

U

LISBOA

REITORIA

UNIVERSIDADE  
DE LISBOA



# Quality Plan | IQAS-ULisboa 2026

Quality Assurance and Evaluation Area

# Technical Specifications

## TITLE

Quality Plan | IQAS-ULisboa 2026

1st Revision (VR01/2026)

Quality Assurance and Evaluation Area

## PROPERTY

Universidade de Lisboa

## AUTHOR and PAGINATION

Universidade de Lisboa: Quality Assurance and Evaluation Area

## REVIEW

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Pedagogical and Student Affairs Committee of the Senate

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## APPROVAL

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## Acronyms and Abbreviations

**A3ES** | Agência de Avaliação e Acreditação do Ensino Superior

**AP** | Activity Plan

**AR** | Activity Report

**CASES** | Cooperativa António Sérgio para a Economia Social

**CNA** | National Access Competition

**CO<sub>2</sub>eq** | Carbon Dioxide Equivalent

**DGEEC** | Direção-Geral de Estatísticas da Educação e Ciência

**DGES** | Direção-Geral do Ensino Superior

**DGO** | Direção-Geral do Orçamento

**EPG** | Escola de Pós-Graduação da ULisboa

**ERC** | European Research Council

**ESEL** | Escola Superior de Enfermagem de Lisboa

**ETI** | Full-Time Staff

**EU** | European Union

**EUL** | Estádio Universitário de Lisboa

**FCT** | Fundação para a Ciência e a Tecnologia

**INE** | Instituto Nacional de Estatística

**IQAS** | Integrated Quality Assurance System

**IQAS-ULisboa** | Integrated Quality Assurance System of the Universidade de Lisboa

**IS** | Information System

**IS-ULisboa** | Information System of the Universidade de Lisboa

**JBL** | Jardim Botânico de Lisboa

**JBT** | Jardim Botânico Tropical

**MUHNAC** | Museu Nacional de História Natural e da Ciência

**OU** | Organic Units

**PPR** | Plan for the Prevention of Risks of Corruption and Related Offences

**PRR** | Recovery and Resilience Plan

**QAEA** | Quality Assurance and Evaluation Area

**QAC-ULisboa** | Quality Assurance Council of the Universidade de Lisboa

**QM** | Quality Manual

**QM-ULisboa** | Quality Manual of the Universidade de Lisboa

**QP** | Quality Plan

**QP-ULisboa** | Quality Plan of the Universidade de Lisboa

**QUAR** | Assessment and Accountability Framework

**R&D** | Research and Development

**SAP** | Resource Management System

**SAS-ULisboa** | Serviços de Ação Social of the Universidade de Lisboa

**SC-ULisboa** | Serviços Centrais of the Universidade de Lisboa

**SEN** | Special Educational Needs

**SIADAP** | Integrated System for Management and Performance Evaluation in Public Administration

**SIIC** | Integrated Scientific Information System

**SP** | Study Programme

**Spin-off** | New businesses (products or services) that are developed in a matrix through the use of new technologies

**SWOT** | Strengths, Weaknesses, Opportunities and Threats

**TP** | Training Plan

**TR** | Training Report

**TTC** | Technology and Knowledge Transfer

**ULisboa** | Universidade de Lisboa

# 1. Introduction

Considering that the Universidade de Lisboa Quality Plan (QP-ULisboa) was approved in March 2023 and that, to date, events have occurred that justify its revision, it was decided to review the QP-ULisboa and approve a new version, consistent with the stage of development of the ULisboa Integrated Quality Assurance System (IQAS-ULisboa).

It should be noted that, following the approval of the QP-ULisboa, the ULisboa Strategic Plan for the period 2023-2027 was also approved, which justifies this review in light of the strategic and quality objectives contained in this document. The integration process of the Escola Superior de Enfermagem de Lisboa (ESEL) into ULisboa has also begun, and some operational changes have been recorded, which also necessitates a review.

Following the completion of the ESEL integration process, ULisboa comprises 19 Schools, as well as the Serviços Centrais (SC-ULisboa) and the Serviços de Ação Social (SAS-ULisboa). Each School of ULisboa enjoys statutory, scientific, pedagogical, administrative, financial, and patrimonial autonomy in accordance with the Law and its Statutes. The actions and activities developed by the Organic Units (OU) of ULisboa, within the scope of quality, are integrated into the strategic policies of ULisboa.

