticas da Educação e Ciência
EULisboa Estádio Universitário de Lisboa	RIIND Network for Gender Equality, Inclusion and Non-Discrimination
EURASHE European Association of Institutions of Higher Education	RIQAS-ULisboa Regulations of the Integrated Quality Assurance System of the Universidade de Lisboa
FA Faculdade de Arquitetura	RJGDES Legal Regime of Higher Education Degrees and Diplomas
FBA Faculdade de Belas-Artes	RJIES Legal Regime of Higher Education Institutions
FC Faculdade de Ciências	SAS-ULisboa Serviços de Ação Social of the Universidade de Lisboa
FCT Fundação para a Ciência e a Tecnologia	SC-ULisboa Serviços Centrais of the Universidade de Lisboa
FD Faculdade de Direito	SEN Special Educational Needs
FF Faculdade de Farmácia	SIADAP Integrated system for management and performance evaluation in Public Administration
FL Faculdade de Letras	SIAES Information System of A3ES
FM Faculdade de Medicina	SIIC Integrated Scientific Information System
FMD Faculdade de Medicina Dentária	SP Study Programme
FMH Faculdade de Motricidade Humana	SPQ Portuguese Quality System
FMV Faculdade de Medicina Veterinária	TC Tribunal de Contas
FP Faculdade de Psicologia	TTC@ULisboa Centro de Transferência de Tecnologia e Valorização do Conhecimento da ULisboa
GEADAP Integrated Management of Public Administration Performance Evaluation	UCC University Coordination Council
HEI Higher Education Institution	ULisboa Universidade de Lisboa
ICS Instituto de Ciências Sociais	UN United Nations
IE Instituto de Educação	
IEESP Employment Survey in Public Higher Education	
IGEC Inspeção-Geral da Educação e Ciência	
IGOT Instituto de Geografia e Ordenamento do Território	
IICT Instituto de Investigação Científica Tropical	
INO@U Center of Excellence in Pedagogical Innovation of the Universidade de Lisboa	
IPQ Instituto Português da Qualidade	
IQAS Integrated Quality Assurance System	
IQAS-ULisboa Integrated Quality Assurance System of the Universidade de Lisboa	
ISA Instituto Superior de Agronomia	
ISCSP Instituto Superior de Ciências Sociais e Políticas	

1. Introduction

The Universidade de Lisboa Quality Manual (QM-ULisboa) defines the organisation, responsibilities and processes that establish the guiding principles for the development of the Universidade de Lisboa Integrated Quality Assurance System (IQAS-ULisboa), based on European best practices (Standards and Guidelines for Quality Assurance in the European Higher Education Area – ESG, 2015) and the References for IQAS in Higher Education Institutions, from the Agência de Avaliação e Acreditação do Ensino Superior (A3ES).

This manual aims to create the conditions for fulfilling the mission and objectives established for the Universidade de Lisboa (ULisboa) in the area of quality assurance. Its main objective is to create and implement a system common to all ULisboa Schools, based on the same general principles, without compromising the consolidation of quality systems already developed or to be developed by its Schools.

As defined in ESG 2015, quality assurance is understood to be a set of activities, part of a cycle of continuous improvement, which can provide information capable of assuring the institution and the public of the quality of its functioning (accountability) and, at the same time, leading to the production of recommendations for improvement (enhancement)¹. These activities help to generate a culture of quality within the institution, leading to greater confidence in its performance.

Furthermore, the quality assurance policy requires the active participation of all members of the academic community – teachers, researchers, students, administrative and technical staff – and strategic social partners – including public, business, non-governmental and associative entities, alumni, employers, among others. Stakeholders must collaborate in the processes of analysis, reflection and debate on the reality and future prospects of ULisboa, based on the identification of the challenges facing the University and its constituent entities, with the Rector being responsible for approving the quality policy.

This document constitutes the first revision of the ULisboa Quality Manual drawn up in 2021. Among other reasons, the revision is justified by the process of integrating the Escola Superior de Enfermagem (ESEL) into ULisboa, operated by Decree-Law No. 83/2024 of 31 October; the improvement of the integrated information system; the implementation of the Regulatory Compliance Programme; and the presentation of the Reference Control Map as an integral part of the manual.

¹ In the original terms, “at the heart of all quality assurance activities are the twin purposes of accountability and enhancement. Taken together, these create confidence in the performance of the higher education institution. A successfully implemented quality assurance system will provide information to assure the higher education institution and the public of the quality of the higher education institution’s activities (accountability) as well as provide advice and recommendations on how it might improve what it is doing (enhancement)” (ESG, 2015: 7).

1.1. Historical note

The implementation of the quality assurance system at ULisboa began even before its foundation. Both at the former Universidade de Lisboa (also known as the Universidade Clássica) and at the Universidade Técnica de Lisboa – the two entities that gave rise to ULisboa – quality assurance processes were part of the main management tools. In some cases, they were already quite formalised, both at the level of the Rectorates and some of their Schools.

In the ULisboa Statutes, approved in 2013, quality assessment and assurance were among the central elements. Article 5 stated that *the Universidade de Lisboa ensures the implementation of ongoing evaluation processes for its activities, units and services, in accordance with the law, in conjunction with the competent evaluation and accreditation bodies, and also through its own institutional mechanisms, in compliance with internationally recognised quality principles and criteria*².

In 2015, the IQAS-ULisboa Regulation (RIQAS-ULisboa) was published³. Its main objective was to continuously improve the quality of the Universidade de Lisboa by assessing the degree to which it fulfilled its mission through the application of criteria and performance indicators. This assessment was both internal – ensuring periodic self-assessment – and external – carried out by external entities such as A3ES. The regulation also defined the principles, instruments and organisation of the system. In 2022, the RIQAS-ULisboa was amended to extend the ULisboa Quality Assurance Council (QAC-ULisboa) to the Serviços Centrais of ULisboa (SC-ULisboa) and the Serviços de Ação Social da ULisboa (SAS-ULisboa), with these Services now having a seat on this Council.

During the first term of office of the first Rector of ULisboa (2013-2017), some of the constituent elements of the system were developed. In 2014, the first preliminary versions of the QM-ULisboa and the Quality Plan (QP-ULisboa) were drawn up, but they were not formally approved. In 2016, the members of the Quality Assurance Council (QAC-ULisboa) were appointed. This is an advisory body to the Rector, comprising teaching staff and researchers from all Schools, students, administrative and technical staff, and the Coordinator of the Quality Assurance and Evaluation Area⁴. In 2018, a new preliminary version of the QM-ULisboa was drawn up, which was also not formally approved.

The fact that ULisboa did not have an integrated information system common to all Schools at the beginning of its existence explained the delay in formalising IQAS-ULisboa. This situation meant that the system was not submitted to A3ES for certification at the time.

However, some of ULisboa's schools decided to move forward independently in developing their own IQASs. This happened first at the Instituto Superior Técnico (IST), which obtained certification for its system from A3ES in 2013. Subsequently, the Instituto Superior de Ciências Sociais e Políticas (ISCSP) and the Instituto Superior de

2 Statutes of the Universidade de Lisboa - Regulatory Order No. 5-A/2013 of April 19, amended: by Regulatory Order No. 14/2019, of May 10; by Regulatory Order No. 8/2020, of August 4; by Regulatory Order No. 7/2024, of March 21; by Regulatory Order No. 17/2024, of November 21 and by Regulatory Order No. 7/2025, of May 8.

3 Order No. 15622/2015, published in the Official Gazette, 2nd series, No. 253, of December 29, amended by Order No. 10167/2022, published in the Official Gazette, 2nd series, No. 159, of August 18, currently under review.

4 The composition of CGQ-ULisboa is, as of this date, that foreseen in Order No. 2865/2025, of March 3.

Economia e Gestão (ISEG) consolidated their systems and received A3ES certification in 2020 and 2021, respectively.

In 2021, the installation of a common academic management system for the University's 18 Schools – Fénix – was completed. This created the conditions for ULisboa to finalise the formalisation of its IQAS.

Given the diversity and autonomy of ULisboa Schools, as well as the progress made with the certification of IST, ISCSP and ISEG IQASs by A3ES, a common system was developed, based on the same general principles, but without compromising the autonomous systems already installed or to be installed. The learning that has taken place in recent years, whether resulting from initiatives by the University as a whole, from the most advanced Schools in this field, or through the application of benchmarking techniques, now ensures the existence of a solid and reliable system.

In 2022/2023, ULisboa underwent the A3ES institutional evaluation process and was accredited (unconditional favourable accreditation) by A3ES. The maturity of the IQAS was one of the reasons for full accreditation. In 2021, during the preparation period for this evaluation, the QM-ULisboa and QP-ULisboa, among other instruments, were prepared and approved.

Subsequently, as part of its continuous improvement efforts, ULisboa continued to develop the integrated information system. Noteworthy developments include the entry into production of some elements provided for in the Fénix Quality Assurance Module; and the implementation of an integrated system for scientific production management, known as SIIC (Integrated Scientific Research System), which allows scientific information to be recorded.

1.2. Approval, review and dissemination

According to RIQAS-ULisboa, QAC-ULisboa is responsible for drafting QM-ULisboa and the Rector is responsible for approving it (**Table 1**). QM-ULisboa is a dynamic document that must be reviewed with a view to continuous improvement. Each change to its content will result in the issuance of an updated version, which must be recorded in **Table 2**, which is an integral part of this document. The preparation and dissemination, through the ULisboa website, of the digital version of the QM-ULisboa is the responsibility of the Quality Assurance and Evaluation Area (QAEA).

Table 1 – Bodies responsible for the review/approval of QM-ULisboa | IQAS-ULisboa

Intervention	Position	Name	Period
Author	QAC- ULisboa	QAC-ULisboa	2013-2025
Validation	Vice-Reitor	Professor Doutor Eduardo Pereira	2013-2021
Validation	Vice-Reitor	Professor Doutor João Peixoto	2021-2025 / 2025-2029
Approval	Reitor	Professor Doutor António Cruz Serra	2013-2021
Approval	Reitor	Professor Doutor Luís Ferreira	2021-2025 / 2025-2029

Source: QAEA

Table 2 – Elaboration and revision of the QM-ULisboa | IQAS-ULisboa – History

Version	Date of Preparation	Validation Date	Approval Date	Stadium/Reason for Review
VP_01/2014	2014	-	-	1st Preliminary Version
VP_02/2018	2018	-	-	2nd Preliminary Version
VF_01/2021	26.11.2021	21.12.2021	07.03.2022	1st Final Version
VR_01/2026	October 2025	30.01.2026	18.02.2026	1st Revision

Source: QAEA

QM-ULisboa is advertised on the ULisboa website in order to raise awareness of the IQAS-ULisboa organisation, both internally and externally.

1.3. Scope and structure

In accordance with the provisions of RIQAS-ULisboa, QM-ULisboa establishes the organisation of quality promotion and management processes. It therefore focuses on organisational practices that guarantee and improve the quality of the institution's functioning, defining the IQAS-ULisboa and specifying the responsibilities of the different agents involved, as well as the main processes and indicators that serve as the basis for strategic decision-making. It also highlights the objectives and actions that should be promoted in order to meet quality standards.

Also under the terms of RIQAS-ULisboa, QM-ULisboa is one of the instruments supporting the functioning of IQAS-ULisboa and cannot be dissociated from the others. QM-ULisboa is highly complementary to QP-ULisboa, where the main procedures and indicators are explained. The instruments defined for ULisboa also coexist with those defined by the Schools and Services within the scope of their respective IQASs.

The QM-ULisboa is structured as follows:

- Introduction, including reference to the historical and legal framework for the implementation of the system;
- Quality references adopted in the quality assurance process;
- Mission, vision and objectives of ULisboa;
- Organisational structure of ULisboa, with a description of the management bodies, services and their respective areas of competence;
- ULisboa quality policy;
- IQAS-ULisboa, with a description of the information and management systems, as well as the points of interface with the institutional management bodies;
- IQAS accreditation and certification;
- Evaluation and accreditation of study programmes;
- Quality assessment of research and development (R&D) units;
- Reference Control Map.

1.4. Legislation and framework

The QM-ULisboa was developed based on the requirements set out in the legislation and on the analyses and conclusions of the working documents specified in **Table 3**.

Table 3 - Legislation and other supporting documents for QM-ULisboa | IQAS-ULisboa

Legislation and other documents	Subject
Legal Framework for Higher Education Institutions, Law No. 62/2007, of 10 September, amended by Law No. 36/2021; by Decree-Law No. 10/2023; and by Law No. 16/2023.	Regulates the organisation of Higher Education Institutions.
Legal Framework for Higher Education Degrees and Diplomas (RJGDES), Decree-Law No. 74/2006, amended by Decree-Law No. 107/2008; Decree-Law No. 230/2009; Declaration of Rectification No. 81/2009; Decree-Law No. 115/2013; Decree-Law No. 63/2016; Decree-Law No. 65/2018; Decree-Law No. 27/2021; Decree-Law No. 13/2022.	Regulates the awarding of degrees and diplomas in higher education and establishes the rules for their accreditation.
Legal Framework for the Evaluation of Higher Education, Law No. 38/2007, of 16 August, amended by Law No. 94/2019.	Establishes the quality assessment system for higher education.
Decree-Law No. 369/2007, of 5 November.	Establishes the Agência de Avaliação e Acreditação do Ensino Superior – A3ES and approves its Statutes.
DL No. 109-E/2021, of 9 December	Creates the National Anti-Corruption Mechanism and establishes the general regime for the prevention of corruption (RGPC)
Normative Order No. 5-A/2013 of 19 April, amended: by Normative Order No. 14/2019 of 10 May; by Normative Order No. 8/2020 of 4 August; by Normative Order No. 7/2024, of 21 March; by Normative Order No. 17/2024, of 21 November; and by Normative Order No. 7/2025, of 8 May.	Statutes of ULisboa.
Order No. 15622/2015, of 29 December. This order was amended by Order No. 10167/2022, published in the Official Gazette, 2nd series, No. 159, of 18 August.	Establishes the foundations of the Integrated Quality Assurance System of the Universidade de Lisboa (IQAS-ULisboa), defining its objectives, organisation and instruments of action.
Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), Brussels, 2015.	International guidelines for quality assurance in higher education.
A3ES, References for Internal Quality Assurance Systems in Higher Education Institutions (adapted to ESG 2015), 2016.	Defines the references for IQASs in Higher Education Institutions.
A3ES, Audit Process Manual, V 1.4, January 2020.	IQAS Audit Manual for Higher Education Institutions, published by A3ES.
Guidelines for Preparing the 2022 Institutional Self-Assessment Report	A3ES IQAS Self-Assessment Guide
Institutional Evaluation Manual for Higher Education 2022	A3ES Manual

Source: QAEA

2. Quality References

The Quality References provide a framework for the development of IQAS-ULisboa. These standards form the basis used by assessment institutions in applying audit criteria for the accreditation of IQAS at academic institutions. Thus, the development of the IQAS-ULisboa took into account, in particular, the ESG 2015⁵ and *the Standards for IQAS in Higher Education Institutions* of the A3ES.

The ESG 2015 were adopted in 2015 by the ministers responsible for higher education in the European Higher Education Area, based on a proposal from the European Association for Quality Assurance in Higher Education (ENQA), in collaboration with the European Students' Union (ESU), the European Association of Institutions in Higher Education (EURASHE) and the European University Association (EUA). The principles defined were as follows:

- Quality assurance policy
- Programme design and approval
- Student-centred learning, teaching and assessment
- Student admission, progression, recognition and certification (award of degrees) by institutions
- Teaching staff
- Resources dedicated to teaching and student support
- Information management
- Public information
- Ongoing monitoring and periodic review of programmes
- Periodic external quality assessment⁶.

In turn, in the *Reference Frameworks for IQAS in Higher Education Institutions*, A3ES adopted a broader set of principles which, in line with the ESG 2015, are developed around five vectors:

- Quality assurance policy;
- Core processes of the institutional mission – teaching and learning, research and development, inter-institutional and community collaboration, internationalisation;
- Management of human resources, material resources and support services;
- Management and dissemination of information;
- Periodic external evaluation.

⁵ Available at https://www.enqa.eu/wp-content/uploads/2015/11/ESG_2015.pdf

⁶ In the original terms: “Policy for quality assurance; Design and approval of programs; Student-centered learning, teaching and assessment; Student admission, progression, recognition and certification; Teaching staff; Learning resources and student support; Information management; Public information; On-going monitoring and periodic review of programs; Cyclical external quality assurance” (ESG, 2015).

Breaking down these vectors, A3ES arrives at 13 references, shown in **Table 4**.

Table 4 – A3ES Vectors and References

Vector	Reference
I – Quality assurance policy	1. Adoption of a policy for quality assurance and pursuit of quality objectives
II – Core processes of the institutional mission	2. Design and approval of the educational programmes 3. Student-centred teaching, learning and assessment 4. Student admission, progression, recognition and certification 5. Continuous monitoring and periodic review of courses 6. Research and development 7. Inter-institutional collaboration and collaboration with the community 8. Internationalisation
III – Management of human resources, material resources and support services	9. Human resources 10. Material resources and services
IV – Management and publication of information	11. Information management 12. Public information
V – Periodic external evaluation	13. Cyclical nature of external quality assurance

Source: A3ES

The 13 references used by A3ES thus include and reinterpret the 10 defined in ESG 2015, adding those relating to Research and Development (R&D), Interinstitutional and Community Collaboration, and Internationalisation. With regard to the references relating to Human Resources, Material Resources and Support Services, A3ES generalises them, no longer considering them solely within the restricted scope of teaching.

A3ES presents these references in detail. For each one, the main objectives are indicated and the actions that institutions must take to achieve them are listed.

ULisboa has chosen to consider the 13 references adopted by A3ES. Below is a brief summary of the objectives of each one.

1. Adoption of a policy for quality assurance and pursuit of quality objectives

This reference seeks to assess whether ULisboa has consolidated a culture of quality, supported by a formally defined and publicly available quality policy and objectives. In this regard, it assesses whether the University has prepared, formally approved and published documentation expressing its institutional policy and objectives for quality.

2. Design and approval of educational programmes

This reference assesses whether ULisboa has processes in place for the design and approval of its educational programmes, ensuring that the programmes taught are designed based on objectives aligned with the institutional strategy in this area. This assessment should cover any cycle of studies, whether or not it leads to an academic degree.

3. Student-centred teaching, learning and assessment

ULisboa must ensure that teaching encourages active student participation and that teaching methodologies and assessment objectives are consistent with the educational student-centred objectives.

4. Student admission, progression, recognition and certification

This framework focuses on aspects related to student admission, progression, recognition and certification. The assessment of procedures related to ULisboa's certification of education obtained in other fields or institutions should also be considered.

5. Continuous monitoring and periodic review of courses

ULisboa shall monitor and periodically review its educational offerings, as well as their suitability and continuous improvement.

6. Research and development

ULisboa must equip itself with mechanisms to promote, evaluate, and develop scientific, technological, cultural, and artistic activity integrated into its institutional mission.

7. Interinstitutional and community collaboration

ULisboa must equip itself with mechanisms to promote, evaluate, and develop interinstitutional and community collaboration.

8. Internationalisation

ULisboa shall promote, evaluate and develop its international cooperation activities, placing particular emphasis on Europe and Portuguese-speaking countries and communities.

9. Human resources

In higher education, the quality and motivation of human resources is fundamental to the success of institutions. It is necessary to ensure that recruitment, assessment, training and promotion processes promote the improvement of the quality of work of teachers, researchers and administrative and technical staff. It is also necessary to ensure a sustainable human capital management policy, avoiding excessive ageing, allowing openness to younger people and also avoiding gaps in certain areas or scientific fields.

10. Material resources and services

ULisboa must ensure that the material resources and services available to support the various activities are appropriate, and must have mechanisms in place to monitor their suitability and continuous improvement. Their use must guarantee the current and future sustainability of the University.

11. Information management

ULisboa must equip itself with an integrated information system, as well as mechanisms that enable the collection, analysis and use of results for the effective management of its various areas of activity.

12. Public information

ULisboa shall regularly publish up-to-date, impartial and objective information, both quantitative and qualitative, on the various aspects of its mission. This practice, in addition to stemming from the public nature of the University, is an important tool for disseminating the activities carried out at ULisboa.

13. Cyclical nature of external quality assurance

ULisboa is periodically evaluated by external entities. External evaluation promotes the quality of the activities carried out, verifies the effectiveness of the IQAS, acts as a catalyst for improvement, and can offer new perspectives to the institution. This cyclical evaluation covers the different areas of activity.

IQAS-ULisboa is an important mechanism for supporting internal and external evaluation processes, as well as for integrating the quality improvements induced by these evaluation processes.