The QP-ULisboa is a guiding document that establishes the relationship between the strategic vectors of the Rector's Action Plan/Strategic Plan of ULisboa, the actions, processes, subprocesses, indicators, and responsibilities of each Governing/Management Body and the monitoring and implementation structure of the IQAS-ULisboa.

The parameters and indicators considered in the QP-ULisboa allow for monitoring and evaluating the quality of the activities performed.

The monitoring of the QP will be overseen by the Quality Assurance Council of ULisboa (QAC-ULisboa) and supported by the information system defined for the IQAS-ULisboa, which integrates information generated through various specific computer systems.

The QP-ULisboa must also be combined with the corresponding instruments of each School, SC-ULisboa and SAS-ULisboa.

In detail, the main factors that motivated the review were:

- a) Approval of the ULisboa Strategic Plan by the ULisboa General Council on July 20, 2023;
- b) Integration of the ESEL into ULisboa, operated by Decree-Law No. 83/2024, of October 31;
- c) Implementation of the Integrated Scientific Information System (SIIC);
- d) Development of the Quality Module of the Fénix System;
- e) Implementation of the Regulatory Compliance Programme.

## 2. Quality Plan: approval, review and dissemination

The QP is developed under the responsibility of the Quality Assurance Council of the Universidade de Lisboa (QAC-ULisboa) and implemented by the Quality Assurance and Evaluation Area (QAEA) of ULisboa. It is regularly reviewed and adjusted by the QAC-ULisboa based on internal and external factors that affect the performance of the planned activities. The QP, as well as any global or specific revisions that may occur, are approved by the Rector.

Changes to the content of the QP imply the issuance of a new version of the QP, which must be recorded in the tables provided below (**Tables 1 and 2**) and which are an integral part of this document. Updated versions of the QP must reflect the changes made, indicating who is responsible for them.

The QP comes into effect after approval by the Rector and publication on the ULisboa Reitoria's website. This document will be distributed to the bodies responsible for Quality Assurance in the OU and disseminated among all ULisboa employees.

**Table 1 – Creation and approval of QP-ULisboa | IQAS-ULisboa**

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

Source: QAEA

**Table 2 - Elaboration and revision of the QP-ULisboa | IQAS-ULisboa - History**

Version	Date of Preparation	Validation Date	Approval Date	Stadium/Reason for Review
VP_01/2014	2014	-	-	1st Preliminary Version
VP_01/2022	November 2022	-	-	2nd Preliminary Version
VF 01/2022	November 2022	27.02.2023	01.03.2023	Final Version
VR 01/2026	October 2025	30.01.2026	18.02.2026	1st Revision

Source: QAEA

The QP is proposed by QAEA to the Rector for approval, in accordance with the guidelines of QAC-ULisboa, after consulting the University Coordination Council and the Committees for Scientific Affairs and Pedagogical and Student Affairs of the ULisboa Senate.

The QP is considered a fundamental document for defining and detailing quality assurance policies, as well as for characterizing the processes, indicators, and agents responsible for carrying out activities that promote continuous improvement within the institution.

The QP should be complemented by the following documents:

- Action Plan for the Rector's term;
- Strategic Plan for the Rector's term;
- ULisboa Activity Plan;
- ULisboa Assessment and Accountability Framework (QUAR);

- Regulatory Compliance Programme:
  - o Plan for the Prevention of Risks of Corruption and Related Offences (PPR);
  - o Code of Conduct;
  - o Training Programme;
  - o Whistleblowing Channel.
- ULisboa Quality Manual (QM-ULisboa);
- Procedure Manuals;
- Meta-Assessment Report;
- Report on the PPR;
- Activity Report;
- QUAR Assessment;
- Institutional Self-Assessment Report and External Assessment Report from the Agência de Avaliação e Acreditação do Ensino Superior (A3ES);
- Other reports issued by certifying entities of Teaching/Research.

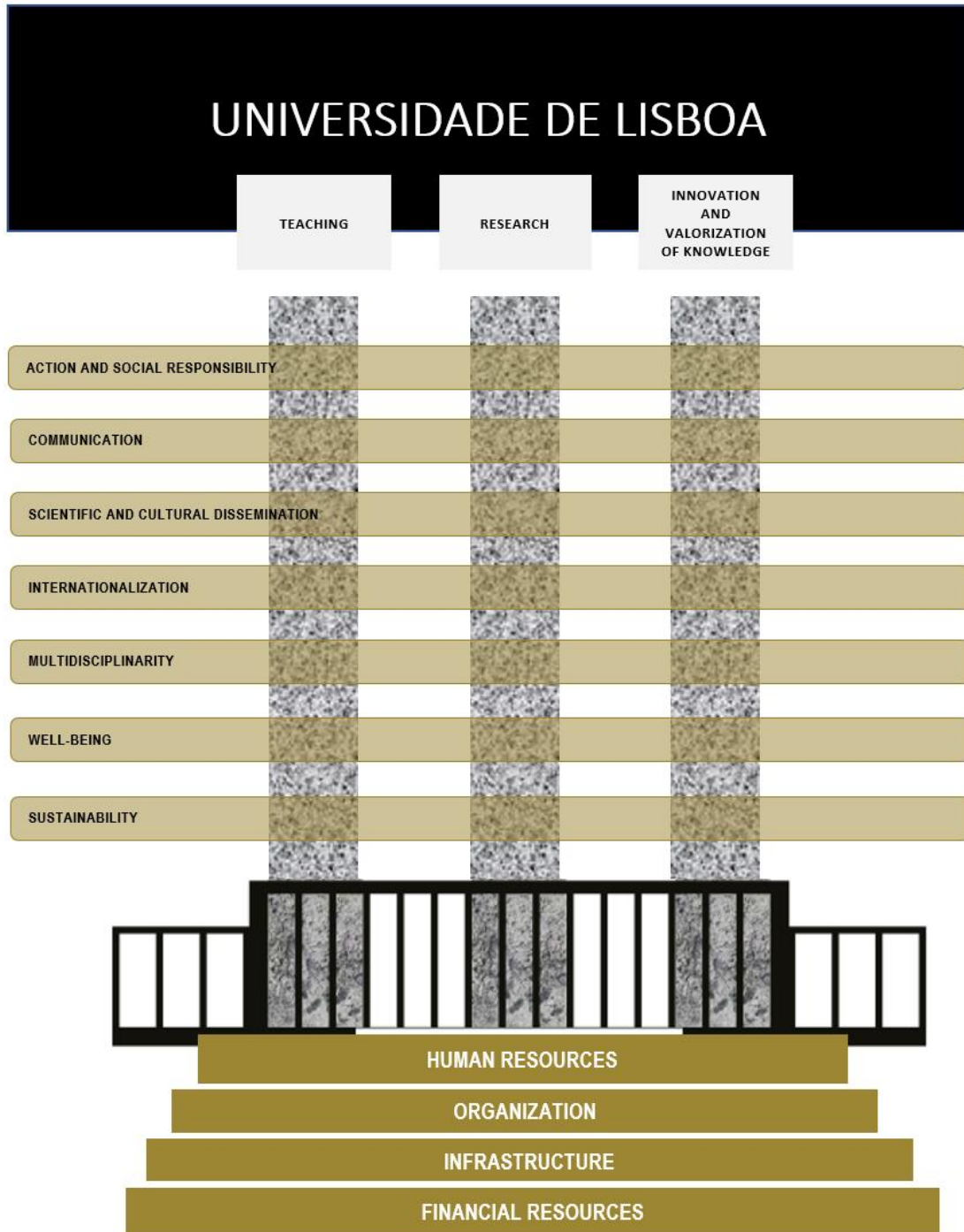
The QP-ULisboa highlights the three main strategic guidelines – the Pillars, the Axes, and the Resources – as well as the corresponding Strategic Objectives and planned Actions, allowing for their monitoring throughout the period under analysis, using a set of performance indicators for this purpose.