3. Mission, vision and objectives of ULisboa

The Statutes of ULisboa define its mission *as being an institution of education and science, based on the creation, transmission and social and economic enhancement of knowledge and culture, committed to the progress of society.*

ULisboa's vision is *to be recognised as one of the leading universities in Europe and worldwide, offering excellent study and working conditions and attracting outstanding students, lecturers, researchers, and technical and administrative staff. We see the Universidade de Lisboa as a strong, diverse, democratic and cohesive university, covering all fields of knowledge, promoting interdisciplinarity, cooperation and links with society*⁷.

According to the Statutes, ULisboa's responsibilities are:

- a) To provide higher education in bachelor's, master's and doctoral programmes, as well as in specialisation and lifelong learning courses and activities;*
- b) Conduct high-level scientific research, promoting the dissemination of its results, the social and economic valorisation of knowledge, namely technology transfer, as well as support for the definition of public policies and innovation;*
- c) Promote the Portuguese language and culture, both nationally and internationally;*
- d) Ensuring the provision of services to society and contributing to the social and economic development of the country, namely through collaboration with public, business, non-governmental and associative entities;*
- e) Promote public understanding of the arts, culture and knowledge through scientific dissemination activities, heritage preservation and the enhancement of museums;*
- f) Promote the quality of life and work of students, in particular through social action and programmes for integration into working life, artistic, cultural and sporting activities, as well as conditions for the free exercise of student associations;*
- g) Develop processes of sustainability, respect for cultural and social diversity, and intergenerational responsibility;*
- h) To provide personal and professional fulfilment for its employees and ensure the best conditions for their training and qualification;*
- i) Promote internationalisation and cultural, scientific and technological cooperation through the establishment of partnerships and the mobility of members of its academic community;*
- j) Provide scientific and technical support for the implementation of cooperation policies in the field of tropical scientific research;*
- k) To sponsor the connection of former students of the Universidade de Lisboa, the Universidade Técnica de*

⁷ In the Strategic Plan of ULisboa (2023-2027).

Lisboa, and the Escola Superior de Enfermagem de Lisboa, and their predecessors, to their new alma mater, as well as the participation of other personalities and entities in the strategic development of the University;

l) Deepen the relationship with the city, contributing to enriching its cultural, artistic, scientific and social life and to projecting the name of Lisbon throughout the world.

ULisboa presents the following strategic objectives, organised according to pillars, axes and resources, as set out in ULisboa's Strategic Plan for the period 2023-2027 (**Table 5**):

Table 5 – Pillars, Axes, Resources, and Strategic Objectives

Pillars	Strategic Objectives
Teaching	Promote innovation and quality in teaching Attract and retain the best national and international students Combat school failure and dropout rates Promote cooperation between schools and with other institutions Promote the employability of ULisboa students
Research	Promote research excellence Reward and disseminate scientific quality Increase attractiveness and strengthen national and international cooperation Encourage and support applications to competitive programmes
Innovation and knowledge enhancement	Enhance the economic and social value of knowledge Create a culture of innovation
Axes	Strategic Objectives
Action and Social Responsibility	Streamline and increase social responsibility actions at ULisboa
Communication	Developing an effective integrated communication strategy at ULisboa
Scientific Dissemination and Culture	Promote scientific dissemination to the general public Promote culture and cultural and artistic dissemination
Internationalisation	Strengthening international competitiveness
Multidisciplinarity	Promoting multi/trans/interdisciplinary approaches at ULisboa
Well-being	Ensuring the health and well-being of the ULisboa community Promoting sporting activities at the University Promoting the quality of life of the academic community
Sustainability	Promote teaching and research related to sustainability Promote practices and behaviours that promote sustainability
Resources	Strategic Objectives
Human Resources	Renewing the human resources framework Promoting the internationalisation of the human resources framework Maintaining and strengthening a high-quality human resources framework Promoting the qualification of ULisboa human resources
Organisation	Organise and innovate Improve the efficiency and effectiveness of services Strengthen management tools Optimise internal control mechanisms for budget execution Share best practices at ULisboa
Infrastructure	Improving the quality of infrastructure serving ULisboa
Financial Resources	Increase available financial resources by diversifying funding sources Promote the financial sustainability of ULisboa

Source: ULisboa Strategic Plan 2023–2027

4. Organisational structure of ULisboa

Under its Statutes, ULisboa comprises Schools, Research Units and other units, structures and services. SAS-ULisboa is also considered a unit of the University. ULisboa also includes SC-ULisboa, consisting of the Rectorate, the Colleges and the Specialised Units (Museums, IICT, Estádio Universitário de Lisboa and Pavilhão de Portugal).

ULisboa has governing bodies and advisory bodies that support and represent the academic community.

4.1. Schools, Research Units and Colleges

Schools are designated as *Faculdades*, *Institutos* or *Escolas Superiores*, depending on whether they are university or polytechnic in nature, and are Organic Units (OU) for teaching and research, with their own governing bodies. They are legal entities under public law, generally enjoying statutory, scientific, pedagogical, cultural, administrative, financial and patrimonial autonomy, under the terms provided for by law and in the Statutes of ULisboa.

The most recent change in this area was the integration of the Escola Superior de Enfermagem de Lisboa (ESEL) into ULisboa, implemented by Decree-Law No. 83/2024 of 31 October.

Following the completion of this integration process, ULisboa now comprises 19 Schools:

- *Faculdade de Arquitetura - Lisbon School of Architecture;*
- *Faculdade de Belas Artes - Faculty of Fine Arts;*
- *Faculdade de Ciências – Faculty of Sciences;*
- *Faculdade de Direito – Faculty of Law;*
- *Faculdade de Farmácia – Faculty of Pharmacy;*
- *Faculdade de Letras - School of Arts and Humanities;*
- *Faculdade de Medicina - Faculty of Medicine;*
- *Faculdade de Medicina Dentária - Faculty of Dental Medicine;*
- *Faculdade de Medicina Veterinária - Faculty of Veterinary Medicine;*
- *Faculdade de Motricidade Humana - Faculty of Human Kinetics;*
- *Faculdade de Psicologia - Faculty of Psychology;*
- *Instituto de Ciências Sociais - Institute of Social Sciences;*
- *Instituto de Educação - Institute of Education;*
- *Instituto de Geografia e Ordenamento do Território - Institute of Geography and Spatial Planning;*
- *Instituto Superior de Agronomia - School of Agriculture;*
- *Instituto Superior de Ciências Sociais e Políticas - School of Social and Political Sciences;*
- *Instituto Superior de Economia e Gestão - Lisbon School of Economics & Management;*
- *Instituto Superior Técnico - IST Técnico Lisboa;*
- *Escola Superior de Enfermagem - Nursing School.*

Faculdades and *Institutos* have the following governing bodies: School Council; President or Director; Scientific Council and

Pedagogical Council. Given their administrative and financial autonomy, they also have a Management Council, with powers similar to those of the University Management Council. The powers of the Schools' governing bodies are defined by their respective statutes and by law.

The *Escola Superior de Enfermagem*, a polytechnic higher education institution, has the following governing bodies: School Council, President, Management Council, Technical-Scientific Council and Pedagogical Council, whose powers are set out in the ESEL Statutes⁸.

Research Units may, under the terms of the ULisboa Statutes and the Statutes of its Schools, adopt different organisational models and be endowed with their own governing bodies. In general, they are integrated into the National Scientific and Technological System and have been regularly evaluated by the Fundação para a Ciência e a Tecnologia (FCT).

The *Colleges* are cross-disciplinary units designed to strengthen internal cohesion, interdisciplinary and transdisciplinary cooperation, and greater efficiency in the use of human, material, and technological resources. Created by decision of the Rector, they are non-organic spaces that incorporate scientific research, technological innovation and teaching programmes, which necessarily involve teachers and researchers from various Schools.

To strengthen R&D ties, there are also *Networks*, also known as Interdisciplinary Thematic Networks, created to support ULisboa's strategic development axes, enabling its integration into international networks and European programmes.

4.2. Serviços Centrais: Reitoria and Specialised Units

The Reitoria is the central support service for the governance of ULisboa, responsible for ensuring its smooth running and providing support to the Schools in fulfilling their mission.

ULisboa also comprises a set of Specialised Units, either internal or with external cooperation, which provide services to the academic community and society, contributing to the preservation of heritage and public understanding of knowledge, culture and the arts. The Specialised Units currently in existence are as follows:

- Museums;
- Instituto de Investigação Científica Tropical (IICT);
- Estádio Universitário de Lisboa (EULisboa);
- Pavilhão de Portugal.

The museums include the Museu Nacional de História Natural e da Ciência (MUHNAC), the Jardim Botânico de Lisboa, the Jardim Botânico Tropical, and the Observatório Astronómico de Lisboa.

In order to ensure greater coordination and efficiency in the management of the services under the Rector's authority, these services, from the *Reitoria* and Specialised Units, have been grouped under a common management, called SC-ULisboa, which coordinates, organises and supports the entities that make up ULisboa, in the various areas of activity and support to the Rector, without prejudice to the powers of the governing bodies of the Schools themselves.

⁸ Approved by Order No. 11053/2025, published in the Official Gazette of the Union, 2nd series, on September 18.

4.3. Serviços de Ação Social

SAS-ULisboa are services dedicated to ensuring the functions of school social action and providing direct and indirect social support to the academic community of ULisboa and external entities. They have administrative and financial autonomy and are governed by their own statutes.

Direct support consists of awarding social action grants to students in financial need.

Indirect support consists mainly of providing food and accommodation services.

4.4. Bodies

The governing bodies of the University are:

- General Council;
- Rector;
- Management Council.

The University also has the following advisory bodies:

- Senate;
- University Coordination Council (UCC);
- Student Ombudsman;

And also a Supervisory Body:

- Sole Auditor.

The composition and powers of ULisboa's bodies are defined in the ULisboa Statutes.

As mentioned above, the Schools have their own governing bodies, defined in their respective statutes and in law.

4.5. ULisboa organisational chart

Figure 1 – ULisboa organisational chart



5. ULisboa Quality Policy

ULisboa attaches central importance to evaluation and quality assurance. According to its Statutes, ULisboa ensures *the implementation of ongoing evaluation processes for its activities, units and services, in accordance with the law, in conjunction with the competent evaluation and accreditation bodies, and also through its own institutional mechanisms, in compliance with internationally recognised quality principles and criteria*. In addition, *the results of the evaluation processes will be taken into account in the organisation and functioning of the University and its Schools, in the allocation of human and material resources, and in strategic decisions*⁹.

Quality assurance, namely the existence of systematic information gathering processes aimed at continuous improvement, has been a fundamental pillar of the strategic institutional development plans presented by the Rector at the beginning of each term of office.

IQAS-ULisboa has been regulated since 2015. It prioritises the following principles:

- a) *Addressing the diverse, complex and multidimensional reality of the University;*
- b) *Ensuring the integration of the different Quality Assurance Systems of the Schools into IQAS-ULisboa, while respecting the diversity and autonomy of the Schools;*
- c) *Encouraging the participation of all stakeholders — lecturers, researchers, students, administrative and technical staff;*
- d) *Being characterised by simplicity, consistency, stability and predictability, without prejudice to innovation and administrative modernisation of the system's management;*
- e) *Ensuring transparency and accountability;*
- f) *Ensure participation, collegiality, rigour and commitment in academic life;*
- g) *Promote the development of a culture of quality in the various areas of the University's activities.*

To these principles can be added the objective of contributing to the continuous improvement of the activities carried out at ULisboa.

IQAS-ULisboa brings together all the University's activities that contribute to ensuring the quality of the activities carried out and to fulfilling its mission, with the Rector being responsible for its implementation and management.

According to RIQAS-ULisboa, QAC-ULisboa was created to assist the Rector in this task, with advisory functions and the following responsibilities:

- a) *Promote the development of a culture of quality at ULisboa;*
- b) *Submit proposals for the management and monitoring of IQAS-ULisboa;*
- c) *Monitor the activities of the ULisboa Quality Assurance and Evaluation Area¹⁰;*

⁹ No. 1 and 2 of Article 5 of the Statutes of the Universidade de Lisboa.

¹⁰ Currently QAEEA, under the terms of article 21 of Order No. 2014/2020, of February 11.

- d) *Monitor internal and external assessment processes;*
- e) *Prepare and update the ULisboa Quality Manual and Plan and propose its approval to the competent bodies;*
- f) *Prepare good practice manuals and propose their approval to the competent bodies;*
- g) *Propose the revision of these Regulations.*

The steps taken since its foundation have been followed by a series of operational improvements, which today ensure the maturity of the system. The fact that ULisboa has been using the same common academic management system (Fénix) and Human and Financial Resources Management System (SAP) since 2021 was an important milestone that enabled the integrated collection and processing of ULisboa information, without prejudice to the specificities and autonomy of the Schools.

Currently, ULisboa has also implemented the Bibliographic Records Management System (Koha), which provides centralised access to the catalogues of all the Schools' libraries, and the Integrated Scientific Research System (SIIC), designed to record scientific information. The Fénix System Quality Assurance Module, developed to meet the information needs of the teaching-learning process, is currently under development.

6. ULisboa Integrated Quality Assurance System

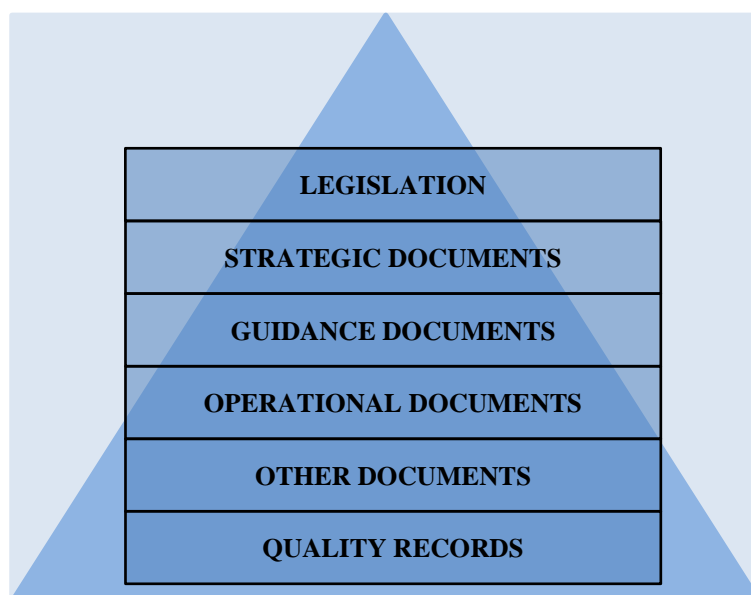
6.1. Organisation and documentation

ULisboa organises IQAS on two levels. Firstly, a process-based approach is adopted, identifying and managing the associated procedures, recognising the different activities that comprise them, as well as their actors, and defining the indicators that enable their development to be monitored. Based on the evolution of the values of these indicators and their assessment in relation to the objectives set out in the Strategic, Activity and Quality Plans, analysis and reflection mechanisms should be adopted to promote the continuous improvement of processes and the readjustment of plans.

Secondly, a perspective based on quality references is adopted. In this case, the objectives, actions to be promoted, responsible bodies or services, and related documents and/or activities are identified for each of the references. This analysis is carried out based on the Reference Control Map

The document architecture adopted in IQAS-ULisboa is shown in **Figure 2**.

Figure 2 – Documental architecture of IQAS-ULisboa



The most relevant legislation has been mentioned above (**Table 3**).

The strategic documents are the ULisboa Statutes, the Medium-Term Strategic Plan, and the Action Plan for the four-year term of the Rector.

- Quality Manual – defines the quality policy, describes the IQAS-ULisboa and establishes the architecture and general organisation of the quality management system;

- Quality Plan – defines, in detail, the stakeholders, processes and procedures necessary to assess and manage the quality of activities;
- Annual Activity Plan – establishes the main lines of action for ULisboa and its Schools for each year, as well as the respective budgetary impacts;
- Compliance Programme:
 - Corruption and Related Offences Risk Prevention Plan – identifies the main risks in the educational, scientific, research and administrative areas and determines the design of procedures with the aim of eliminating or mitigating them;
 - Code of Conduct and Good Practices – establishes the set of principles, values and rules of conduct for all managers and employees in matters of professional ethics, taking into account criminal laws relating to corruption and related offences and the risks of exposure of the entity to these crimes¹¹;
 - Training Programme – internal training for all managers and employees, so that they are aware of and understand the policies and procedures implemented to prevent corruption and related offences¹²;
 - Whistleblowing Channel – ULisboa has internal whistleblowing channels that follow up on reports of acts of corruption and related offences in accordance with the provisions of the legislation transposing Directive (EU) 2019/1937 of the European Parliament and of the Council of 23 October 2019 on the protection of persons who report breaches of Union law¹³.

Operational documents include:

- Regulations – regulate ULisboa's activities, either by adapting its operations to legal requirements or by defining the rules that certain programmes or internal activities must comply with;
- Procedure Manuals – when necessary, these bring together the procedures adopted by the different services, with a systematic description of the tasks involved in each process, including, where necessary, procedure description sheets; information notes, instructions, forms, reports resulting from the execution of the process and respective analysis and quality records that demonstrate compliance with the different procedures.

There are also other documents and records resulting from the collection of information at multiple levels that occurs regularly. These include, among others, course files, summary records, course reports, study programme reports, teaching reports, results of pedagogical surveys, research unit reports, performance evaluation reports and, when available, meta-evaluation reports on the quality system.

11 No. 1 of Article 7 of the RGPC.

12 No. 1 of Article 9 of the RGPC.

13 No. 1 of Article 8 of the RGPC.

6.2. Integrated information system

IQAS-ULisboa involves the continuous collection and analysis of information on the University's activities in order to match them with reliable indicators. The process is based on an information system that allows the consolidation of data relating to the quality references described at the beginning of this QM, assessing the degree of compliance with its objectives, the evolution of the different indicators and the possibilities for improvement.

ULisboa has four fully operational integrated information management systems. The first is the Fénix academic management system. The adaptation of this system to all Schools, which took several years and was completed in 2021, has enabled information to be collected and processed in an integrated and coordinated manner. Fénix is an information management system that integrates multiple documents and indicators related to academic activities, such as study programmes, curricular units, classes and summaries, grades and guidelines, pedagogical surveys, and others.

In 2022, development began on the *Quality Assurance Module for the Fénix Integrated Academic Management System*. Among other things, it contains the following elements:

- a) Course Reports – data on the characteristics and functioning of courses (teaching units), academic success, pedagogical surveys, and comments from course's coordinators;
- b) Study Programme Reports – data on the characteristics of study programmes, number and characteristics of enrolments, evolution of demand, academic performance, dropout rates, educational efficiency, characteristics of graduates, employability of graduates, internationalisation, class attendance, pedagogical surveys, comments and opinions from the coordinators of study programmes and the Pedagogical Council;
- c) Academic Year Performance Report.

One component of this module, the *Indicator Management Module*, is already in operation, providing access to a set of relevant indicators on teaching units and study programmes. There are also plans to create an automatic 'alert' system, which will flag situations with potential problems, which should then be examined by stakeholders with a view to improvement.

Although the data collected by Fénix only relates to teaching and learning – references 2 to 5 of A3ES – it is central to the construction of a robust quality system in a higher education institution such as ULisboa.

The second information system in operation is the Integrated Resource Management System (ERP), based on SAP technology, which is used in all ULisboa entities – Schools, Central Services and Social Action Services. This system facilitates the collection and integrated processing of information on human, financial, accounting, asset, logistics and sales resources. This data mainly concerns references 9 and 10 of A3ES.

The third is the Bibliographic Records Management System (Koha). This is a system that, since 2021, has enabled the centralised and uniform management of information from the bibliographic catalogues of all ULisboa Schools, as well as the Museu Nacional de História Natural e da Ciência. This has made it possible to access all existing bibliographic resources from a single point, while maintaining the identity and specificity of each School. This

system allows us to respond to several of the A3ES references, with emphasis on 6.

The fourth information system, known as ULisboa's Integrated Scientific Information System (SIIC), was fully implemented in 2024. Prior to its creation, the collection and processing of information on scientific output followed the procedures and used the indicators usually reported by research units to research promoters and funders, in particular the FCT.

The objective of SIIC is broader. It seeks to facilitate the processes of management, production and access to scientific information in real time, with the aim of providing a broad overview at various levels; identifying research networks; facilitating the measurement and analysis of scientific activity, namely the production of bibliometric indicators; generating greater efficiency in the preparation of activity reports and others; improve strategic decision-making mechanisms and the definition of R&D policies; and contribute to better science communication.

This system provides for coordination with international databases (such as ORCID, Web of Science and SCOPUS) and with the FCT (namely CIÊNCIAVITAE), so that scientific output relating to teachers and researchers can be imported. There may also be a link to Fénix, allowing for integrated management of advanced educational activities, to the ULisboa Repository (a collection of documents in digital format, bringing together the university's intellectual, academic and scientific output) and to the ULisboa Library System.