As a result of this monitoring, whose results can be reflected in a Quality Barometer or in Meta-Assessment reports, it is possible to recommend systematic adjustment measures, with a view to continuous improvement, both of the IQAS-ULisboa and of the quality of the activities carried out by ULisboa.

### 3. Strategy of the Universidade de Lisboa

The QP-ULisboa is based on the strategy for ULisboa, defined in the Rector's Action Plan and implemented in the ULisboa Strategic Plan, for the period from 2023 to 2027, whose architecture is shown in Figure 1.

Figure 1 - Strategy for the four-year period 2023-2027



Source: ULisboa Strategic Plan for the period 2023-2027

## 4. Responsibility in process management

Process management is carried out across the board and involves the entire hierarchy of ULisboa. This ensures that the creation, implementation, and review of processes comply with the legal and specific requirements of the activities carried out and that all parties involved are held accountable.

At the senior management level, the competencies and responsibilities are those set out in **Table 3**, which identifies the governance, management, advisory, and control bodies at the central level. Responsibilities at the ULisboa OU level are defined in their respective QP.

**Table 3 - Roles and responsibilities of governance, management, advisory and control bodies in the field of Quality.**

Bodies	Competences
General Council <sup>1</sup>	<p>1 - The General Council is responsible for:</p> <ul style="list-style-type: none"> <li>a) Electing its President, by an absolute majority of its members, from among the personalities referred to in subparagraph d) of paragraph 2 of article 18;</li> <li>b) To approve its rules of procedure, which provide in particular for its organization and functioning, as well as for the dismissal of its members;</li> <li>c) To approve amendments to the Statutes and their annexes;</li> <li>d) To approve the regulations relating to the elections of the General Council and the Senate;</li> <li>e) To approve the regulations for the election of the Rector, to organize the election procedure and to elect the Rector;</li> <li>f) To review the actions of the Rector and the Management Council;</li> <li>g) To dismiss and suspend the Rector, under the conditions and terms defined by law;</li> <li>h) To propose initiatives that it considers necessary for the proper functioning of the University.</li> </ul> <p>2 - The General Council is responsible, upon proposal of the Rector:</p> <ul style="list-style-type: none"> <li>a) To approve the medium-term strategic plans and the action plan for the four-year term of the Rector;</li> <li>b) To approve the general guidelines of the University in the scientific, pedagogical, financial and patrimonial levels;</li> <li>c) To create, integrate, merge, transform, associate or extinguish Schools and other organic units, in accordance with the law, after consulting the respective governing bodies;</li> <li>d) To approve the annual activity plans and review the annual activity report of the University;</li> <li>e) To approve the budget proposal;</li> <li>f) To approve the consolidated annual accounts, accompanied by the opinion of the sole auditor;</li> <li>g) To appoint the Student Ombudsman and approve the respective regulations;</li> <li>h) To set the fees payable by students in degree programmes;</li> <li>i) To propose or authorize, in accordance with the law, the acquisition or disposal of University real estate, as well as credit operations;</li> <li>j) To approve the reallocation of University real estate and its organic units;</li> <li>k) To define the autonomy regime of the Schools, in accordance with paragraphs 5 and 6 of article 10;</li> <li>l) To approve the statutes of the Universidade de Lisboa Fund and its management regulations;</li> <li>m) To approve general rules for the University's assessment;</li> </ul>

<sup>1</sup> Article 19 of the Statutes of ULisboa approved by Normative Order No. 5-A/2013 of April 19, amended by Normative Order No. 14/2019, of May 10; by Normative Order No. 8/2020, of August 4; by Normative Order No. 7/2024, of March 21; by Normative Order No. 17/2024, of November 21 and by Normative Order No. 7/2025, of May 8.