The data collected by SIIC now forms the main basis of A3ES reference 6, relating to research.

These integrated information systems do not exclude the use of other sources, nor do they prevent ULisboa's common reports and indicators from being supplemented with the collection and processing of other information specific to the Schools and other entities.

The basis for all information gathering for IQAS-ULisboa is therefore a set of processes that can be linked to the main quality references. This information allows for the construction of various indicators. Some of these elements are detailed in QP-ULisboa. The QM-ULisboa and QP-ULisboa indicate the procedures and indicators common to all Schools and services, with the remainder being the result of the autonomy and specificity of each entity.

6.3. Integrated management system

Another component of IQAS-ULisboa's operations is an integrated management system based on a *Reference Control Map* inspired by quality references. The generic model of this map is shown in **Table 6**.

Table 6 – Reference Control Map Template

Quality Vector Designation		
Designation of the Reference		
Description and objectives of the Reference Framework		
Actions to promote	Responsible bodies or services	Related documents and/or activities
Description of the action	<ul style="list-style-type: none"> Bodies /Services of Schools (...) Bodies/Services of SC-ULisboa and SAS-ULisboa (...) 	<ul style="list-style-type: none"> School Documents/Activities (...) Documents/Activities of SC-ULisboa and SAS-ULisboa (...)

Source: QAEA

This map identifies the various references, their objectives, the actions to be promoted, the bodies or services responsible for producing and processing information, and the related documents and/or activities. The list of quality vectors, references, objectives, and actions to be promoted are directly derived from the standards presented to A3ES for the organisation and auditing of quality systems¹⁴. It is up to the institution to define the bodies or services to be mobilised, as well as the documents and/or activities to be carried out.

The detailed version of the ULisboa *Reference Control Map* is presented as annex to this QM.

6.4. Relationship with Schools

The ULisboa Statutes define an institutional model based on the principles of autonomy and responsibility of the Schools. IQAS-ULisboa must therefore address both global and local levels, constituting a model that, in an integrated manner for the entire University, develops and replicates itself in the IQASs of the Schools, but also

¹⁴ For example, in the case of Reference 1 (Adoption of a policy for quality assurance and pursuit of quality objectives), A3ES indicates the following proposition as its objective: *The institution has consolidated a culture of quality, supported by a policy and formally defined and publicly available quality objectives. Then, it adds the actions that should be promoted: In this sense, the institution has prepared, formally approved, and published documentation expressing the institutional policy and objectives for quality, which includes, in particular:*

- *The institutional strategy for continuous quality improvement, translated into the pursuit of specific quality objectives, as an integral part of the institution's overall strategic management and a contribution to accountability;*
- *The organization of the quality assurance system, indicating the responsibilities of the different bodies and services in this field;*
- *The forms of involvement and responsibilities of students and other stakeholders (internal and external) in quality assurance processes;*
- *The ways to ensure academic integrity and vigilance against academic fraud and against any form of intolerance or discrimination in relation to students or teaching and non-teaching staff;*
- *The method of implementation, monitoring and review of the quality policy and its translation into an effective internal quality assurance system.*

feeds off them through fluid, easy and permanent communication.

Quality assessment involves the following components at each level:

- ULisboa: overall assessment of the University's activities, ensuring compliance with its mission and activity plan and defining references, key processes and general indicators;
- Schools, SC-ULisboa and SAS-ULisboa: assessment of activities carried out based on references and indicators, focusing on specific processes that take place at their level of operation.

Given the statutory principles of the University, as well as the varying degrees of consolidation of the quality systems of the different Schools, the overall IQAS does not compromise local autonomy: there is a common system, based on general rules and principles, but with specifications in each School, which may or may not take the form of their own IQASs previously certified by A3ES.

From a formal point of view, the QM-ULisboa should be adopted by the different Schools, SC-ULisboa and SAS-ULisboa. When there is an autonomous IQAS or intention to develop one, the QM-ULisboa should serve as a general framework for the QMs themselves. The same principle applies to QPs. When there is no autonomous IQAS, Schools may adopt ULisboa's QMs and QPs, introducing only their specificities. Given the autonomy of the Schools, the necessary adaptations to the various institutional frameworks must be made in all cases.

The Schools' QMs and QPs are thus developments of the corresponding ULisboa documents, adapted to the functions and specificities of each school. The QM includes the Reference Control Map, which is an integral part of it.

In all cases, these documents, as well as the Medium-Term Strategic Plan, the Action Plan for the term of office of the Director or President and the Service Procedure Manuals, are approved by the statutorily competent bodies.

6.5. Structures, powers and responsibilities

With regard to quality assurance, the senior management of ULisboa, represented by the Rector, has the following main responsibilities:

- defining and disseminating a quality policy;
- ensuring the implementation of IQAS;
- promoting the efficiency and effectiveness of management;
- ensuring the availability of resources;
- ensuring the commitment of all bodies and services to the implementation, maintenance and improvement of the IQAS.

According to the IQAS-ULisboa Regulations, the QAC-ULisboa, appointed by the Rector, is the advisory body responsible for presenting proposals for the management, monitoring, and improvement of the IQAS-ULisboa. After the completion of the ESEL integration process, this body will be composed of 19 professors/researchers,

proposed by each of the Schools; six students, proposed by the student members of the Committee on Pedagogical and Student Affairs of the Senate; a representative from SC-ULisboa; a representative from SAS-ULisboa; two members of the administrative and technical staff; and the person responsible for QA EA, who acts as secretary.

At the School level, there are structures responsible for the implementation and development of their respective IQASs. The Schools approve the regulations that define the structure and instruments necessary for the development of their respective systems.

The SC-ULisboa and SAS-ULisboa must apply the general principles of the IQAS-ULisboa to their particular operation.

In order to facilitate the integration between the common processes and procedures of the IQAS-ULisboa and the specific processes and procedures of the Schools, SC-ULisboa and SAS-ULisboa, there must be a regular channel of communication between the QA EA and the other entities.

In summary, the Schools, the SC-ULisboa, and the SAS-ULisboa promote, in conjunction with the QA EA and using their own mechanisms, self-assessment strategies and data collection and processing, with a view to the continuous improvement of the institution and the services provided to the community. These procedures must be aligned, at the level of general principles, with those generically defined for the University. The information collected by the Schools, SC-ULisboa, and SAS-ULisboa within the scope of quality management and assurance activities is an integral part of the IQAS-ULisboa.

ULisboa recognizes that the facts collected and the conclusions obtained through the analysis of data on different aspects related to quality references and their monitoring necessarily lead to decision proposals aimed at identifying the less positive aspects and defining effective solutions to the challenges faced by the Schools and the University.

Throughout these stages, particular attention must be paid to the coordination between IQAS-ULisboa and the management bodies, as well as to the participation of all agents involved in quality assurance processes. In the latter case, the mobilization of teachers, researchers, students, and administrative and technical staff is essential for the system's credibility.

The Rector and the Presidents/Directors of the Schools, the heads of SC-ULisboa and SAS-ULisboa, and QA C-ULisboa must periodically evaluate the form of inter- and intra-institutional coordination in conducting quality processes, in order to monitor and improve their functioning.

7. Accreditation and Certification of the IQAS

7.1. Institutional Accreditation by the Agência de Avaliação e Acreditação do Ensino Superior (A3ES)

In Portugal, the institutional evaluation of Higher Education Institutions (HEIs) is the responsibility of A3ES. This is a comprehensive evaluation process of the institutions, which includes, as one of its strongest components, the assessment of the quality of the implemented IQAS, as well as the quality of the activities carried out by the HEIs. This process is carried out every 6 years. Obtaining unconditional accreditation constitutes, in practice, an accreditation of the quality system, resulting in increased confidence and allowing for the simplification of the accreditation processes for the study programmes offered. As a consequence of this unconditional accreditation, the evaluation of study programmes in operation no longer requires a visit from the External Evaluation Committee (EEC), and, in the future, may become the responsibility of the HEIs.

ULisboa has already undergone two institutional evaluation processes, obtaining unconditional accreditation in both cases, the last one dating from the year 2022/2023 ([AINST/22/2200083](#)).

7.2. Certification by the Instituto Português da Qualidade (IPQ)

The Instituto Português da Qualidade is the National Standardization Body and the National Metrology Institution. It coordinates the Portuguese Quality System (SPQ) and other regulatory qualification systems conferred upon it by law¹⁵.

Below are listed some Quality Standards that ULisboa could consider implementing and that will allow it to enhance the added value of its activities:

- NP EN ISO 9001:2015/A1:2024 Quality management systems
- NP EN ISO 14001:2015/A1:2024 Environmental management systems
- NP ISO/IEC 20000-1:2018/A1:2024 Information technologies - Service management
- NP ISO 21001:2020/A1:2024 Educational/training organisations
- NP EN ISO 22000:2023/A1:2024 Food safety management systems
- NP ISO 30301:2020/A1:2024 Information and documentation - Management systems for archival documents
- NP ISO 35001:2021/A1:2024 Biological risk management for laboratories and other organisations
- NP ISO 37001:2018/A1:2024 Anti-corruption management systems
- NP EN ISO 37101:2024/A1:2024 Sustainable development in communities
- NP ISO 44001:2019/A1:2024 Collaborative business relationship management systems
- NP EN ISO 45001:2023/A1:2024 Occupational health and safety management systems
- NP EN ISO 50001:2019/A1:2024 Energy management systems

The implementation of internationally recognized quality standards strengthens the trust of customers, suppliers, and other stakeholders in the organization.

¹⁵ At <https://www.ipq.pt/>

8. Evaluation and Accreditation of Study Programmes

8.1. Accreditation of New Study Programmes (NCE)

External evaluation of Study Programmes (SP) is carried out by A3ES and is conducted in six-year cycles, that is, after the first prior accreditation carried out for the New Study Programmes (NCE), A3ES re-evaluates these SP, after the lapse of six years, with a view to their accreditation.

The SP evaluation process is based on the Self-Assessment Report (RAA) of the SP, prepared by the Schools, with supervision from the QAEA of the Reitoria. This RAA contains the information relevant to the evaluation process, which is carried out by an External Evaluation Committee (EEC), appointed by A3ES, which includes national and international experts. This EEC prepares a preliminary report proposing a decision on the evaluated SP.

For the registration of information regarding the evaluation and accreditation of SP, A3ES provides a computer system called SIA3ES. This system records all documents and information inherent to the evaluation and accreditation process, both by the HEI and A3ES, such as:

- Registration of the elements that characterize the SP and deliberations of the legally and statutorily competent bodies (minutes and decisions);
- Self-Assessment Report of the SP (the HEI must demonstrate scientific, pedagogical, technical, organizational, logistical, and financial aptitude to manage and deliver the NCE);
- Preliminary Report of the EEC;
- Decision on the Preliminary Report of the EEC;
- Final Report of the EEC, if a statement is presented;
- Intention of Decision of the Board of Directors:
 - Accreditation;
 - Conditional accreditation;
 - Non-accreditation.
- Decision to present an opinion by the Head of the HEI;
- Decision of the Board of Directors;
- Decision to file an appeal against the Board of Directors' decision;
- Board of Directors' decision (final).

The final decision on the accreditation of SPs is the responsibility of the Board of Directors of A3ES.

According to the Manual of Procedures for the Creation and Accreditation of New Study Programmes, after the

prior accreditation decision of a degree-granting NCE, A3ES sends the respective process to the Direção-Geral do Ensino Superior (DGES) for the purpose of registering the creation of the NCE.

Also according to the aforementioned Manual of Procedures, DGES sends the digitally signed registration form in Word format containing, as an attachment, the characterization, curricular structure and study plan registered, in order to be copied and attached to the creation order to be published in the 2nd series of the DR.

Following the publication of Ordinance 105/2024/1, of March 14, by DGES, the SP registration process began to be handled through an application called the Integrated and Modular Higher Education Management System (SIMGES). With this change, registration acts are no longer subject to the mandatory publication in the Official Gazette.

According to information contained on the DGES website, SIMGES is a model information system for DGES business areas, which interoperates with A3ES, DGEEC and Higher Education Institutions.

The following functionalities are available in SIMGES, among others:

- NCE registration (process initiated through automatic accreditation notification by A3ES)
- Change registration (still on a voluntary basis, given that the deadline stipulated in Ordinance No. 105/2024/1, of March 14, has been extended until November 1st). Note: the process for registering changes resulting from ACEF 22, and subsequent ones, submitted in the new SI A3ES, will already be automatically initiated in SIMGES through automatic notification of A3ES accreditation.
- Cease study programme.

8.2. Accreditation of Study Programmes in Operation (ACEF and PERA¹⁶)

A3ES provides the roadmap for self-assessment of Study Programmes in Operation (ACEF and PERA) 2023/2028:

<https://a3es.pt/wp-content/uploads/Guiao-para-a-autoavaliacao-de-ciclos-de-estudos-em-funcionamento-ACEF-e-PERA-2023-2028-.pdf>

A3ES also provides the roadmap for preparing the evaluation report of Study Programmes in Operation (ACEF and PERA) 2023/2028:

https://a3es.pt/wp-content/uploads/Guiao_Relatorio_Avaliacao_ACEF_PERA_2324_2829_PT.pdf

¹⁶ Special requests for accreditation renewal - apply to all study programmes whose accreditation renewal period is not aligned with the evaluation cycle of the scientific area in which it is included.

8.3. Special Request for Renewal of Accreditation of Non-Aligned Study Programmes (PERA)

In these cases, the Schools request an extension of the accreditation period from A3ES by submitting the PERA roadmap to SIA3ES within the deadlines defined by A3ES, in order to align the accreditation of the SP with the evaluation year of its scientific area.

The evaluation processes that lead to the accreditation or renewal of the accreditation of SPs are managed through an A3ES platform called the A3ES Information System (SIAES): <https://si.a3es.pt/sia3es/page>.

8.4. Quality Assurance of Study Programmes

Regarding NCEs (New Study Programmes), evaluation and accreditation fulfils the objective of ensuring that the NCE is in a condition to be launched and become operational.

The evaluation and accreditation of SPs fulfils the objective of ensuring, as a rule, every six years, that the CEF is in a condition to continue being taught. However, for the SP to be accredited, HEIs must create and develop IQAS that monitor, in particular, the functioning of the SPs, tracking how they are being taught and how the teaching fulfils its objectives according to the defined programmes.

Thus, within the scope of Quality Assurance, the Schools of ULisboa develop various instruments to validate the quality level of the teaching programmes. Some of the instruments used are:

Table 7 – Quality Assurance References and Instruments

References	Tools
1. Adoption of a policy for quality assurance and pursuit of quality objectives	<ul style="list-style-type: none"> • Culture of Quality; • Quality Policy; • Quality Manual.
2. Design and approval of the educational offer	<ul style="list-style-type: none"> • Pedagogical Surveys; • Employability Surveys; • Studies on the career paths/paths of graduates; • Introduction of “soft skills” Curricular Units into Study Programmes; • Integration of Curricular Units on Artificial Intelligence and Sustainability into Study Programmes; • Research-based teaching.
3. Student-centered teaching, learning, and assessment	<ul style="list-style-type: none"> • Pedagogical Surveys; • Studies on students' academic trajectory; • Systems for signalling cases of school failure; • Tutoring Programmes (teachers/students); • Mentoring Programmes; • Student Support Offices.
4. Student admission, progression, recognition and certification	<ul style="list-style-type: none"> • Organize fairs about the educational offerings of ULisboa; • Create Support Programmes for Applications to Higher Education; • Studies on students' academic trajectory;

References	Tools
	<ul style="list-style-type: none"> • Identify and support the needs of students with special educational needs; • Identify and support students with economic needs through School Social Action; • Regulations for the Recognition and Integration of Professional Experience and Academic Education into the Curriculum of the Universidade de Lisboa; • Volunteer Programme Regulations.
<p>5. Continuous monitoring and periodic review of courses</p>	<ul style="list-style-type: none"> • Pedagogical Surveys; • Employability Surveys; • Studies on the career paths/paths of graduates; • Surveys with Employer Entities; • Surveys of Professional Associations.
<p>6. Research and development</p>	<ul style="list-style-type: none"> • Scientific Information System; • To publicize information about Scientific Production; • Studies on Research Units (RU); • To support the execution of scientific work by providing the research units with the appropriate resources.; • To encourage teachers to conduct scientific research as a career development mechanism; • To support the development of a Research Career; • Designing Research-Based Teaching; • Involve bachelor students in scientific research and technological development projects.
<p>7. Interinstitutional and community collaboration</p>	<ul style="list-style-type: none"> • Development of Study Programmes in Association with other Organic Units of ULisboa; • Harmonize the School Calendars; • Create an Observatory on Employability; • Develop and implement quality shared services for schools and services; • To present an attractive Cultural Agenda for the Academic Community and Society; • To provide health services to the academic community and society; • To provide sports services to the academic community and society; • To participate in the definition of public policies, especially in the field of Education and Research, but also in areas of scientific expertise; • Create and develop a database of experts by scientific field, for dissemination to stakeholders.
<p>8. Internationalization</p>	<ul style="list-style-type: none"> • Development of joint educational programmes with other European and international universities; • Participation in European and International Projects; • To participate in European and international congresses, meetings, and seminars for the dissemination and exchange of knowledge in the pedagogical and research fields; • Recruitment of European and foreign teachers; • Recruitment of European and foreign researchers; • Encouraging participation in Mobility Programmes; • Create mentorship programmes for international students;

References	Tools
	<ul style="list-style-type: none"> • Participation in Education Fairs at European and International levels; • Obtain International Certifications in the field of Teaching and Research.
<p>9. Human resources</p>	<ul style="list-style-type: none"> • To plan and ensure the development of the Teaching Career; • Plan and ensure the development of a Research Career; • To plan and ensure the career development of administrative and technical staff; • Conduct systematic employee evaluations, in accordance with the law; • Combat precarious work; • Rejuvenate the workforce; • Guarantee Occupational Health and Safety; • To equip workers with the necessary skills, taking into account the demands of the activities, considering both the internal and external environment; • Provide training plans tailored to the needs of the workers; • Guarantee equal career opportunities for workers, regardless of gender.
<p>10. Material resources and services</p>	<ul style="list-style-type: none"> • Ensure ongoing assessment of physical conditions for carrying out activities; • Plan the maintenance and development of the necessary physical infrastructure; • Develop the community service component by leveraging available capacity in terms of scientific and technological knowledge and existing physical infrastructure; • Increase the collection of own revenues for investment in the quality of education; • Satisfaction Surveys.
<p>11. Information management</p>	<ul style="list-style-type: none"> • Possessing Intelligent Computer Systems for Information Management; • Ensure that the information provided through the various communication channels is up-to-date; • Provide Reporting Channels; • Provide a system for compliments, suggestions, and complaints; • To enhance the role of the Student Ombudsman.
<p>12. Public information</p>	<ul style="list-style-type: none"> • Guarantee the Principle of Transparency in access to institutional information; • Ensure the application of the General Data Protection Regulation in access to information; • Present up-to-date information.
<p>13. The cyclical nature of external quality assurance</p>	<ul style="list-style-type: none"> • To ensure the completion of external audits for the purpose of institutional accreditation; • Ensure that external audits are carried out for the accreditation of study programmes; • Ensure external assessments are carried out by independent entities.

Source: A3ES References; QAEA

9. Quality Assessment of Research & Development (R&D) Units

External and international quality assessments of Research Units have been carried out in Portugal by the Fundação para a Ciência e a Tecnologia (FCT), in accordance with the provisions of Regulation No. 1251-A/2023, of November 21, which introduced amendments to Regulation No. 404/2022, of April 27.

This assessment generally takes place every five years. Obtaining an "Excellent", "Very Good" or "Good" rating allows access to FCT funding, namely through the Multiannual Funding Programme for R&D Units. In turn, obtaining an "Excellent" or "Very Good" rating is a condition for enabling doctoral programmes.

In the most recent edition of the evaluation, according to the FCT: The evaluation focused on the scientific and technological activities developed by the R&D Units between January 1, 2018 and December 31, 2023, and on the objectives, strategy, activity plan and organization for the period 2025 to 2029.

As set out in Article 6 of Regulation No. 1251-A/2023, of November 21, *the evaluation focuses especially on the R&D structures and the results of the scientific and technological activities developed in a given period of time and on the objectives, strategy, activity plan and organization for a subsequent period.*

For evaluation purposes, each R&D Unit must incorporate integrated PhD researchers¹⁷, with a sum of weighting factors equal to or greater than 10¹⁸.

Regarding the evaluation criteria, No 1 of article 7 of the aforementioned Regulation provides:

1 — The evaluation criteria for R&D units are as follows:

A) Quality, merit, relevance, level of collaboration and internationalization of the R&D activity carried out in the evaluation period, measured by international standards, considering originality, consistency and rigor, as well as the relevance of the results, their valorisation and dissemination, participation in advanced study programmes and the development and consolidation of careers, as well as the conditions for welcoming its researchers and the contribution to the promotion of scientific and technological culture. These elements will also be evaluated in relation to the strategic planning of the previous year, when applicable.

B) Scientific and technological merit of the research team, especially the integrated PhD researchers, evidence of international and national recognition and connection with society. When applicable due to the nature of R&D activities, also the cultural or artistic merit available in the team.

C) Quality, merit and relevance of the scientific objectives, strategy, activity plan and organization of the R&D unit for the following five years, including the educational strategy, notably the scientific conditions to support the organization of doctoral programmes, the integration of new researchers, and career stabilization, with the associated institutional co-responsibility, in line with the

¹⁷ A researcher with a doctoral degree who has a contract or affiliation with a Portuguese institution and who dedicates a minimum of 20% of their working time to research activities in an R&D unit; a researcher can only be an integrated researcher in one R&D unit, but may be a collaborator in one or more other R&D units.

¹⁸ No. 2 of Article 13 of Regulation No. 1351-A/2023, of November 21.

trajectory of the R&D unit.

Thus, to enhance the quality of R&D Units, ULisboa should develop policies and strategies that take into account, in particular:

- Number of PhD researchers integrated into its R&D Units;
- Encouraging the participation of teachers in R&D activities;
- Encouraging the participation of teachers and researchers in Advanced Study Programmes;
- Developing Doctoral Programmes, in association and in conjunction with other European and international universities;
- Addressing the development and consolidation of teaching and research careers;
- Seeking to combat precariousness, especially at the researcher level;
- Developing programmes to welcome teaching and researchers;
- Contributing to the promotion of scientific and technological culture;
- Creating the physical conditions so that the Laboratories dedicated to research can function fully.

Annex – Reference Control Map

Vector I: Policy for quality assurance

Reference 1: Policy for quality assurance

The institution must consolidate a culture of quality, supported by a formally defined and publicly available quality policy and objectives.

Action	Responsible bodies or services	Documents and/or activities related	
<p>An institutional strategy for continuous quality improvement, translated into the pursuit of specific quality objectives, as an integral part of the institution's overall strategic management and a contribution to accountability.</p>	<p>External to the University</p> <p>Nationals</p> <ul style="list-style-type: none"> • Assembleia da República • Ministério da Educação, Ciência e Inovação (MECI) • Direção-Geral do Ensino Superior (DGES) • Agência de Avaliação e Acreditação do Ensino Superior (A3ES) • Associação Portuguesa para a Qualidade (APQ) • Instituto Português da Qualidade (IPQ) • Agência para a Modernização Administrativa (AMA) • Direção-Geral da Administração e do Emprego Público (DGAEP) • Trade unions • Orders • Observatory of Social Responsibility of Higher Education Institutions (ORSIES) <p>International</p> <ul style="list-style-type: none"> • United Nations (UN) • European Union (EU) • The European Association for Quality Assurance in Higher Education (ENQA) • The European Quality Assurance Register for Higher Education (EQAR) 	<p>External to the University</p> <p>Nationals</p> <ul style="list-style-type: none"> • Great Plan Options • Strategic Guidelines for Higher Education • A3ES References • IPQ Quality Standards • EFQM Model • CAF Model • Negotiation, assistance and representation of workers • Guidelines/Opinions of the Orders • Specialized training • Green Paper on Social Responsibility <p>International</p> <ul style="list-style-type: none"> • 17 UN SDGs • Standards and Guidelines for Quality Assurance in the European Higher Education Area (the “ESG”) • European Commission Regulations 	
	<p>University Interns</p> <p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p>	<p>University Interns</p> <p>Planning</p> <ul style="list-style-type: none"> • Action Plan¹⁹ • Strategic Plan • Quality Plan ²⁰(QP) • Regulatory Compliance Programme • Plan for the Prevention of Risks of Corruption and Related Offenses (PPR)²¹ • Budget²² • Staffing Plan • Annual Activity Plan 	

19 For the term of office of the Rector, President/Director.

20 As provided for in subparagraph d) of paragraph 1 of article 4 of the RIQAS-ULisboa, published as an annex to Order No. 15622/2015, Official Gazette, 2nd series, No. 253, of December 29.

21 The PPRs must be published on the intranet and on the official website within 10 days of their implementation and any subsequent revisions or preparation, in accordance with paragraph 6 of article 6 of the RGPC.

22 Sometimes the Schools and Services of ULisboa publish the Budget in their respective Annual Activity Plans.

Action	Responsible bodies or services	Documents and/or activities related
<p>An institutional strategy for continuous quality improvement, translated into the pursuit of specific quality objectives, as an integral part of the institution's overall strategic management and a contribution to accountability.</p>	<ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. • School Assembly • Advisory Council • Council/Committee/Working Group for Quality Assessment and Assurance • University Coordination Council (UCC) • Student Ombudsman • Administrator/Executive Director/Secretary • Responsible for Regulatory Compliance • Performance Evaluation Coordinating Council (SIADAP 2 and 3) • Joint Committee <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Quality Assessment and Assurance • Accounting and Financial Management • Human Resources • Studies and Planning • Audit/Internal Control • Associated Laboratories • Research Institutes/Centers • Associations • Institutes • Foundations 	<ul style="list-style-type: none"> • Assessment and Accountability Framework (QUAR)²³ • Annual Training Plan²⁴ <p>Execution</p> <ul style="list-style-type: none"> • Meta-Assessment Report • Management Report and Accounts • Activity Report²⁵ • QUAR Assessment²⁶ • Annual Report on the PPR • Annual Training Report <p>Regulation</p> <p>Regulations:</p> <ul style="list-style-type: none"> • From the Coordinating Council for Performance Evaluation²⁷ • Teacher Performance Evaluation • Evaluation of Career and Contract Researchers²⁸ • Organic • From the Internal/Integrated Quality Assurance System (IQAS) • Knowledge and Skills Assessment • Disciplinary practices of students at the Universidade de Lisboa²⁹ • From the Student Ombudsman of ULisboa • General Terms and Conditions for the Provision of Services by Faculty Members of the Universidade de Lisboa³⁰ <p>Others:</p> <ul style="list-style-type: none"> • Statutes <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures³¹ • Of Quality (QM)
<p>Organization of the quality assurance system and responsibilities of the different bodies and services in this field.</p>	<p>External to the University</p> <ul style="list-style-type: none"> • A3ES • IPQ • APQ • Tribunal de Contas (TC) • Inspeção-Geral da Educação e Ciência (IGEC) • External Auditors 	<p>External to the University</p> <ul style="list-style-type: none"> • Report of the External Evaluation Committee³² • Accreditation of Study Programmes (SP) • Dissemination of good quality practices • Audit by the Tribunal de Contas • IGEC Audit Reports • External Auditors' Opinion

23 As provided for in Article 10 of Law No. 66-B/2007, Official Gazette, Series I, No. 250, of December 28.

24 As provided for in paragraph 1 of article 54 of Law No. 66-B/2007, Official Gazette, Series I, No. 250, of December 28.

25 The implementation is foreseen in: No. 1, of article 1 of Decree-Law No. 183/96, of September 27 (Activity Plan and Report); in item a) of No. 1 of article 49 of Decree-Law No. 155/92, of July 28 (contains the legal norms for the development of the State's Financial Administration Regime).

26 Contains the institution's self-assessment based on the provisions of the QUAR (article 15 of Law No. 66-B/2007, of December 28).

27 As provided for in paragraph 6 of article 58 of Law No. 66-B/2007, of December 28.

28 Pursuant to Decree-Law No. 57/2016, of August 29

29 This Regulation was subject to Rectification Declaration No. 650/2015, of July 9, published in the Official Gazette, 2nd series, No. 148, of July 31:

30 This Regulation has had two Declarations of Rectification:

- Amendment No. 50/2016, of January 5, published in the Official Gazette, 2nd series, No. 16, of January 25.
- Amendment No. 276/2016, of March 7, published in the Official Gazette, 2nd series, No. 51, of March 14.

31 As provided for in point e), of paragraph 1, of article 4 of the RIQAS-ULisboa, published as an annex to Order No. 15622/2015, Official Gazette, 2nd series, No. 253, of December 29.

32 From A3ES

Action	Responsible bodies or services	Documents and/or activities related
<p>Organization of the quality assurance system and responsibilities of the different bodies and services in this field.</p>	<p>University Interns</p> <p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/ School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. • Administrator/Executive Director/Secretary • Responsible for Regulatory Compliance • Student Ombudsman • Council/Committee/Working Group for Quality Assessment and Assurance • Faculty Performance Evaluation Council/Committee • Performance Evaluation Coordinating Council (SIADAP 2 and 3) • Joint Committee • Single Auditor of ULisboa <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Quality Assessment and Assurance • Studies and Planning • Accounting and Financial Management • Human Resources • Audit/Internal Control 	<p>University Interns</p> <p>Planning</p> <ul style="list-style-type: none"> • Action Plan • Strategic Plan • Quality policy • Quality references • QP • Regulatory Compliance Programme • PPR • Annual Activity Plan • QUAR • Annual Training Plan • Mentoring /Tutoring Programme <p>Execution</p> <ul style="list-style-type: none"> • Activity Report • Management Report and Accounts • Annual Report on the PPR • QUAR Assessment • Annual Training Report • Pedagogical Surveys (Fénix) • Mentorship /Tutoring Report • School Social Action ULisboa/Schools • Institutional Self-Assessment Report • Legal Certification of Accounts • Internal Auditors' Reports • External Auditors' Reports • Report on the Legal Requirement for Publicity • Pedagogical Surveys (Fénix) • Employability Surveys • Customer Satisfaction Surveys <p>Regulation</p> <p>Regulations:</p> <ul style="list-style-type: none"> • Organic • From IQAS • From the Student with Special Educational Needs at ULisboa (NEE-ULisboa) • Teacher Performance Evaluation • Evaluation of Career and Contract Researchers <p>Others:</p> <ul style="list-style-type: none"> • Statutes • Regulations of the Quality Assurance Council/Committee <p>Manuals</p> <ul style="list-style-type: none"> • Of QM • Of Procedures <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix • SAP • Internal support for SIADAP/external GEADAP • System for Compliments, Suggestions and Complaints
<p>Forms of involvement and responsibilities of</p>	<p>External to the University</p> <ul style="list-style-type: none"> • Employers 	<p>External to the University</p> <ul style="list-style-type: none"> • Internships.

Action	Responsible bodies or services	Documents and/or activities related
<p>students and other stakeholders (internal and external) in quality assurance processes.</p> <p>Forms of involvement and responsibilities of students and other stakeholders (internal and external) in quality assurance processes.</p>	<ul style="list-style-type: none"> • A3ES • Families • Society <p>University Interns</p> <p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/ School Council (includes student representatives) • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Scientific Council • Technical-Scientific Council • Pedagogical Council (includes student representatives) <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate (includes student representatives) : <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. • Council/Committee/Working Group for Evaluation and Quality Assurance (includes student representatives) • Responsible for Regulatory Compliance • Student Ombudsman • Student Association <p>Organic Structure</p> <ul style="list-style-type: none"> • Studies and Planning • Quality Assessment and Assurance • Archives, Documentation and Publications • Audit/Internal Control 	<ul style="list-style-type: none"> • Research and Technology Transfer Projects • SP Accreditation • Institutional Accreditation • Choose SP/HEIs Financing • Progress of Society <p>University Interns</p> <p>Planning</p> <ul style="list-style-type: none"> • Action Plan • Strategic Plan • QP • Regulatory Compliance Programme <p>Execution</p> <ul style="list-style-type: none"> • Pedagogical Surveys (Fénix) • Customer Satisfaction Surveys • Employability Surveys • Institutional Self-Assessment Report • Meetings between the parties • Training Programme on Policies and Procedures related to Duties and Responsibilities • Advertisement: <ul style="list-style-type: none"> • Information available on the institutional <i>website</i> • From information in the Official Gazette. • Public Consultation on Proposals for Institutional Regulations • Organizational Structure (Organizational Chart) • From Responsible Parties • Of Plans • Of Regulations • From the results of the surveys • From the Minutes of the Meetings of the Responsible Bodies • From the Minutes of Council and Committee Meetings <p>Regulation</p> <p>Regulations:</p> <ul style="list-style-type: none"> • Organic • Disciplinary practices of students at the Universidade de Lisboa • From the Student Ombudsman of ULisboa • General Terms and Conditions for the Provision of Services by Faculty Members of the Universidade de Lisboa <p>Others:</p> <ul style="list-style-type: none"> • Statutes • Code of Conduct and Best Practices of ULisboa • Charter of Rights and Guarantees of ULisboa ³³ <p>Manuals</p> <ul style="list-style-type: none"> • Of QM • Of Procedures <p>Systems/Platforms</p>

33There is a Rectification Declaration No. 650/2015, dated July 9, published in the Official Gazette, 2nd series, No. 148, of July 31.

Action	Responsible bodies or services	Documents and/or activities related
		<ul style="list-style-type: none"> • Fénix • System for Compliments, Suggestions and Complaints
<p>Ways to ensure academic integrity and vigilance against academic fraud and against any form of intolerance or discrimination towards students or teaching and non-teaching staff.</p>	<p>External to the University</p> <ul style="list-style-type: none"> • Trade unions • General Inspections • TC <p>University Interns</p> <p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee on Scientific Affairs; • Committee on Pedagogical and Student Affairs. • Commission for Gender Equality • Council/Committee/Working Group for Quality Assessment and Assurance • Responsible for Regulatory Compliance • Student Ombudsman • Ethics Committee • Joint Committee <p>Organic Structure</p> <ul style="list-style-type: none"> • Network for Special Educational Needs at ULisboa (SEN Network) • Network for Gender Equality, Inclusion and Non-Discrimination (RIIND) • Quality Assessment and Assurance • Archives, Documentation and Publications • Audit/Internal Control 	<p>External to the University</p> <ul style="list-style-type: none"> • Negotiation, assistance and representation of workers • Audit reports from the inspections • Audit by the Tribunal de Contas <p>University Interns</p> <p>Planning</p> <ul style="list-style-type: none"> • Gender Equality, Inclusion and Non-Discrimination Plan • Regulatory Compliance Programme • PPR <p>Execution</p> <ul style="list-style-type: none"> • Internal Audits • Report on the Plan for Gender Equality, Inclusion and Non-Discrimination • Annual Report on the PPR • Training Programme on Policies and Procedures related to Duties and Responsibilities <p>Regulation</p> <p>Regulations:</p> <ul style="list-style-type: none"> • Disciplinary practices of students at the Universidade de Lisboa • Regarding Academic Fraud (School) • Regarding the Intellectual Property of ULisboa • Regarding the Awarding of Scholarships to Higher Education Students • From the Student with Special Educational Needs – Universidade de Lisboa • From the Commission on Gender Equality, Inclusion and Non-Discrimination <p>Others:</p> <ul style="list-style-type: none"> • Code of Conduct and Best Practices of ULisboa • Charter of Rights and Guarantees of ULisboa <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures • Of QM <p>Systems/Platforms</p> <ul style="list-style-type: none"> • System for Compliments, Suggestions and Complaints • Fénix • For plagiarism detection
<p>Method of implementation, monitoring and review of the quality policy and its translation into an effective internal quality assurance system.</p>	<p>External to the University</p> <ul style="list-style-type: none"> • A3ES <p>University Interns</p> <p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director 	<p>External to the University</p> <ul style="list-style-type: none"> • Report of the External Evaluation Committee • IQAS accreditation by A3ES <p>University Interns</p> <p>Planning</p> <ul style="list-style-type: none"> • Action Plan • Strategic Plan

Action	Responsible bodies or services	Documents and/or activities related
Method of implementation, monitoring and review of the quality policy and its translation into an effective internal quality assurance system.	<ul style="list-style-type: none"> • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • UCC • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. • Council/Committee/Working Group for Quality Assessment and Assurance • Responsible for Regulatory Compliance <p>Organic Structure</p> <ul style="list-style-type: none"> • Quality Assessment and Assurance • Studies and Planning • Accounting and Financial Management • Audit/Internal Control 	<ul style="list-style-type: none"> • QP • Annual Activity Plan • Regulatory Compliance Programme • PPR <p>Execution</p> <ul style="list-style-type: none"> • Institutional Self-Assessment Report • Activity Report • Annual Report on the PPR • Management Report and Accounts • Course Coordinator Reports • Pedagogical Surveys (Fénix) • Customer Satisfaction Surveys • Employability Surveys <p>Regulation</p> <ul style="list-style-type: none"> • Quality policy • IQAS Regulations <p>Deliberations of the:</p> <ul style="list-style-type: none"> • Scientific Council • Pedagogical Council • Senate Committee for Scientific Affairs • Senate Committee on Educational and Student Affairs • UCC • Quality Assurance Councils/Committees <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures • Of QM <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix • SAP • System for Compliments, Suggestions and Complaints • Quality Barometer: FM

Vector II: Quality assurance in the core processes of the institutional mission

Reference 2: Design and approval of Study Programmes

The institution has processes in place for the design and approval of its educational offerings, ensuring that the courses taught are designed and structured in such a way that they can achieve the established objectives, particularly the learning objectives. The qualifications and skills achieved in each course, as well as the corresponding level in the national and European frameworks of qualifications in higher education, are clearly specified and publicized.

Action	Responsible bodies or services	Documents and/or activities related
Defining procedures to ensure that your study Programmes are designed based on objectives aligned with the institution's Study Programmes strategy and	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/ School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council 	<p>Planning</p> <ul style="list-style-type: none"> • Action Plan • Strategic Plan • QP • Study Plan <p>Execution</p>

Action	Responsible bodies or services	Documents and/or activities related
<p>explicitly define the learning objectives (knowledge, skills and competences) to be achieved.</p> <p>Defining procedures to ensure that your Study Programmes are designed based on objectives aligned with the institution's Study Programmes strategy and explicitly define the learning objectives (knowledge, skills and competences) to be achieved.</p>	<ul style="list-style-type: none"> • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • UCC • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. • Council/Committee/Working Group for Quality Assessment and Assurance <p>Organic Structure</p> <ul style="list-style-type: none"> • School Departments • Studies and Planning • Academic Services • Quality Assessment and Assurance • Audit/Internal Control 	<ul style="list-style-type: none"> • Employability Surveys • Meta-Assessment Report • Reference Control Map <p>Regulation</p> <ul style="list-style-type: none"> • Statutes <p>Deliberations of the:</p> <ul style="list-style-type: none"> • Quality Assurance Councils/Committees • Senate Committee for Scientific Affairs • Senate Committee on Educational and Student Affairs • Scientific Council • Pedagogical Council <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures • Of Procedures for Creating and Accrediting New Study Programmes (NSP) • Of Procedures for Accreditation of Study Programmes in Operation (ACEF and PERA) • Of SP Unit Information Sheet • NSP Form
<p>Defining procedures to ensure that your courses involve students and other stakeholders in their design.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. • School Assembly • Council/Committee/Working Group for Quality Assessment and Assurance • Student Association <p>Organic Structure</p> <ul style="list-style-type: none"> • School Departments • Quality Assessment and Assurance 	<p>Execution</p> <ul style="list-style-type: none"> • Pedagogical Surveys (Fénix) • Employability Surveys <p>Regulation</p> <ul style="list-style-type: none"> • Statutes • Rector's Orders <p>Deliberations of the:</p> <ul style="list-style-type: none"> • Senate Committee on Educational and Student Affairs • Pedagogical Council <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures • Of NSP Form • Of Procedures for Creating and Accrediting NSPs
<p>Defining procedures to ensure that your courses benefit from the contribution of external experts and references.</p>	<p>External to the University</p> <ul style="list-style-type: none"> • A3ES • Orders • European Commission • Employers <p>University Interns</p> <p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: 	<p>External to the University</p> <ul style="list-style-type: none"> • Report of the External Evaluation Committee • Reviews of accreditation processes by A3ES • A3ES Regulations/Deliberations • Directives/Opinions of the Orders • European Commission Recommendations • Surveys of Employers <p>University Interns</p> <p>Execution</p> <ul style="list-style-type: none"> • Institutional Self-Assessment Report • Pedagogical Surveys (Fénix) • SP's Coordinator Reports <p>Regulation</p> <p>Deliberations of the:</p>