Bodies	Competences
	<p>n) To approve the Charter of Rights and Guarantees, the Code of Conduct and Good Practices, and the Disciplinary Regulations;</p> <p>o) To issue opinions on the reallocation of teaching, research, or non-teaching staff between organic units;</p> <p>p) To issue opinions on the reassignment of budgetary resources between organic units;</p> <p>q) To pronounce on other matters submitted to it by the Rector.</p>
Rector <sup>2</sup>	<p>1 - The Rector's responsibilities include:</p> <p>a) Developing the necessary procedures for the constitution of the General Council and the Senate;</p> <p>b) Approving the statutes of the Schools, only being able to refuse them based on illegality or violation of these Statutes;</p> <p>c) Approving the electoral results for the governing bodies of the Schools and swearing in the respective members;</p> <p>d) Guiding the administrative and financial management of the University and appointing the Administrator and the heads of the Serviços de Ação Social, the specialized units and the Reitoria;</p> <p>e) Overseeing academic management and approving the scientific and disciplinary areas of the University;</p> <p>f) Approving the creation, suspension and extinction of programmes and the maximum values for new admissions and enrollments in programmes leading to degree attainment;</p> <p>g) Overseeing the management of the University's human resources and approving the staff charts;</p> <p>h) To approve the creation of colleges, in accordance with article 12;</p> <p>i) To authorize the exercise of activities under a cumulative regime;</p> <p>j) To guide the Serviços de Ação Social and provide support to students, in accordance with the law;</p> <p>k) To exercise disciplinary power and appoint the Prosecutor, in accordance with the provisions of the law and article 27 of the Statutes;</p> <p>l) To take the necessary measures to ensure the quality of teaching and research at the University and its Schools and to approve the regulations relating to the assessment systems for teachers and researchers and the institution's self-assessment;</p> <p>m) To inform the General Council and the Schools about the consolidated results of each institutional assessment process;</p> <p>n) To approve the granting of honorary titles or distinctions and to institute school and academic awards;</p> <p>o) To reallocate staff and reassignment the State Budget among the organic units, whenever this is justified for greater efficiency in the management of the University's human and financial resources;</p> <p>p) To approve the regulations and guiding documents necessary for the proper functioning of the University;</p> <p>q) To ensure compliance with the decisions taken by the collegiate bodies of the University and to ensure observance of the laws, Statutes and regulations in force;</p> <p>r) To perform the other functions provided for by law and the Statutes, to promote the initiatives deemed appropriate for the proper functioning of the University, to communicate all necessary information to the Government and to represent the University in court or out of court.</p> <p>2 - The Rector is also responsible for preparing and submitting to the General Council the proposals provided for in n. 2 of article 19.</p> <p>3 - The Rector has all the powers that are not attributed to other bodies of the University of Lisbon by law or by the Statutes.</p>
Management Board <sup>3</sup>	<p>1 - The Management Board is the administrative, asset and financial management body of the University, as well as the human resources management body, and is subject to the legislation in force for public bodies with administrative autonomy.</p> <p>2 - The Management Board is composed of the Rector, who presides, a Vice-Rector designated by him, the University Administrator, and may also include two other members designated by the Rector for the period of his mandate.</p>

<sup>2</sup> Article 26 of the Statutes of ULisboa.

<sup>3</sup> Article 30 of the Statutes of ULisboa.

Bodies	Competences
	3 - It is the responsibility of the Management Board to set the fees and charges and to authorize the payment of supplementary remuneration.
Senate <sup>4</sup>	<p>1 - The Senate has the following responsibilities:</p> <ul style="list-style-type: none"> <li>a) To contribute to strengthening the cohesion of the University;</li> <li>b) To encourage reflection and dialogue within the academic community, contributing to the definition of strategic decisions in the scientific, pedagogical and managerial fields and to the development of interdisciplinarity and transdisciplinarity;</li> <li>c) To monitor and stimulate academic life;</li> <li>d) To pronounce on the general guidelines of the University in the scientific and pedagogical field;</li> <li>e) To prepare proposals for the Charter of Rights and Guarantees and for the Code of Conduct and Good Practices of the University members;</li> <li>f) To provide advice to the Rector.</li> </ul> <p>2 - The Senate Plenary is especially responsible for:</p> <ul style="list-style-type: none"> <li>a) Pronouncing on amendments to the University Statutes;</li> <li>b) Pronouncing on matters submitted to it by the Rector.</li> </ul>
Student Ombudsman <sup>5</sup>	1 - It is the responsibility of the Ombudsman to assess student complaints regarding pedagogical and related administrative matters, as well as other aspects of their academic life, and to direct to the competent bodies of the University the recommendations that he deems necessary and appropriate for the prevention and redress of injustices found.
Responsible for Regulatory Compliance <sup>6</sup>	The entities covered designate, as a member of senior management or equivalent, a person responsible for regulatory compliance, who ensures and monitors the application of the regulatory compliance programme.