Action	Responsible bodies or services	Documents and/or activities related
Defining procedures to ensure that your courses benefit from the contribution of external experts and references.	<ul style="list-style-type: none"> Committee for Scientific Affairs; Committee for Pedagogical and Student Affairs. School Assembly Student Association <p>Organic Structure</p> <ul style="list-style-type: none"> School Departments Quality Assessment and Assurance 	<ul style="list-style-type: none"> General/School Council Committee for Pedagogical and Student Affairs Pedagogical Council <p>Manuals</p> <ul style="list-style-type: none"> Of NSP Form Of Procedures Of Procedures for the Creation and Accreditation of NSPs
Defining procedures to ensure that your Study Programmes are designed to allow for the normal progression of students.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> General Council/School Council Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Scientific Council Technical-Scientific Council Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> Senate: <ul style="list-style-type: none"> Committee for Scientific Affairs; Committee for Pedagogical and Student Affairs. School Assembly <p>Organic Structure</p> <ul style="list-style-type: none"> School Departments Quality Assessment and Assurance Academic Services 	<p>Execution</p> <ul style="list-style-type: none"> Delegate Study Programmes Pedagogical Surveys (Fénix) <p>Regulation</p> <ul style="list-style-type: none"> SP Regulation Knowledge and Skills Assessment Regulations Deliberations of the Scientific Council Deliberations of the Pedagogical Council <p>Manuals</p> <ul style="list-style-type: none"> Student Guide Of NSP Form Procedures for Creating and Accrediting NSPs
Defining procedures to ensure that your courses define the expected workload of students, expressed in ECTS credits.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team , Vice-Presidents/Deputy Directors Scientific Council Technical-Scientific Council Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> Senate: <ul style="list-style-type: none"> Committee for Scientific Affairs; Committee for Pedagogical and Student Affairs. Pedagogical Committees of the Courses <p>Organic Structure</p> <ul style="list-style-type: none"> School Departments Quality Assessment and Assurance Academic Services 	<p>Planning</p> <ul style="list-style-type: none"> Curriculum Plans Study Plans <p>Regulation</p> <ul style="list-style-type: none"> SP Regulation Regulations for the Recognition and Integration of Professional Experience and Academic Education into the Curriculum <p>Manuals</p> <ul style="list-style-type: none"> Of NSP Form Procedures for Creating and Accrediting NSPs SP Unit Information Sheet <p>Systems/Platforms</p> <ul style="list-style-type: none"> Fénix
Defining procedures to ensure that your Study Programmes include properly structured professional experience opportunities in the educational area, where applicable.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors <p>Other Bodies</p> <ul style="list-style-type: none"> Senate: <ul style="list-style-type: none"> Committee for Scientific Affairs; Committee for Pedagogical and Student Affairs. <p>Organic Structure</p> <ul style="list-style-type: none"> School Departments 	<p>Execution</p> <ul style="list-style-type: none"> Internships Awarding of research grants within the scope of projects. Student participation in congresses and colloquia. SP Accreditation <p>Manuals</p> <ul style="list-style-type: none"> NSP Form Procedures for Creating and Accrediting NSPs

Action	Responsible bodies or services	Documents and/or activities related
<p>Defining procedures to ensure that your Study Programmes include properly structured professional experience opportunities in the educational area, where applicable.</p>	<ul style="list-style-type: none"> Quality Assessment and Assurance Support for Research/Projects ULisboa Incubator <i>Spin-off</i> 	
<p>Defining procedures to ensure that your courses are subject to a formal institutional final approval process.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> General Council/School Council Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board Scientific Council Technical-Scientific Council Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> Senate: <ul style="list-style-type: none"> Committee for Scientific Affairs; Committee for Pedagogical and Student Affairs. School Assembly Pedagogical Committees of the Courses <p>Organic Structure</p> <ul style="list-style-type: none"> Quality Assessment and Assurance SP Accreditation Academic Services 	<p>Execution</p> <ul style="list-style-type: none"> Review of requests for the creation/modification and termination of SP submitted by the Schools of ULisboa to the Rectorate. Review of SP accreditation applications submitted on the A3ES Platform SP accreditation by A3ES SP registration at DGES <p>Regulation</p> <p>Deliberations of the:</p> <ul style="list-style-type: none"> Pedagogical Council Senate Committee on Scientific Affairs Senate Committee on Pedagogical and Student Affairs <p>Others:</p> <ul style="list-style-type: none"> Statutes Order for Requests to Create/Modify and Dissolve SP by the Rector Certification documents for non-degree courses awarded by ULisboa. <p>Manuals</p> <ul style="list-style-type: none"> Of NSP Form Procedures for Creating and Accrediting NSPs Procedures for Altering and Terminating Study Programmes
<p>To take into account the purposes of higher education defined by the Council of Europe in Recommendation Rec (2007)6 concerning the public responsibility of higher education and research, particularly in their contribution to employability.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors <p>Other Bodies</p> <ul style="list-style-type: none"> Senate: <ul style="list-style-type: none"> Committee for Scientific Affairs; Committee for Pedagogical and Student Affairs. <p>Organic Structure</p> <ul style="list-style-type: none"> Studies and Planning Quality Assessment and Assurance Support for Research/Projects ULisboa Incubator <i>Spin-off</i> Value Network 	<p>Execution</p> <ul style="list-style-type: none"> Pedagogical Surveys (Fénix) Employability Surveys Student participation in internships Student participation in conferences and colloquia Postgraduate Study Programmes Lifelong training Over 23 years old <p>Regulation</p> <ul style="list-style-type: none"> ULisboa Research Grant Regulations <p>Manuals</p> <ul style="list-style-type: none"> Of NSP Form Procedures for Creating and Accrediting NSPs
<p>To take into account the purposes of higher</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> General Council/School Council Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors 	<p>Execution</p> <ul style="list-style-type: none"> Cultural Agenda Organizing events about the environment, of a scientific, social, sporting, cultural and artistic

Action	Responsible bodies or services	Documents and/or activities related
<p>education defined by the Council of Europe in Recommendation Rec (2007)6 concerning the public responsibility of higher education and research, particularly in preparation for active citizenship.</p>	<ul style="list-style-type: none"> • Management Board • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. • Student Association <p>Organic Structure</p> <ul style="list-style-type: none"> • Quality Assessment and Assurance • Communication, External and International Relations • ULisboa Volunteer Network • SEN Network • RIIND 	<p>nature, with the participation of students (Museums, Estádio Universitário, Schools)</p> <ul style="list-style-type: none"> • Carrying out volunteer actions/projects • Student participation in the governing/managing/other bodies of the University/Schools/SAS-ULisboa <p>Regulation</p> <ul style="list-style-type: none"> • Statutes • Regulations for the ULisboa Volunteer Programme <p>Manuals</p> <ul style="list-style-type: none"> • Of NSP Form • Procedures for Creating and Accrediting NSPs
<p>To take into account the purposes of higher education defined by the Council of Europe in Recommendation Rec (2007)6 concerning the public responsibility of higher education and research, in particular in supporting the personal development of students.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. • School Assembly • Student Association <p>Organic Structure</p> <ul style="list-style-type: none"> • Quality Assessment and Assurance • Communication, External and International Relations • ULisboa Volunteer Network 	<p>Execution</p> <ul style="list-style-type: none"> • Organizing events about the environment, of a scientific, social, sporting, cultural and artistic nature, with the participation of students (Museums, Estádio Universitário, Schools) • Student participation in volunteer activities • Student participation in the governing/managing/other bodies of the University/Schools/SAS-ULisboa • Mentoring /Tutoring Programme <p>Regulation</p> <ul style="list-style-type: none"> • Regulations for the ULisboa Volunteer Programme <p>Manuals</p> <ul style="list-style-type: none"> • Of Volunteer Guide • Of NSP Form • Of Procedures for Creating and Accrediting NSPs
<p>Taking into account the purposes of higher education defined by the Council of Europe in Recommendation Rec (2007)6 concerning public accountability for higher education and research, Notably, the creation of a</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. <p>Organic Structure</p> <ul style="list-style-type: none"> • School Departments • Quality Assessment and Assurance • Support for Research/Projects • Archives, Documentation and Publications 	<p>Execution</p> <ul style="list-style-type: none"> • Subscription and provision of scientific publications. <p>Regulation</p> <p>Regulations:</p> <ul style="list-style-type: none"> • From Research Grants at ULisboa • Regarding the Intellectual Property of ULisboa <p>Manuals</p> <ul style="list-style-type: none"> • Of NSP Form • Of Procedures for Creating and Accrediting NSPs <p>Systems/Platforms</p> <ul style="list-style-type: none"> • B-On • Institutional Repositories

Action	Responsible bodies or services	Documents and/or activities related
comprehensive and advanced knowledge base that stimulates research and innovation.	<ul style="list-style-type: none"> • Human Resources • Libraries • TTC@ULisboa • ULisboa Incubator • <i>Spin-off</i> • Research Institutes/Centers • Associated Laboratories 	

Reference Framework 3: Student-centered teaching, learning, and assessment

The institution adopts the most appropriate procedures to ensure that teaching is delivered in a way that fosters an active role for the student in creating the learning process, as well as student assessment processes that are consistent with this approach.

Action	Responsible bodies or services	Documents and/or activities related
Promoting the creation of learning environments capable of respecting and meeting the diversity of students and their needs, allowing for flexible learning paths.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. • School Assembly <p>Organic Structure</p> <ul style="list-style-type: none"> • Quality Assessment and Assurance • Communication, External and International Relations • Academic Services • SEN Network • Partner entities (CGD, Santander) • Value Network 	<p>Execution</p> <ul style="list-style-type: none"> • SP Unit Reports • Erasmus+ Programme <ul style="list-style-type: none"> • Exchange programmes for students, faculty, and non-faculty staff. • "European Universities" Programme • International student exchange programmes • Over 23 • Mentoring /Tutoring Programme • Merit Scholarship Award • Open Day held at ULisboa • "Futurália" Fair <p>Regulation Regulations:</p> <ul style="list-style-type: none"> • From SP • Teacher Performance Evaluation • General Terms and Conditions for the Provision of Services by Faculty Members of the Universidade de Lisboa • Credit Recognition and Integration of Professional Experiences and Academic Education at ULisboa • Registration for Individual SP Units at ULisboa • From the Student with Special Educational Needs – Universidade de Lisboa • Regarding the Awarding of Scholarships to Higher Education Students • From Research Grants at ULisboa <p>Others:</p> <ul style="list-style-type: none"> • Statutes <p>Manuals</p> <ul style="list-style-type: none"> • Of SP Unit Fact Sheets • Of NSP Form • Of Procedures for Creating and Accrediting NSPs
Promoting the creation of learning environments capable of considering and using different teaching and learning methods, in accordance	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council 	<p>Execution</p> <ul style="list-style-type: none"> • Internships • Student participation in R&D projects • Student participation in studies, conferences, and colloquia on pedagogical practices conducted by ULisboa/Schools.

Action	Responsible bodies or services	Documents and/or activities related
<p>with the needs of students and learning objectives.</p> <p>Promoting the creation of learning environments capable of considering and using different teaching and learning methods, in accordance with the needs of students and learning objectives.</p>	<ul style="list-style-type: none"> • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee on Scientific Affairs; • Committee on Pedagogical and Student Affairs. <p>Organic Structure</p> <ul style="list-style-type: none"> • School Departments • Quality Assessment and Assurance • Academic Services • SEN Network • INOV@U • 24-hour rooms 	<ul style="list-style-type: none"> • Conducting SP/courses via <i>e-learning</i> • Conducting SP/Courses in English <p>Regulation Regulations:</p> <ul style="list-style-type: none"> • From the student at the general regime in part-time at ULisboa • Enrollment in Individual SP Units • From the Student with Special Educational Needs – Universidade de Lisboa • Knowledge and Skills Assessment • Credit Recognition and Integration of Professional Experiences and Academic Education at ULisboa <p>Others:</p> <ul style="list-style-type: none"> • Statutes • Change of Institution/SP and Re-entry <p>Manuals</p> <ul style="list-style-type: none"> • Of NSP Form • Of Procedures for Creating and Accrediting NSPs
<p>Promoting the creation of learning environments capable of regularly evaluating and adjusting teaching and learning methods.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rectoral Team/Vice-Presidents/Deputy Directors • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. • Pedagogical Committees of the Courses • Faculty Performance Evaluation Council/Committee <p>Organic Structure</p> <ul style="list-style-type: none"> • Quality Assessment and Assurance • Academic Services • SEN Network 	<p>Execution</p> <ul style="list-style-type: none"> • Merit-based scholarship awarding • Pedagogical Surveys (Fénix) <p>Regulation Regulations:</p> <ul style="list-style-type: none"> • Of SP • Regarding the Accreditation and Integration of Professional Experiences and Academic Education into the Curriculum • Prescriptions • From the Student with Special Educational Needs – Universidade de Lisboa • Teacher Performance Evaluation <p>Others:</p> <ul style="list-style-type: none"> • Statutes <p>Manuals</p> <ul style="list-style-type: none"> • Of NSP Form • Of Procedures for Creating and Accrediting NSPs <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix
<p>Promoting the creation of learning environments capable of To ensure a sense of autonomy in the student, while simultaneously guaranteeing adequate guidance and support from the teacher.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. <p>Organic Structure</p> <ul style="list-style-type: none"> • School Departments 	<p>Execution</p> <ul style="list-style-type: none"> • Implementation of Article 63 - Duties of teaching staff of the University Teaching Career Statute (ECDU) • Mentoring /Tutoring Programme <p>Regulation</p> <ul style="list-style-type: none"> • Statutes • Student-Worker Statute • Student-Athlete Statute of ULisboa • Regulations for the Awarding of the European Doctorate Degree by ULisboa • Regulations for the Assessment Process of Eligibility for Higher Education for Individuals

Action	Responsible bodies or services	Documents and/or activities related
<p>Promoting the creation of learning environments capable of ensuring a sense of autonomy in the student, while simultaneously guaranteeing adequate guidance and support from the teacher.</p>	<ul style="list-style-type: none"> • Quality Assessment and Assurance • Academic Services • 24-hour rooms 	<p>Over 23 Years of Age at ULisboa</p> <p>Manuals</p> <ul style="list-style-type: none"> • Of NSP Form • Of Procedures for Creating and Accrediting NSPs <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix • Libraries and Bibliographic Research • Open access repository
<p>Promoting the creation of learning environments capable of To promote mutual respect in the student-teacher relationship.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team /Vice-Presidents/Deputy Directors • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. • Student Ombudsman • Committee for Ethical Issues in Education • Responsible for Regulatory Compliance <p>Organic Structure</p> <ul style="list-style-type: none"> • Academic Services • Archives, Documentation and Publications 	<p>Planning</p> <ul style="list-style-type: none"> • Regulatory Compliance Programme <p>Execution</p> <ul style="list-style-type: none"> • Mentoring /Tutoring Programme • Delegate Study Programmes • Training Programme on Policies and Procedures related to Duties and Responsibilities <p>Regulation</p> <ul style="list-style-type: none"> • Code of Conduct and Best Practices of ULisboa • Disciplinary regulations for students of the Universidade de Lisboa. • Regulations of the Student Ombudsman of ULisboa <p>Systems/Platforms</p> <ul style="list-style-type: none"> • System for Compliments, Suggestions and Complaints
<p>Promoting the creation of learning environments capable of providing mechanisms for handling student complaints.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/ School Council (includes student representatives) • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. • School Assembly • Student Ombudsman • Council/Committee/Working Group for Quality Assessment and Assurance <p>Organic Structure</p> <ul style="list-style-type: none"> • Academic Services • Serviços de Ação Social 	<p>Planning</p> <ul style="list-style-type: none"> • Regulatory Compliance Programme <p>Execution</p> <ul style="list-style-type: none"> • Delegate Study Programmes • Training Programme on Policies and Procedures related to Duties and Responsibilities • Student support • Student communication through the Fénix • Pedagogical Surveys (Fénix) • Customer Satisfaction Surveys <p>Regulation</p> <ul style="list-style-type: none"> • Regulations of the Student Ombudsman of ULisboa <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Reporting Channel • System for Compliments, Suggestions and Complaints • Fénix
<p>To have mechanisms in place to ensure that student assessments are carried out in accordance with previously defined</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Scientific Council • Technical-Scientific Council • Pedagogical Council 	<p>Execution</p> <ul style="list-style-type: none"> • Pedagogical Training for Teachers • Pedagogical Training for Teachers at the Beginning of their Careers • Pedagogical Surveys (Fénix) • SP information available on the websites.

Action	Responsible bodies or services	Documents and/or activities related
<p>and publicized criteria, standards and procedures, which are applied fairly and consistently, ensuring, in particular, that assessors are familiar with existing assessment and examination methods and processes and receive support in developing their skills in this area.</p>	<p>Other Bodies</p> <ul style="list-style-type: none"> • Pedagogical Committees of the SP <p>Organic Structure</p> <ul style="list-style-type: none"> • School Departments • Academic Services 	<ul style="list-style-type: none"> • Meetings between the CU Coordinator and the Academic Team • Mentoring Programme for Teachers <p>Regulation</p> <ul style="list-style-type: none"> • Statutes • Deliberations of the Pedagogical Council • SP Regulation • Knowledge and Skills Assessment Regulations <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures • Student Guide <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix (information about curriculum evaluation processes)
<p>To have mechanisms in place to ensure that student assessment is carried out in accordance with previously defined and publicized criteria, standards and procedures, which are applied fairly and consistently, ensuring, in particular, that the assessment allows students to show to what extent their learning outcomes meet the established learning objectives and that students receive feedback on their performance, associated, when necessary, with advice on the learning process.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Pedagogical Committees of the SP 	<p>Execution</p> <ul style="list-style-type: none"> • Teacher support for students in accordance with the ECDU • Test/exam results • Publication of the evaluation results on the Fénix platform. • Internships for students, for applying their knowledge. • Student participation in projects for applying knowledge. • Encouraging student participation in conferences and colloquia as speakers. • Educational Surveys • Mentoring/Tutoring Programme <p>Regulation</p> <ul style="list-style-type: none"> • Statutes • Knowledge and Skills Assessment Regulations <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix
<p>To have mechanisms in place to ensure that student assessments are carried out in accordance with previously defined and publicized criteria, standards and procedures, which are applied fairly and consistently, ensuring, in particular, that whenever possible, the assessment is carried out by more than one examiner.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rectoral Team/Vice-Presidents/Deputy Directors • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • SP Coordinators <p>Organic Structure</p> <ul style="list-style-type: none"> • Academic Services 	<p>Execution</p> <ul style="list-style-type: none"> • Summary registration in the Fénix system • SP Programme <p>Regulation</p> <ul style="list-style-type: none"> • SP Regulation • Knowledge and Skills Assessment Regulations <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures • Of SP Unit Information Sheet <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix
<p>To have mechanisms in place to ensure that</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rectoral Team/Vice-Presidents/Deputy Directors • Scientific Council 	<p>Regulation</p> <ul style="list-style-type: none"> • The drafting, review, and approval of regulations for evaluating student achievement in schools

Action	Responsible bodies or services	Documents and/or activities related
<p>student assessments are conducted in accordance with previously defined and publicized criteria, standards, and procedures, and that these are applied fairly and consistently, ensuring, in particular, that assessment regulations take mitigating circumstances into account.</p>	<ul style="list-style-type: none"> • Technical-Scientific Council • Pedagogical Council <p>Organic Structure</p> <ul style="list-style-type: none"> • Academic Services • Legal Services 	<p>should be carried out by distinct bodies.</p> <p>Regulation</p> <ul style="list-style-type: none"> • SP Regulation • Knowledge and Skills Assessment Regulations • Student-Worker Statute • Student-Athlete Statute of ULisboa • Statute of the Student Practicing High-Performance Sports • Student Firefighter Statute • Student Volunteer Statute • International Student Statute • Statute of Youth Association Leader • Military Student Statute • Student Parent Status • Statute of Students Professing Religious Faiths • Regulations for Students with Special Educational Needs – Universidade de Lisboa <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures • Student Guide
<p>To have mechanisms in place to ensure that student assessments are carried out in accordance with previously defined and publicized criteria, standards and procedures, which are applied fairly and consistently, ensuring, in particular, that there is a formal appeal procedure for students.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Student Ombudsman • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. • Pedagogical Committees of the SP • Student Association 	<p>Execution</p> <ul style="list-style-type: none"> • Delegate Study Programmes <p>Regulation</p> <ul style="list-style-type: none"> • SP Regulation • Knowledge and Skills Assessment Regulations • Existence of multiple evaluation periods/systems <p>Manuals</p> <ul style="list-style-type: none"> • Student Guide <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix • Reporting Channel • System for Compliments, Suggestions and Complaints

Reference 4: Student admission, progression, recognition and certification

The institution has duly approved and publicized regulations covering all phases of the student's "life cycle" at the institution (e.g., student admission, progression, recognition, and certification), which it applies consistently.

Action	Responsible bodies or services	Documents and/or activities related
<p>Consider access policies and the admission procedures and criteria, implemented in a consistent and transparent manner, including the provision of induction processes to the institution and the course.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee on Scientific Affairs; • Committee on Pedagogical and Student Affairs. <p>Organic Structure</p> <ul style="list-style-type: none"> • Communication, External and International Relations • Academic Services 	<p>Execution</p> <ul style="list-style-type: none"> • Publication of the application periods and conditions for the SP on the websites of the Schools of ULisboa. • Publication of Legislation on Access to and Admission to Higher Education • Educational Offerings at ULisboa • Fénix/candidacies • Over 23 • School Open Day • "Futurália" Fair <p>Regulation</p> <p>Regulations:</p> <ul style="list-style-type: none"> • Regarding Admission and Access for International Students at ULisboa • Regarding the assessment process for the capacity of individuals over 23 to attend higher education at ULisboa. • From the Postgraduate Studies Department of the Universidade de Lisboa <p>Others:</p> <ul style="list-style-type: none"> • Resolution of the General Council regarding the setting of monthly fees. • Recognition of Foreign Qualifications <p>Manuals</p> <ul style="list-style-type: none"> • Student Guide <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix
<p>To take into consideration the conditions and support necessary for students to progress normally in their academic careers.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. <p>Organic Structure</p> <ul style="list-style-type: none"> • Communication, External and International Relations • Academic Services • Archives, Documentation and Publications • Serviços de Ação Social • Estádio Universitário de Lisboa • Museums • SEN Network • Value Network • 24-hour room 	<p>Execution</p> <ul style="list-style-type: none"> • Mentoring /Tutoring Programme • Facilities suitable for the teaching practiced • Teacher support for students in accordance with the ECDU. • School Social Action ULisboa/Schools (food, accommodation, social action grants) • Access to healthcare through Medical Centers • Access to culture through cultural programmes • Access to sport through lower prices and facilities suitable for sports practice. • Provision of Libraries <p>Regulation</p> <ul style="list-style-type: none"> • Regulations for the Awarding of Scholarships to Higher Education Students • Regulations for Students with Special Educational Needs - ULisboa <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Virtual library • Fénix

Action	Responsible bodies or services	Documents and/or activities related
<p>Consider establishing processes and tools for collecting, monitoring, and acting upon information related to student progress.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Organic Structure</p> <ul style="list-style-type: none"> • Studies and Planning • Academic Services • Communication, External and International Relations • Serviços de Ação Social • SEN Network • Offices for SP (Schools) 	<p>Planning</p> <ul style="list-style-type: none"> • Activity Plan <p>Execution</p> <ul style="list-style-type: none"> • Mentoring /Tutoring Programme • Teacher support for students in accordance with the ECDU. • Studies on school success • Activity Report <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures • Of QM <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix • Quality Barometer: FM
<p>Consider adopting fair procedures for the recognition of qualifications, periods of study and prior learning, including informal and non-formal learning, in line with the principles of the 1997 Lisbon Convention on the Equivalence of Periods of University Study.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Organic Structure</p> <ul style="list-style-type: none"> • Academic Services • Quality Assessment and Assurance • ULisboa Volunteer Network 	<p>Planning</p> <ul style="list-style-type: none"> • Volunteer Actions/Projects • Internships <p>Execution</p> <ul style="list-style-type: none"> • Recognition of Foreign Qualifications • Access and Entry into Higher Education • Degrees, Titles and Equivalencies • International Student • Special Competition for International Students <p>Regulation Regulations:</p> <ul style="list-style-type: none"> • Regarding Admission and Access for International Students at ULisboa • Regarding the assessment process for the capacity of individuals over 23 to attend higher education at ULisboa. • Credit Recognition and Integration of Professional Experiences and Academic Education at ULisboa • From the preparation of a Doctoral Thesis under an International Joint Supervision Agreement at the Universidade de Lisboa. <p>Others:</p> <ul style="list-style-type: none"> • Certification documents for non-degree courses awarded by the current Universidade de Lisboa. <p>Manuals</p> <ul style="list-style-type: none"> • Student Guide • International Student Guide <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix
<p>Consider adopting certification processes that are sufficiently clear regarding the learning outcomes achieved and the context, level, content, and status of the studies completed, especially through the issuance of a Diploma Supplement.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Organic Structure</p> <ul style="list-style-type: none"> • Academic Services 	<p>Regulation</p> <ul style="list-style-type: none"> • Study Programme (published in DR) • Equivalence of Degrees and Qualifications • Authentication of Certificates and Diplomas by the Rector/Vice-Rector • Authentication of the Diploma Supplement by the Rector/Vice-Rector <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix

Reference 5: Continuous monitoring and periodic review of Programmes

The institution promotes the monitoring and periodic review of its courses to ensure that they achieve their stated objectives and meet the needs of students and society. The reviews carried out lead to the continuous improvement of the course, and the actions planned or executed as a result of this process are communicated to all stakeholders.

Action	Responsible bodies or services	Documents and/or activities related
<p>The procedures for monitoring, evaluating, and reviewing courses include assessing the programme content in light of the most recent research in the relevant disciplinary field, ensuring its relevance and timeliness.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board Scientific Council Technical-Scientific Council Pedagogical Council <p>Organic Structure</p> <ul style="list-style-type: none"> School Departments Colleges of the Universidade de Lisboa: <ul style="list-style-type: none"> Food, Farming and Forestry Chemical Mind-Brain Tropical Polar and Extreme Environment Sciences Research Institutes/Centers Associated Research Centers TTC@ULisboa ULisboa Incubator Studies and Planning Quality Assessment and Assurance 	<p>Execution</p> <ul style="list-style-type: none"> Annual Self-Assessment Report of the SP Pedagogical Surveys (Fénix) Surveys of Employers Employability Surveys <p>Manuals</p> <ul style="list-style-type: none"> Procedures for Amending and Terminating SP Procedures for Creating and Accrediting NSPs <p>Systems/Platforms</p> <ul style="list-style-type: none"> Fénix
<p>The procedures for monitoring, evaluating, and reviewing courses include assessing the evolving needs of society.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> General Council/School Council Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Scientific Council Technical-Scientific Council Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> Senate: <ul style="list-style-type: none"> Committee on Scientific Affairs; Committee on Pedagogical and Student Affairs. School Assembly <p>Organic Structure</p> <ul style="list-style-type: none"> Quality Assessment and Assurance Research/Project Support ULisboa Incubator Network of partnerships 	<p>Planning</p> <ul style="list-style-type: none"> SP Programme <p>Execution</p> <ul style="list-style-type: none"> Annual Self-Assessment Report of the SP Surveys of Employers Employability Surveys Implementation of Research, Technology Transfer and Innovation Projects <p>Regulation</p> <ul style="list-style-type: none"> SP Regulation Intellectual Property Regulations of ULisboa <p>Manuals</p> <ul style="list-style-type: none"> Procedures for Amending and Terminating SP Procedures for Creating and Accrediting NSPs
<p>The procedures for monitoring, evaluating, and reviewing courses include assessing student workload and progression and completion rates.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Scientific Council Technical-Scientific Council Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> Pedagogical Committees of the SP <p>Organic Structure</p>	<p>Execution</p> <ul style="list-style-type: none"> Pedagogical Surveys (Fénix) Annual Self-Assessment Report of the SP Studies on school success <p>Regulation</p> <ul style="list-style-type: none"> SP Regulation <p>Manuals</p> <ul style="list-style-type: none"> Procedures for Amending and Terminating SP Procedures for Creating and Accrediting NSPs

Action	Responsible bodies or services	Documents and/or activities related
	<ul style="list-style-type: none"> Studies and Planning Quality Assessment and Assurance 	<p>Systems/Platforms</p> <ul style="list-style-type: none"> Fénix Quality Barometer: FM
<p>The procedures for monitoring, evaluating, and reviewing courses include assessing the effectiveness of the evaluation procedures. of the students.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Scientific Council Technical-Scientific Council Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> Senate: <ul style="list-style-type: none"> Committee for Scientific Affairs; Committee for Pedagogical and Student Affairs. <p>Organic Structure</p> <ul style="list-style-type: none"> Studies and Planning Quality Assessment and Assurance 	<p>Execution</p> <ul style="list-style-type: none"> Pedagogical Surveys (Fénix) Institutional Self-Assessment Report Annual Self-Assessment Report of the SP Studies on school success <p>Manuals</p> <ul style="list-style-type: none"> Procedures for Amending and Terminating SP Procedures for Creating and Accrediting NSPs <p>Systems/Platforms</p> <ul style="list-style-type: none"> Fénix
<p>The procedures for monitoring, evaluating, and reviewing courses include assessing students' expectations, needs, and satisfaction with the course.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Scientific Council Technical-Scientific Council Pedagogical Council <p>Organic Structure</p> <ul style="list-style-type: none"> School Departments Studies and Planning Quality Assessment and Assurance Academic Services 	<p>Execution</p> <ul style="list-style-type: none"> Pedagogical Surveys (Fénix) Customer Satisfaction Surveys Annual Self-Assessment Report of the SP Employability Surveys Mentoring /Tutoring Programme <p>Manuals</p> <ul style="list-style-type: none"> Procedures for Amending and Terminating SP Procedures for Creating and Accrediting NSPs <p>Systems/Platforms</p> <ul style="list-style-type: none"> Fénix
<p>The procedures for monitoring, evaluating, and reviewing courses include assessing the learning environment and support services. to the students and their suitability to the needs of the course.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board Scientific Council Technical-Scientific Council Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> Student Association <p>Organic Structure</p> <ul style="list-style-type: none"> School Departments Studies and Planning Quality Assessment and Assurance Academic Services Technical Services Serviços de Ação Social 	<p>Execution</p> <ul style="list-style-type: none"> Pedagogical Surveys (Fénix) Customer Satisfaction Surveys Institutional Self-Assessment Report Sports Services Health Services Cultural Services Accommodation Services Food Services <p>Manuals</p> <ul style="list-style-type: none"> Procedures for Amending and Terminating SP Procedures for Creating and Accrediting NSPs <p>Systems/Platforms</p> <ul style="list-style-type: none"> Fénix

Reference 6: Research and development / Research-oriented and high-level professional development

The institution must equip itself with mechanisms to promote, evaluate, and improve high-level scientific, technological, artistic, and professional development activities that are appropriate to its institutional mission.

Action	Responsible bodies or services	Documents and/or activities related
Addressing mechanisms for institutionalizing and managing research (Procedures and criteria for the creation, extinction, and management of research units and interface units, fundraising, incentives for scientific production, ...).	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee on Scientific Affairs; • Committee on Pedagogical and Student Affairs. <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Research/Project Support • Public Procurement • Colleges of the Universidade de Lisboa: <ul style="list-style-type: none"> • Food, Farming and Forestry • Chemical • Mind-Brain • Tropical • Polar and Extreme Environment Sciences • Associated Laboratories • Research Institutes/Centers • TTC@ULisboa • ULisboa Incubator • National Partners • International Partners • Start-ups and spin-offs • Networks <ul style="list-style-type: none"> • redeAGRO • health network • redeMOV • redeMAR 	<p>Planning</p> <ul style="list-style-type: none"> • Project Financing Opportunities <p>Execution</p> <ul style="list-style-type: none"> • Applications for Scientific Research Projects • Financing Granted • International Projects • Patent Registration • Scientific awards <p>Regulation Regulations:</p> <ul style="list-style-type: none"> • From Research Grants at ULisboa • Regarding the Intellectual Property of ULisboa • From TTC@ULisboa • For the Acquisition of Goods or Services for R&D Activities in the Serviços Centrais of ULisboa, under Decree-Law No. 60/2018 • For the creation of ULisboa Colleges • Teacher Performance Evaluation • Evaluation of Career and Contract Researchers <p>Others:</p> <ul style="list-style-type: none"> • Statutes <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures <p>Systems/Platforms</p> <ul style="list-style-type: none"> • SIIC
To address mechanisms for linking teaching and research, particularly with regard to students' contact with research and innovation activities from the early years.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee on Scientific Affairs; • Committee on Pedagogical and Student Affairs. <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Research/Project Support • Colleges of the Universidade de Lisboa: <ul style="list-style-type: none"> • Food, Farming and Forestry • Chemical 	<p>Execution</p> <ul style="list-style-type: none"> • Student participation in R&D projects • Holding conferences and colloquia in the field of education. • Summer at ULisboa • Internships at Research Centers and Associated Laboratories <p>Regulation</p> <ul style="list-style-type: none"> • SP Regulation • ULisboa Research Grant Regulations <p>Systems/Platforms</p> <ul style="list-style-type: none"> • SIIC

Action	Responsible bodies or services	Documents and/or activities related
<p>To address mechanisms for linking teaching and research, particularly with regard to students' contact with research and innovation activities from the early years.</p>	<ul style="list-style-type: none"> • Mind-Brain • Tropical • Polar and Extreme Environment Sciences • Research Institutes/Centers • TTC@ULisboa • ULisboa Incubator 	
<p>To address mechanisms for the economic valuation of knowledge.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Research/Project Support • Colleges of the Universidade de Lisboa: <ul style="list-style-type: none"> • Food, Farming and Forestry • Chemical • Mind-Brain • Tropical • Polar and Extreme Environment Sciences • Research Institutes/Centers • TTC@ULisboa • Associated Laboratories • ULisboa Incubator • Value Network 	<p>Execution</p> <ul style="list-style-type: none"> • Community Service • Implementation of technology transfer projects with business partners. <p>Regulation</p> <p>Regulations:</p> <ul style="list-style-type: none"> • Regarding the Intellectual Property of ULisboa • From TTC@ULisboa • From Research Grants at ULisboa • For the creation of ULisboa Colleges <p>Systems/Platforms</p> <ul style="list-style-type: none"> • SIIC
<p>To address procedures for monitoring, evaluating, and improving human and material resources related to research and development, scientific, technological, and artistic production, the results of knowledge valorisation, and the results of the articulation between teaching and research.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. • Evaluation Committees for FCT Doctoral Programmes • Responsible for Regulatory Compliance <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Studies and Planning • Accounting and Financial Management • Audit/Internal Control • Colleges of the Universidade de Lisboa: <ul style="list-style-type: none"> • Food, Farming and Forestry • Chemical • Mind-Brain • Tropical • Polar and Extreme Environment Sciences • Research Institutes/Centers • TTC@ULisboa • INOV@U • Associated Laboratories 	<p>Planning</p> <ul style="list-style-type: none"> • Activity Plan • Staffing Plan • Regulatory Compliance Programme • PPR • Audit Plan/Internal Control Actions <p>Execution</p> <ul style="list-style-type: none"> • Management Report and Accounts • Activity Report • Recruitment of Investigators • Annual Report on the PPR • Bibliometric Studies • Internal Audit Reports <p>Regulation</p> <p>Regulations:</p> <ul style="list-style-type: none"> • Evaluation of Career and Contract Researchers • Teacher Performance Evaluation • For the Acquisition of Goods or Services for R&D Activities in the Serviços Centrais of ULisboa, under Decree-Law No. 60/2018 • Regarding the Recognition of Scholarship Recipients for Faculty and Researchers at the Universidade de Lisboa <p>Deliberations:</p> <ul style="list-style-type: none"> • From the General Council/School Council <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures <p>Systems/Platforms</p> <ul style="list-style-type: none"> • SIIC

Reference 7: Interinstitutional and Community Collaboration

The institution should equip itself with mechanisms to promote, evaluate, and improve inter-institutional collaboration and collaboration with the community, particularly regarding its contribution to regional and national development.

Action	Responsible bodies or services	Documents and/or activities related
<p>To have procedures in place to promote, monitor, evaluate, and improve interface and external action activities related to interinstitutional collaboration.</p>	<p>External to the University</p> <ul style="list-style-type: none"> National and International Higher Education Institutions <p>University Interns</p> <p>Government/Management Bodies</p> <ul style="list-style-type: none"> General Council/School Council Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board <p>Organic Structure</p> <ul style="list-style-type: none"> Studies and Planning Communication, External and International Relations Networks and Associations 	<p>External to the University</p> <ul style="list-style-type: none"> Collaboration protocols <p>University Interns</p> <p>Planning</p> <ul style="list-style-type: none"> Annual Activity Plan <p>Execution</p> <ul style="list-style-type: none"> Creating SP in partnership with other universities. Holding Conferences and Colloquia Activity Report <p>Manuals</p> <ul style="list-style-type: none"> Of Procedures
<p>To have procedures in place to promote, monitor, evaluate, and improve interface and external action activities related to the provision of services to foreign entities.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> General Council/School Council Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board <p>Other Bodies</p> <ul style="list-style-type: none"> Responsible for Regulatory Compliance <p>Organic Structure</p> <ul style="list-style-type: none"> Operational Services Communication, External and International Relations Support for Research/Projects Accounting and Financial Management Studies and Planning Audit/Internal Control Stores Bar Concession Concession of Spaces: <ul style="list-style-type: none"> Pavilhão de Portugal Main Lecture Auditoriums Rooms Parking Lots Archives, Documentation and Publications: <ul style="list-style-type: none"> Bookstores Kaleidoscope Library Estádio Universitário de Lisboa <ul style="list-style-type: none"> Sports and Health Museums and Instituto de Investigação Científica Tropical (ICT): <ul style="list-style-type: none"> Museums Gardens Stores Cultural Activities Granting of spaces Space rental 	<p>Planning</p> <ul style="list-style-type: none"> Annual Activity Plan QUAR Audit Plan/Internal Control Actions Regulatory Compliance Programme PPR <p>Execution</p> <ul style="list-style-type: none"> Activity Report QUAR Assessment Annual Report on the PPR Customer Satisfaction Surveys ULisboa/Schools website Direct supervision by the Coordinators of the operational units. <p>Regulation</p> <p>Regulations:</p> <ul style="list-style-type: none"> Providing services by ULisboa/Schools General Terms and Conditions for the Provision of Services by Faculty Members of the Universidade de Lisboa From TTC@ULisboa Regarding the Intellectual Property of ULisboa Regarding the Use of Spaces and Equipment at the Reitoria of the Universidade de Lisboa <p>Manuals</p> <ul style="list-style-type: none"> Of Procedures <p>Systems/Platforms</p> <ul style="list-style-type: none"> System for Compliments, Suggestions and Complaints

Action	Responsible bodies or services	Documents and/or activities related
<p>To have procedures in place to promote, monitor, evaluate, and improve interface and external action activities related to the provision of services to foreign entities.</p>	<ul style="list-style-type: none"> • TTC@ULisboa • ULisboa Incubator • <i>Spin-Offs</i> • Serviços de Ação Social (accommodation, food) • Student Union: <ul style="list-style-type: none"> ○ Bars ○ Bookstores ○ Stores 	
<p>To have procedures in place to promote, monitor, evaluate, and improve interface and external action activities related to cultural, sporting, and artistic activities abroad.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board <p>Other Bodies</p> <ul style="list-style-type: none"> • Administrator/Executive Director/Secretary • Student Association <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Studies and Planning • Communication, External and International Relations • Accounting and Financial Management • SC-ULisboa: <ul style="list-style-type: none"> • Main Lecture • Pavilhão de Portugal • Store of the Reitoria • Parking Lot • Department of Support for Museum Management and IICT • Archives, Documentation and Publications: <ul style="list-style-type: none"> • Universidade de Lisboa Publishing House • Kaleidoscope Bookstore • Kaleidoscope • Estádio Universitário de Lisboa: <ul style="list-style-type: none"> • Sports and Health • Museums and IICT: <ul style="list-style-type: none"> • Museu Nacional de História Natural e da Ciência • Jardim Botânico Tropical (JBT) • Jardim Botânico de Lisboa • JBT Store • Museums Shop • Cultural events • Granting of spaces • Space rental • ULisboa Choir / Schools • Universidade de Lisboa Theatre / Schools Theatre 	<p>Planning</p> <ul style="list-style-type: none"> • Annual Activity Plan • QUAR <p>Execution</p> <ul style="list-style-type: none"> • Activity Report • QUAR Assessment • ULisboa/Schools website • Cultural Agenda ULisboa • Reports on services provided • Customer Satisfaction Surveys <p>Regulation</p> <p>Regulations:</p> <ul style="list-style-type: none"> • Regarding the provision of services • Regarding the Use of Spaces and Equipment at the Reitoria of the Universidade de Lisboa • From the Lisbon Annual Academic Theatre Festival - FATAL • General for the Sports Pavilion of Estádio Universitário de Lisboa • Specific to the Stadium of Honor • Specific to Pavilion 1 • Specific to Pavilion 3 • Specific to Large Playing Fields • Specific to the Swimming Pool Complex • Specific to the Reservation of Facilities • Specific to the Fitness Academy • Specific to the CEDAR Academy • Support for Extracurricular Activities at ULisboa <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures <p>Systems/Platforms</p> <ul style="list-style-type: none"> • System for Compliments, Suggestions and Complaints
<p>To have procedures in place to promote, monitor, evaluate, and improve interface and external action activities with regard to integration into national projects and partnerships.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: 	<p>Planning</p> <ul style="list-style-type: none"> • Annual Activity Plan • QUAR <p>Execution</p> <ul style="list-style-type: none"> • Activity Report • QUAR Assessment • Customer Satisfaction Surveys • ULisboa/Schools website • Organization/Participation in Conferences and

Action	Responsible bodies or services	Documents and/or activities related
<p>To have procedures in place to promote, monitor, evaluate, and improve interface and external action activities with regard to integration into national projects and partnerships.</p>	<ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Studies and Planning • Research/Project Support • Communication, External and International Relations • TTC@ULisboa • ULisboa Incubator • Value Network • Partnerships • Colleges of the Universidade de Lisboa: <ul style="list-style-type: none"> • Food, Farming and Forestry • Chemical • Mind-Brain • Tropical • Polar and Extreme Environment Sciences • Networks <ul style="list-style-type: none"> • redeAGRO • health network • redeMOV • redeMAR • SUSTENTA network 	<p>Colloquia</p> <ul style="list-style-type: none"> • Project applications <p>Regulation</p> <ul style="list-style-type: none"> • Collaboration protocols • TTC@ULisboa Regulations <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures
<p>To have procedures in place to promote, monitor, evaluate, and improve interface and external action activities in relation to their contribution to regional and national development, in accordance with the institutional mission.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Studies and Planning • Communication, External and International Relations • Research/Project Support • TTC@ULisboa • ULisboa Incubator • Research Institutes/Centers • Associated Laboratories • <i>Spin-Offs</i> • Networks and Associations 	<p>Planning</p> <ul style="list-style-type: none"> • Annual Activity Plan • QUAR <p>Execution</p> <ul style="list-style-type: none"> • Activity Report • QUAR Assessment • Conducting studies on regional impact • Community Service <p>Regulation</p> <ul style="list-style-type: none"> • TTC@ULisboa Regulations • Collaboration protocols • Contracts for the acquisition of goods and services <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures
<p>To have procedures in place to promote, monitor, evaluate, and improve interface and external action activities with regard to obtaining own revenue through the activity carried out.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Research/Project Support • Communication, External and International Relations • Academic Services • Accounting and Financial Management • Research Institutes/Centers • Partnerships 	<p>Planning</p> <ul style="list-style-type: none"> • Annual Activity Plan <p>Execution</p> <ul style="list-style-type: none"> • Seminars/Courses not leading to a degree • Community Service • Participation in pre-contractual procedures for the provision of services to the community. <p>Regulation</p> <ul style="list-style-type: none"> • ULisboa Tuition Fee Regulations • Intellectual property Regulations of ULisboa • Resolution of the General Council regarding the setting of tuition fees. • Collaboration protocols • ULisboa Fee Schedule • Technology licensing

Action	Responsible bodies or services	Documents and/or activities related
To have procedures in place to promote, monitor, evaluate, and improve interface and external action activities with regard to obtaining own revenue through the activity carried out.		<ul style="list-style-type: none"> Intellectual property licensing <p>Manuals</p> <ul style="list-style-type: none"> Of Procedures

Reference 8: Internationalization

The institution must equip itself with mechanisms to promote, evaluate, and improve its international cooperation activities.

Action	Responsible bodies or services	Documents and/or activities related
To define procedures for promoting, monitoring, evaluating, and improving international activities related to participation/coordination in international education and training activities.	<p>External to the University</p> <ul style="list-style-type: none"> International Higher Education Institutions <p>University Interns</p> <p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board Scientific Council Technical-Scientific Council Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> Senate: <ul style="list-style-type: none"> Committee for Scientific Affairs; Committee for Pedagogical and Student Affairs. <p>Organic Structure</p> <ul style="list-style-type: none"> School Departments Operational Services Studies and Planning Communication, External and International Relations Academic Services 	<p>External to the University</p> <ul style="list-style-type: none"> SP in Association <p>University Interns</p> <p>Planning</p> <ul style="list-style-type: none"> QP Annual Activity Plan <p>Execution</p> <ul style="list-style-type: none"> Meta-Assessment Report Activity Report Studies on school success International Cooperation Participation in international projects that allow for the recruitment of doctoral scholarship recipients with SP phases at various higher education institutions. ULisboa/Schools website Erasmus+ Programme Participation in Conferences and Colloquia Creation of SP with the delivery of SP' units in educational institutions at an international level. <p>Regulation</p> <ul style="list-style-type: none"> Collaboration protocols Regulations for International Mobility Programmes <p>Manuals</p> <ul style="list-style-type: none"> Of Procedures <p>Systems/Platforms</p> <ul style="list-style-type: none"> Fénix
	To define procedures for promoting, monitoring, evaluating, and improving international activities related to participation/coordination in international research projects.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> General Council/School Council Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board Scientific Council Technical-Scientific Council <p>Other Bodies</p> <ul style="list-style-type: none"> Senate: <ul style="list-style-type: none"> Committee on Scientific Affairs; Committee on Pedagogical and Student Affairs. Council/Committee/Working Group for Quality Assessment and Assurance

Action	Responsible bodies or services	Documents and/or activities related
<p>To define procedures for promoting, monitoring, evaluating, and improving international activities related to participation/coordination in international research projects.</p>	<p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Quality Assessment and Assurance • Studies and Planning • Research/Project Support • Communication, External and International Relations • Academic Services • Accounting and Financial Management • TTC@ULisboa • ULisboa Incubator • Research Institutes/Centers • Associated Laboratories 	<p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures <p>Systems/Platforms</p> <ul style="list-style-type: none"> • SAP • SIIC
<p>To define procedures for promoting, monitoring, evaluating, and improving international activities related to the mobility of students, faculty, and non-teaching staff.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Pedagogical Council <p>Organic Structure</p> <ul style="list-style-type: none"> • School Departments • Operational Services • Communication, External and International Relations • Academic Services • Human Resources 	<p>Planning</p> <ul style="list-style-type: none"> • Annual Activity Plan <p>Execution</p> <ul style="list-style-type: none"> • Activity Report • Erasmus+ Programme • Almeida Garrett Programme • International Credit Mobility • IASTE • Fullbright • Smile • Athens • International Student • Special Competition for International Students • Recognition of Foreign Qualifications <p>Regulation</p> <p>Regulations:</p> <ul style="list-style-type: none"> • From the Erasmus+ Mobility Programme at ULisboa • Regarding Admission and Access for International Students at ULisboa • Credit Recognition and Integration of Professional Experiences and Academic Education at ULisboa • General Terms and Conditions for the Provision of Services by Faculty Members of Universidade de Lisboa • From the preparation of a Doctoral Thesis under an International Joint Supervision Agreement at the Universidade de Lisboa. <p>Others:</p> <ul style="list-style-type: none"> • Resolution of the General Council regarding the setting of monthly fees. <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures • International Student Guide <p>Systems/Platforms</p> <ul style="list-style-type: none"> • SIIC

Vector III: Quality assurance in the management of resources and support services

Reference 9: Human Resources

The institution has appropriate mechanisms, applied fairly and transparently, to ensure that the recruitment, management, and training of its teaching and non-teaching staff is carried out with the necessary guarantees of qualification and competence so that they can effectively perform their duties.

Action	Responsible bodies or services	Documents and/or activities related
Adoption and application of clear, transparent and fair recruitment processes and employment conditions that recognize the importance of education.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate : <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Academic Services • Human Resources 	<p>Planning</p> <ul style="list-style-type: none"> • Plan for Gender Equality, Inclusion and Non-Discrimination • Annual Training Plan <p>Execution</p> <ul style="list-style-type: none"> • Report on the Plan for Gender Equality, Inclusion and Non-Discrimination • Job postings in the Official Gazette, BEP (Bolsa de Emprego Público), major newspapers and the Euraxess Portugal portal (as applicable). • Integration of external elements into the recruitment competition juries. • Publication of competitions and results of the various phases on the entity's website • Pedagogical Training for Teachers • Pedagogical Training for Teachers at the Beginning of their Careers • Aggregation Tests • Opening of promotional contests <p>Regulation</p> <p>Regulations:</p> <ul style="list-style-type: none"> • For the Election of the Rector of the Universidade de Lisboa • Electoral process for the election and co-option of members of the General Council of ULisboa. • Electoral process for the election of members of the Senate of the Universidade de Lisboa. • General Regulations for Hiring Specially Contracted Teaching Staff at ULisboa • General Terms and Conditions for the Provision of Services by Faculty Members of the Universidade de Lisboa • General Notice of Competitions for the recruitment of full, associate and assistant professors at ULisboa • Regarding the system of employment and evaluation of the activity carried out during the probationary period by full, associate and assistant professors at the Universidade de Lisboa. • From the Commission on Gender Equality, Inclusion and Non-Discrimination <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures
Promotion and offering of professional development opportunities.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director 	<p>Planning</p> <ul style="list-style-type: none"> • Annual Training Plan

Action	Responsible bodies or services	Documents and/or activities related
<p>Promotion and offering of professional development opportunities.</p>	<ul style="list-style-type: none"> • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Communication, External and International Relations • Academic Services • Human Resources 	<p>Execution</p> <ul style="list-style-type: none"> • Pedagogical Training for Teachers • Pedagogical Training for Teachers at the Beginning of their Careers • Lifelong Learning • Dissemination of job offers under the internal mobility scheme. • Opening of promotional contests • ULisboa Erasmus+ Mobility Programme <p>Regulation Regulations:</p> <ul style="list-style-type: none"> • From the Erasmus+ Mobility Programme at ULisboa • Teacher Performance Evaluation • Evaluation of Career and Contract Researchers <p>Others:</p> <ul style="list-style-type: none"> • Deliberations of the Scientific Council regarding the granting of sabbatical leave.
<p>To encourage academic activity that fosters a connection between education and research.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. <p>Organic Structure</p> <ul style="list-style-type: none"> • Colleges of the Universidade de Lisboa: <ul style="list-style-type: none"> • Food, Farming and Forestry • Chemical • Mind-Brain • Tropical • Polar and Extreme Environment Sciences • Networks <ul style="list-style-type: none"> • redeAGRO • health network • redeMOV • redeMAR • SUSTENTA network • Operational Services • Research/Project Support • Academic Services • TTC@ULisboa • ULisboa Incubator • Research Institutes/Centers • Associated Laboratories 	<p>Planning</p> <ul style="list-style-type: none"> • Financing Opportunities • SP Programme <p>Execution</p> <ul style="list-style-type: none"> • Financing Granted • Student participation in R&D projects • Faculty participation in R&D projects • Internships in R&D entities as an integral part of the SP <p>Regulation Regulations :</p> <ul style="list-style-type: none"> • Of the SP • For the Creation of Colleges at ULisboa • From TTC@ULisboa • From ULisboa Research Grants • From FCT Research Grants • Teacher Performance Evaluation • Evaluation of Career and Contract Researchers • Knowledge and Skills Assessment <p>Others:</p> <ul style="list-style-type: none"> • Statutes <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix • SIIC
<p>Encourage innovation in teaching methods and the use of new technologies.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council 	<p>Planning</p> <ul style="list-style-type: none"> • Annual Activity Plan • Annual Training Plan • SP Programme <p>Execution</p>

Action	Responsible bodies or services	Documents and/or activities related
<p>Encourage innovation in teaching methods and the use of new technologies.</p>	<ul style="list-style-type: none"> • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Senate : <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. • School Assembly <p>Organic Structure</p> <ul style="list-style-type: none"> • School Departments • Operational Services • Computer Science • Academic Services • Human Resources • INOV@U 	<ul style="list-style-type: none"> • Activity Report • Annual Training Report • Training in new technologies for students • Pedagogical Training for Teachers • Pedagogical Training for Teachers at the Beginning of their Careers • Career Development Programme for Teachers and Researchers • Investment in new technologies • Participation in conferences and colloquia to learn about new technologies. • SP in e-learning mode • SP in b-learning mode <p>Regulation</p> <ul style="list-style-type: none"> • EC Regulation • Knowledge and Skills Assessment Regulations <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix • SIIC
<p>To have rules and procedures for collecting and processing information relating to the skills and performance results of teaching and non-teaching staff, with a view to performance evaluation, training, promotion and merit recognition.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • SP Coordinators • Faculty Performance Evaluation Council/Committee • Performance Evaluation Coordinating Council (SIADAP 2 and 3) • Joint Committee <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Academic Services • Computer Science • Human Resources • Audit/Internal Control 	<p>Planning</p> <ul style="list-style-type: none"> • Annual Activity Plan • Annual Training Plan <p>Execution</p> <ul style="list-style-type: none"> • Activity Report • Annual Training Report • Performance evaluation of administrative and technical staff (SIADAP) • Using performance indicators and setting achievable goals in performance evaluation. • To publicize the decisions of the Coordinating Evaluation Council regarding the evaluation methodology. • Publication on the institutional <i>website</i> of regulations and decisions regarding the evaluation process. • Direct supervision by the Coordinators of the operational units. • Customer Satisfaction Surveys • Bibliometric Studies • Pedagogical Training for Teachers • Post-training surveys • Pedagogical Surveys • Teacher Performance Evaluation • Performance Evaluation of Researchers • Audit/Internal Control Reports <p>Regulation</p> <p>Regulations:</p> <ul style="list-style-type: none"> • Teacher Performance Evaluation • Evaluation of Contracted Researchers • Attendance of Workers Providing Services at SC-ULisboa and SAS-ULisboa • General Terms and Conditions for the Provision of Services by Faculty Members of the Universidade de Lisboa <p>Others:</p> <ul style="list-style-type: none"> • General Data Protection Regulation

Action	Responsible bodies or services	Documents and/or activities related
To have rules and procedures for collecting and processing information relating to the skills and performance results of teaching and non-teaching staff, with a view to performance evaluation, training, promotion and merit recognition.		<ul style="list-style-type: none"> Dispatch from the Rector/President/Director regarding recognition of merit. <p>Manuals</p> <ul style="list-style-type: none"> Of Procedures <p>Systems/Platforms</p> <ul style="list-style-type: none"> Internal support for SIADAP/external GEADAP Fénix
To establish procedures to regulate and ensure the corresponding processes of decision-making, implementation, and monitoring.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board Scientific Council Technical-Scientific Council Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> Council/Committee/Working Group for Quality Assessment and Assurance Faculty Performance Evaluation Council/Committee Researcher Performance Evaluation Council/Committee Performance Evaluation Coordinating Council (SIADAP 2 and 3) Joint Committee <p>Organic Structure</p> <ul style="list-style-type: none"> Operational Services Studies and Planning Legal Services Computer Science Human Resources Accounting and Financial Management Quality Assessment and Assurance Audit/Internal Control 	<p>Planning</p> <ul style="list-style-type: none"> QP Annual Activity Plan QUAR Budget Staffing Plan <p>Execution</p> <ul style="list-style-type: none"> Meta-Assessment Report Activity Report QUAR Assessment Management Report and Accounts Human Resources – Analysis and Trends 2009-2017 Bibliometric Studies Audit/Internal Control Reports <p>Manuals</p> <ul style="list-style-type: none"> Of Procedures Of QM <p>Systems/Platforms</p> <ul style="list-style-type: none"> Internal support for SIADAP/external GEADAP Fénix SAP SIIC

Reference 10: Material resources and services

The institution is equipped with mechanisms that allow it to plan, manage and improve services and material resources with a view to the proper development of student learning and other scientific and pedagogical activities.

Action	Responsible bodies or services	Documents and/or activities related
To provide a variety of resources to support learning, from physical resources (facilities, libraries, ICT resources, teaching and scientific equipment, etc., including aspects related to safety and the environment, as well as the specific needs of students with disabilities) to tutoring,	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> General Council/School Council Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board Scientific Council Technical-Scientific Council Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> SP Coordinators 	<p>Planning</p> <ul style="list-style-type: none"> Annual Activity Plan QUAR Budget <p>Execution</p> <ul style="list-style-type: none"> Activity Report QUAR Assessment Management Report and Accounts Mentoring /Tutoring Programme School Social Action Programme at

Action	Responsible bodies or services	Documents and/or activities related
<p>supervision and counseling support, promoting its dissemination among students.</p> <p>To provide a variety of resources to support learning, from physical resources (facilities, libraries, ICT resources, teaching and scientific equipment, etc., including aspects related to safety and the environment, as well as the specific needs of students with disabilities) to tutoring, supervision and counseling support, promoting its dissemination among students.</p>	<ul style="list-style-type: none"> • Scientific Committees • Student Association <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Studies and Planning • Archives, Documentation and Publications: <ul style="list-style-type: none"> • Physical Library • Documentation Center • Study Rooms • Technical Services: <ul style="list-style-type: none"> • Building Construction; • Facilities Management/Maintenance; • Sustainability. • Computer Science • Communication, External and International Relations • Academic Services • Accounting and Financial Management • Estádio Universitário de Lisboa: <ul style="list-style-type: none"> • Health Equipment • Sports Equipment • Museums and IICT: <ul style="list-style-type: none"> • Culture (Theater, Events, Exhibitions) • Leisure (Gardens, Events) • Research (Projects) • SEN Network • Serviços de Ação Social (Canteens and Residences) • Student Support Office 	<p>ULisboa/Schools (food, accommodation, social action grants)</p> <ul style="list-style-type: none"> • Heritage and Culture • Built Heritage • Sports, Health and Well-being • Bibliometrics <p>Regulation Regulations:</p> <ul style="list-style-type: none"> • Regarding the Awarding of Scholarships to Higher Education Students • From the Student with Special Educational Needs – Universidade de Lisboa • From SC-ULisboa/Schools <p>Others:</p> <ul style="list-style-type: none"> • Statutes <p>Manuals</p> <ul style="list-style-type: none"> • Student Guide <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix • Information Technology and Administrative Modernization • Information and Communication Technologies • Virtual Library • Collective Catalogue of ULisboa • Archives of the Universidade de Lisboa • Open Access Scientific Repositories of Portugal (RCAAP) • Interlibrary Loan Service • Library – Home loan service • Library – Provision of scientific publications • Koha
<p>To take into consideration the needs of specific groups, such as part-time or employed students, international students, and students with disabilities.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board <p>Other Bodies</p> <ul style="list-style-type: none"> • Student Ombudsman • Student Association <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Studies and Planning • Computer Science • Communication, External and International Relations • Quality Assessment and Assurance • Academic Services • Estádio Universitário de Lisboa • Serviços de Ação Social • SEN Network • RIIND 	<p>Planning</p> <ul style="list-style-type: none"> • Annual Activity Plan • Gender Equality, Inclusion and Non-Discrimination Plan <p>Execution</p> <ul style="list-style-type: none"> • Activity Report • Studies on Diversity and Gender Equality • International Student • Erasmus+ Programme • Pedagogical Surveys (Fénix) • Customer Satisfaction Surveys • Website in English • Mentoring /Tutoring Programme <p>Regulation Regulations:</p> <ul style="list-style-type: none"> • From the Student with Special Educational Needs – Universidade de Lisboa • Regarding the Awarding of Scholarships to Higher Education Students • From the Erasmus+ Mobility Programme at ULisboa • Disciplinary practices of students at the Universidade de Lisboa • From the Part-Time Student Programme at ULisboa

Action	Responsible bodies or services	Documents and/or activities related
<p>To take into consideration the needs of specific groups, such as part-time or employed students, international students, and students with disabilities.</p>		<ul style="list-style-type: none"> • Knowledge and Skills Assessment <p>Others:</p> <ul style="list-style-type: none"> • Resolution of the General Council regarding the setting of monthly fees. <p>Manuals</p> <ul style="list-style-type: none"> • Student Guide • International Student Guide <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix
<p>To have mechanisms in place that allow for the collection and analysis of information related to the maintenance, management, and adequacy of material resources and support services.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • School Assembly • Council/Committee/Working Group for Quality Assessment and Assurance • SP Coordinators <p>Organic Structure</p> <ul style="list-style-type: none"> • School Departments • Operational Services • Studies and Planning • Technical Services: <ul style="list-style-type: none"> • Building Construction; • Facility Management/Maintenance • Sustainability. • Computer Science • Quality Assessment and Assurance • Accounting and Financial Management • Audit/Internal Control 	<p>Planning</p> <ul style="list-style-type: none"> • QP • Annual Activity Plan • QUAR • Budget <p>Execution</p> <ul style="list-style-type: none"> • Meta-Assessment Report • Activity Report • QUAR Assessment • Management Report and Accounts • Customer Satisfaction Surveys • Physical Asset Inspections • Physical Inspections of the Storeroom • Inspections by certified technicians (Electricity, gas) <p>Manuals</p> <ul style="list-style-type: none"> • Of QM • Of Procedures <p>Systems/Platforms</p> <ul style="list-style-type: none"> • SAP
<p>To have procedures in place to regulate and ensure the corresponding decision-making, implementation, and follow-up processes .</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Administrator/Executive Director/Secretary • Senate: <ul style="list-style-type: none"> • Committee for Scientific Affairs; • Committee for Pedagogical and Student Affairs. • Council/Committee/Working Group for Quality Assessment and Assurance • Responsible for Regulatory Compliance • SP Coordinators • Scientific Committees • Single Auditor of ULisboa <p>Organic Structure</p>	<p>Planning</p> <ul style="list-style-type: none"> • QP • Annual Activity Plan • QUAR • Budget • Annual Training Plan • Regulatory Compliance Programme • PPR • Staffing Plan <p>Execution</p> <ul style="list-style-type: none"> • Meta-Assessment Report • Report on the Legal Requirement for Publication of Documents/Information: Disclosure on the websites of ULisboa, Schools and Services. • Activity Report • QUAR Assessment • Management Report and Accounts • Annual Training Report • Annual Report on the PPR • External Auditors' Opinion

Action	Responsible bodies or services	Documents and/or activities related
To have procedures in place to regulate and ensure the corresponding decision-making, implementation, and follow-up processes.	<ul style="list-style-type: none"> Operational Services Studies and Planning Accounting and Financial Management Quality Assessment and Assurance Academic Services Human Resources Audit/Internal Control External Auditors 	<ul style="list-style-type: none"> Legal Certification of Accounts Audit/Internal Control Reports <p>Regulation</p> <ul style="list-style-type: none"> Organic Regulation Dispatches from the Rector/President/Director Dispatches Rectoral Team/Vice-Presidents/Deputy Directors Dispatches from Administrator/Executive Director/Secretary Deliberations of the Councils/Committees Deliberations of the Management Council <p>Manuals</p> <ul style="list-style-type: none"> Of Procedures Of QM <p>Systems/Platforms</p> <ul style="list-style-type: none"> Fénix SAP SIIC Quality Barometer: FM

Vector IV: Information Management and Dissemination

Reference 11: Information Management

The institution must equip itself with mechanisms that ensure the collection, analysis, and use of results and other relevant information for the effective management of courses and other activities.

Action	Responsible bodies or services	Documents and/or activities related
To have mechanisms in place that allow for obtaining information about the needs and expectations of different stakeholders regarding the quality of the Education and services offered.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board Pedagogical Council <p>Organic Structure</p> <ul style="list-style-type: none"> Operational Services Studies and Planning Academic Services Archives, Documentation and Publications 	<p>Execution</p> <ul style="list-style-type: none"> Pedagogical Surveys (Fénix) Post-Educational Surveys Customer Satisfaction Surveys Surveys of Employers Student support <p>Manuals</p> <ul style="list-style-type: none"> Of Procedures <p>Systems/Platforms</p> <ul style="list-style-type: none"> System for Compliments, Suggestions and Complaints Fénix
Having reliable information gathering systems for collecting results and other relevant data and indicators, including, in particular	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> General Council/School Council Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board <p>Other Bodies</p> <ul style="list-style-type: none"> Council/Committee/Working Group for Quality Assessment and Assurance <p>Organic Structure</p> <ul style="list-style-type: none"> Operational Services 	<p>Planning</p> <ul style="list-style-type: none"> Strategic Plan QP Annual Activity Plan QUAR Staffing Plan <p>Execution</p> <ul style="list-style-type: none"> Activity Report QUAR Assessment Employability Surveys Pedagogical Surveys (Fénix)

Action	Responsible bodies or services	Documents and/or activities related
<p>(cf. ESG standard 1.7 guidelines):</p> <ul style="list-style-type: none"> • Key performance indicators; • The profile of the student population; • Student progression, success, and dropout rates ; • Student satisfaction with their courses; • Learning resources and support available to students; • The employability and career paths of graduates. 	<ul style="list-style-type: none"> • Studies and Planning • Computer Science • Quality Assessment and Assurance • Academic Services • Audit/Internal Control • Human Resources 	<ul style="list-style-type: none"> • Customer Satisfaction Surveys • Survey on the Employability of ULisboa Graduates in the 2021/2022 Academic Year • RENATES – National Registry of Theses and Dissertations, of the Direção-Geral de Estatísticas da Educação e Ciência. • IEESP - Employment Survey in Public Higher Education • OECD - Observatory of Scientific and Teaching Employment • Research on the Register of Enrolled and Graduated Students in Higher Education (RAIDES), by the Directorate-General for Statistics of Education and Science. • Social Balance Sheet <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Quality Assurance Module for Fénix. • Fénix • DOT System • Quality Barometer: FM
<p>To define procedures for regulating and ensuring decision-making processes related to the use of results, as well as action strategies for improving processes and results and the corresponding monitoring.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • SP Coordinators • Council/Committee/Working Group for Quality Assessment and Assurance <p>Organic Structure</p> <ul style="list-style-type: none"> • School Departments • Studies and Planning • Quality Assessment and Assurance • Accounting and Financial Management 	<p>Planning</p> <ul style="list-style-type: none"> • Action Plan • Strategic Plan • QP • Annual Activity Plan • QUAR • Budget <p>Execution</p> <ul style="list-style-type: none"> • Meta-Assessment Report • Activity Report • QUAR Assessment • Pedagogical Surveys (Fénix) <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix • SAP
<p>To have ways of involving stakeholders, particularly students and teaching and non-teaching staff, in the assessment, analysis and improvement of results.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • General Council/School Council (includes student representatives) • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Scientific Council • Technical-Scientific Council • Pedagogical Council <p>Other Bodies</p> <ul style="list-style-type: none"> • Student Ombudsman • Council/Committee/Working Group for Quality Assessment and Assurance <p>Organic Structure</p> <ul style="list-style-type: none"> • Quality Assessment and Assurance 	<p>Execution</p> <ul style="list-style-type: none"> • Pedagogical Surveys (Fénix) • Customer Satisfaction Surveys • Post-Educational Surveys • Publication of Management Instruments on the website <p>Regulation</p> <ul style="list-style-type: none"> • Statutes • Regulations of the Student Ombudsman of ULisboa <p>Manuals</p> <ul style="list-style-type: none"> • Of Procedures <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix • SAP

Reference 12: Public Information

The institution must equip itself with mechanisms that allow for the publication of clear, precise, objective, up-to-date, impartial, and easily accessible information about the activities it develops. To this end, the institution must establish procedures for the regular provision of public information on a predefined set of data and results, in accordance with the guidelines contained in article 162, paragraph 2, of the RJIES, in article 18, subparagraph e) ii), of Law No. 38/2007, and in the guidelines of standard 1.8 of the ESG (Superior Governance Standards).

Action	Responsible bodies or services	Documents and/or activities related
To publicize information about the institution's mission and objectives, its statutes and regulations, as well as those of its constituent organic units.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board <p>Organic Structure</p> <ul style="list-style-type: none"> Operational Services Communication, External and International Relations Legal Services 	<p>Execution</p> <ul style="list-style-type: none"> Mission Objectives Publication of acts in the Official Gazette <p>Regulation</p> <ul style="list-style-type: none"> Statutes Regulations
To publicize information about the Educational offered.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors <p>Organic Structure</p> <ul style="list-style-type: none"> Operational Services Quality Assessment and Assurance Communication, External and International Relations 	<p>Execution</p> <ul style="list-style-type: none"> SP SP in English Courses Language courses Lifelong learning University Education for Seniors SP in e-learning mode Publication on the institutional website Publication in the Official Gazette <p>Manuals</p> <ul style="list-style-type: none"> Student Guide
To publicize information about the learning objectives and qualifications awarded, and the employability prospects, in relation to each course.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board <p>Organic Structure</p> <ul style="list-style-type: none"> Operational Services Studies and Planning Communication, External and International Relations Quality Assessment and Assurance 	<p>Execution</p> <ul style="list-style-type: none"> SP Programme Qualifications Framework Employability Surveys Employability in Numbers Employability Surveys Pedagogical Surveys (Fénix) <p>Systems/Platforms</p> <ul style="list-style-type: none"> Fénix
To publicize information regarding the qualifications of teaching staff and their employment status with the institution and the provision of services.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board <p>Organic Structure</p> <ul style="list-style-type: none"> Communication, External and International Relations Human Resources 	<p>Execution</p> <ul style="list-style-type: none"> Publication of Teaching Staff information on the institutional website. <p>Regulation</p> <ul style="list-style-type: none"> General Regulations for the Provision of Services by Faculty Members of ULisboa Regime for the Accumulation of Functions by Teachers Publication of probationary periods, employment status, and contract type in the Official Gazette.

Action	Responsible bodies or services	Documents and/or activities related
<p>To publicize information about student access and guidance policies.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Communication, External and International Relations 	<p>Execution</p> <ul style="list-style-type: none"> • Access and Admission into Higher Education • International Student • Special Competition for International Students • Mentoring /Tutoring Programme • Provision of clarifications by the Academic Department/Division/Area <p>Regulation Regulations:</p> <ul style="list-style-type: none"> • Regarding Admission and Access for International Students at ULisboa • Regarding the assessment process for the capacity of individuals over 23 to attend higher education at ULisboa. <p>Others:</p> <ul style="list-style-type: none"> • Legislation on Access and Admission to Higher Education • Resolution of the General Council regarding the setting of tuition fees. <p>Manuals</p> <ul style="list-style-type: none"> • International Student Guide <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix
<p>Publicize information about course planning.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board • Pedagogical Council <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Quality Assessment and Assurance • Communication, External and International Relations • Academic Services 	<p>Planning</p> <ul style="list-style-type: none"> • Study Plans • SP programmes <p>Execution</p> <ul style="list-style-type: none"> • Information available on the web pages. • Deliberations of the Pedagogical Council
<p>To publicize information about teaching, learning, and student assessment methodologies.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Pedagogical Council <p>Organic Structure</p> <ul style="list-style-type: none"> • Communication, External and International Relations • Academic Services 	<p>Execution</p> <ul style="list-style-type: none"> • Information available on the web pages. <p>Regulation</p> <ul style="list-style-type: none"> • Deliberations of the Pedagogical Council • Knowledge and Skills Assessment Regulations
<p>Publicize information about mobility opportunities.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board <p>Organic Structure</p> <ul style="list-style-type: none"> • Communication, External and International Relations • Human Resources • Academic Services 	<p>Execution</p> <ul style="list-style-type: none"> • From ULisboa to the World International Scholarships -IAESTE • From the World to ULisboa • Almeida Garrett Programme • International Credit Mobility • Fullbright • Smile • Athens

Action	Responsible bodies or services	Documents and/or activities related
Publicize information about mobility opportunities.		<p>Regulation</p> <ul style="list-style-type: none"> Regulations for the Erasmus+ Mobility Programme at ULisboa
To publicize information about the rights and responsibilities of students.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board <p>Other Bodies</p> <ul style="list-style-type: none"> Responsible for Regulatory Compliance <p>Organic Structure</p> <ul style="list-style-type: none"> Communication, External and International Relations SEN Network 	<p>Planning</p> <ul style="list-style-type: none"> Regulatory Compliance Programme <p>Execution</p> <ul style="list-style-type: none"> Training Programme on Policies and Procedures related to Duties and Responsibilities <p>Regulation</p> <ul style="list-style-type: none"> Code of Conduct and Best Practices of ULisboa Charter of Rights and Guarantees of ULisboa Disciplinary regulations for students of the Universidade de Lisboa. Regulations for Students with Special Educational Needs - ULisboa <p>Others:</p> <ul style="list-style-type: none"> Student-Worker Statute Student-Athlete Statute of ULisboa Statute for Students Practicing High-Performance Sports Student Firefighter Statute Student Volunteer Statute International Student Statute Youth Association Leader Status Military Student Statute Student Parent Status Statute of Students Professing Religious Faiths
To publicize information about school social action services.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board <p>Organic Structure</p> <ul style="list-style-type: none"> Communication, External and International Relations Serviços de Ação Social 	<p>Execution</p> <ul style="list-style-type: none"> School Social Action ULisboa/Schools Social Action in Numbers Accommodation Services Food Services Social Action Scholarships <p>Regulation</p> <ul style="list-style-type: none"> Regulations for the Awarding of Scholarships to Higher Education Students
Publicize information about the mechanisms for handling complaints and suggestions.	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board <p>Other Bodies</p> <ul style="list-style-type: none"> Student Ombudsman <p>Organic Structure</p> <ul style="list-style-type: none"> Communication, External and International Relations Archives, Documentation and Publications Legal Services 	<p>Execution</p> <ul style="list-style-type: none"> Pedagogical Surveys (Fénix) Customer Satisfaction Surveys Analysis of the Yellow Book of Complaints <p>Regulation</p> <ul style="list-style-type: none"> Regulations of the Student Ombudsman of ULisboa <p>Systems/Platforms</p> <ul style="list-style-type: none"> Fénix System for Compliments, Suggestions and Complaints Reporting Channel
To publicize information about access to material resources and support	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors 	<p>Execution</p> <ul style="list-style-type: none"> Bibliographic Research The Library in Numbers

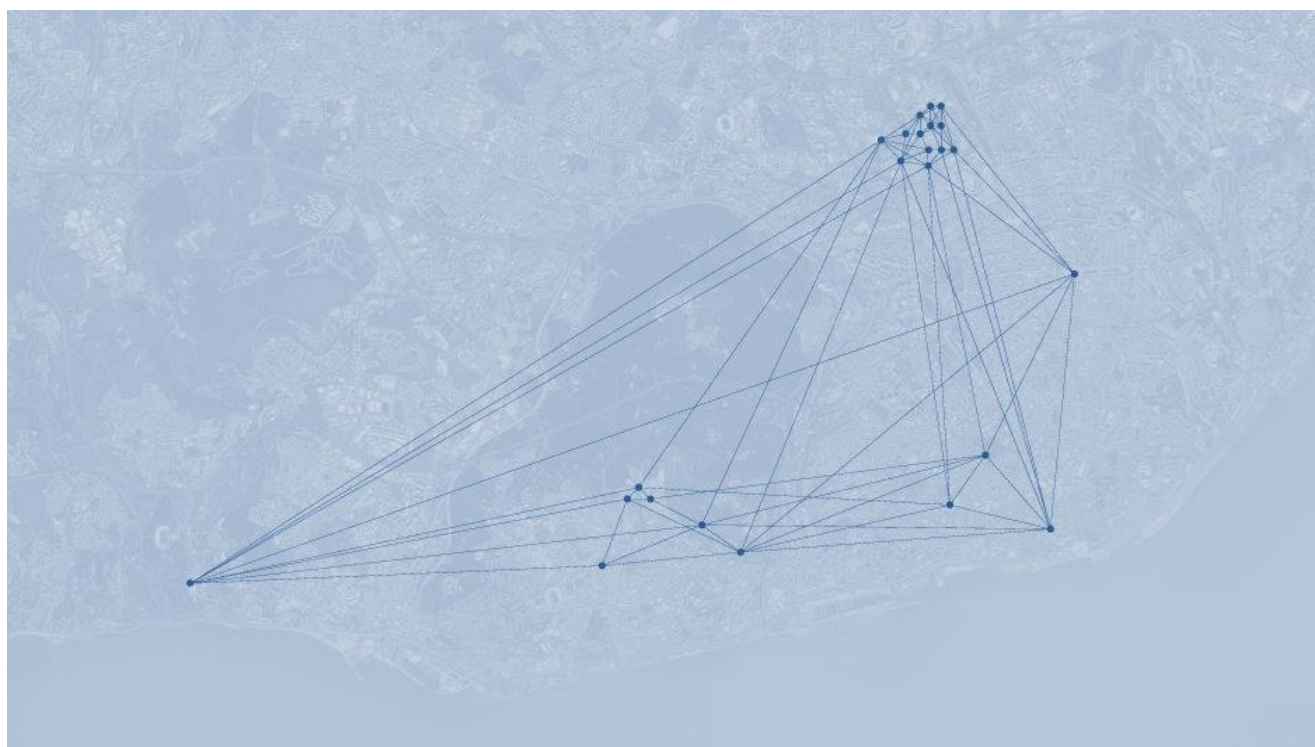
Action	Responsible bodies or services	Documents and/or activities related
<p>services for education.</p> <p>To publicize information about access to material resources and support services for education.</p>	<ul style="list-style-type: none"> • Management Board <p>Organic Structure</p> <ul style="list-style-type: none"> • Operational Services • Communication, External and International Relations • SEN Network 	<ul style="list-style-type: none"> • Bookstores • Merit • Access to material resources is available on the Schools' pages. <p>Regulation</p> <ul style="list-style-type: none"> • Regulations for Support of Extracurricular Activities at ULisboa
<p>To publicize information about the results of education, expressed in academic results, job placement (including monitoring the career path of its graduates over a reasonable period of time, from an employability perspective) and the degree of satisfaction of stakeholders.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors <p>Organic Structure</p> <ul style="list-style-type: none"> • Studies and Planning • Communication, External and International Relations 	<p>Execution</p> <ul style="list-style-type: none"> • Pedagogical Surveys (Fénix) • Employability Surveys • Employability in Numbers • Students of ULisboa – Analysis (2019) • Ranking Results • Students in Numbers <p>Systems/Platforms</p> <ul style="list-style-type: none"> • Fénix
<p>To publicize information about internal quality assurance policies, accreditation certifications, and the results of evaluations of the institution and its study programmes.</p>	<p>Government/Management Bodies</p> <ul style="list-style-type: none"> • Rector/President/Director • Rectoral Team/Vice-Presidents/Deputy Directors • Management Board <p>Other Bodies</p> <ul style="list-style-type: none"> • Council/Committee/Working Group for Quality Assessment and Assurance <p>Organic Structure</p> <ul style="list-style-type: none"> • Quality Assessment and Assurance • Communication, External and International Relations 	<p>Planning</p> <ul style="list-style-type: none"> • QP <p>Execution</p> <ul style="list-style-type: none"> • Meta-Assessment Report • Institutional Self-Assessment Report • QM advertisement <p>Manuals</p> <ul style="list-style-type: none"> • Of QM • Of Procedures • Of Creation and Accreditation of NSPs • Of Procedures for Amending and Terminating SP

Vector V: Periodic external evaluation

Reference 13: Cyclical nature of external quality assurance

The institution undergoes periodic external evaluation processes, in line with the European Standards and Guidelines for Higher Education (ESG).

Action	Responsible bodies or services	Documents and/or activities related
Take into account the requirements of the national legislative framework applicable to higher education and its evaluation.	<p>External to the University</p> <ul style="list-style-type: none"> A3ES <p>University Interns</p> <p>Government/Management Bodies</p> <ul style="list-style-type: none"> General Council/School Council Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors <p>Other Bodies</p> <ul style="list-style-type: none"> UCC Council/Committee/Working Group for Quality Assessment and Assurance <p>Organic Structure</p> <ul style="list-style-type: none"> Academic Services Quality Assessment and Assurance Legal Services 	<p>External to the University</p> <ul style="list-style-type: none"> Report of the External Evaluation Committee <p>University Interns</p> <p>Planning</p> <ul style="list-style-type: none"> QP <p>Execution</p> <ul style="list-style-type: none"> Meta-Assessment Report <p>Regulation</p> <ul style="list-style-type: none"> IQAS Regulations <p>Manuals</p> <ul style="list-style-type: none"> Of QM <p>Systems/Platforms</p> <ul style="list-style-type: none"> Fénix Quality Barometer: FM
To explicitly state and take into account the progress made since the previous external evaluation.	<p>External to the University</p> <ul style="list-style-type: none"> A3ES <p>University Interns</p> <p>Government/Management Bodies</p> <ul style="list-style-type: none"> General Council/School Council Rector/President/Director Rectoral Team/Vice-Presidents/Deputy Directors Management Board <p>Other Bodies</p> <ul style="list-style-type: none"> Council/Committee/Working Group for Quality Assessment and Assurance <p>Organic Structure</p> <ul style="list-style-type: none"> Quality Assessment and Assurance Studies and Planning 	<p>External to the University</p> <ul style="list-style-type: none"> Report of the External Evaluation Committee <p>University Interns</p> <p>Planning</p> <ul style="list-style-type: none"> Action Plan QP Activity Plan QUAR <p>Execution</p> <ul style="list-style-type: none"> Institutional Self-Assessment Report Meta-Assessment Report Activity Report QUAR Assessment <p>Regulation</p> <ul style="list-style-type: none"> IQAS Regulations <p>Systems/Platforms</p> <ul style="list-style-type: none"> Quality Barometer: FM



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