Source: ULisboa Statutes; General Regime for the Prevention of Corruption

<sup>4</sup> Article 34 of the Statutes of ULisboa.

<sup>5</sup> Article 40, No. 1 of the Statutes of ULisboa.

<sup>6</sup> Paragraph 2 of Article 5 of the General Regime for the Prevention of Corruption.

At the operational level, it is necessary to ensure the monitoring of processes. For each process or subprocess, ULisboa defines the respective manager and the person responsible.

The process manager has the following responsibilities:

- Ensure the definition/description of the process;
- Ensure the elaboration/revision of the documentation associated with the process;
- Provide training and awareness for those involved in the process;
- Ensure the implementation of the process;
- Continuously improve the process and ensure the registration of changes;
- Establish the indicators and methods for monitoring the process;
- Measure the performance of the process and ensure the implementation of the necessary actions;
- Periodically report performance to the respective managers;
- Obtain the necessary approvals and authorizations.

The person in charge of the subprocess will be committed to supervising the execution of the activities developed, being responsible for the overall compliance of the subprocesses under their responsibility.

## 5. Operationalizing quality assessment

### 5.1. Strategy, Processes and Subprocesses

Taking into account what was defined in the ULisboa Strategic Plan for the period 2023-2027, ULisboa bases its strategy on three pillars:

- Teaching;
- Research;
- Innovation and Valorization of Knowledge.

In turn, axes were also defined, which are domains by which the activities should be guided:

- Action and Social Responsibility;
- Communication;
- Scientific Dissemination and Culture;
- Internationalization;
- Multidisciplinarity;
- Well-being;
- Sustainability.

Finally, the resources needed to carry out the activities were identified, and they are:

- Human Resources;
- Organization;
- Infrastructure;
- Financial Resources.

At the operational level, procedures are designed taking into account the activities to be carried out, the legal requirements inherent to these activities, the efficiency and effectiveness of their execution, as well as the levels of risk, the probability of their occurrence, the severity of the consequence, and the measures for their mitigation. The procedures are contained in the Procedure Manuals approved by the competent bodies of the ULisboa's OU.

The identification of processes linked to quality is found in **Table 4**. This presents the processes and subprocesses, considering the different dimensions of the University's activities.

**Table 4 – Processes, subprocesses and outputs within the scope of Quality**

Process	Subprocess/Output
Teaching	Creation of Study Programme (SP) offerings
	SP offer review
	Discontinuation of SP offer
	Degrees and Titles
	Access to Higher Education
	Admission to Higher Education
	Teaching
	Evaluation of Teaching Activities
	Scientific Production

Process	Subprocess/Output
Research & Development (R&D)	Technology and Knowledge Transfer (TTC)
	Evaluation of Research Activities
Government	Action Plan
	Strategic Plan
Planning	Activity Plan (AP)
	Assessment and Accountability Framework (QUAR)
	Plan for the Prevention of Risks of Corruption and Related Offences (PPR)
	Activity Reports (AR)
	QUAR Assessment
	Management Report
	Monitoring of Activities
	Surveys
	Studies
	Employability
Quality	Rankings
	Quality Manual (QM)
	Quality Plan (QP)
	Assessment of Study Programmes
	Accreditation of Study Programmes
	Institutional Assessment
	Institutional Accreditation
	Institutional Certifications
	Meta-Assessment Report
	Institutional Progress Charter
Foreign and International Relations	Agreements and Protocols
	Mobility
	Image and Communication
Heritage	Construction of Infrastructure
	Rehabilitation of Infrastructure
	Rental of Infrastructure
Human Resources	Staffing Plan
	Recruitment
	Hiring
	Training
	Training Plan (TP)
	Training Report (TR)
	Assessment (SIADAP)
Public Finances	Payroll
	Budget
	Treasury Map
	Management Account
	Financial Statements
Revenue	Consolidation of Accounts
	Activities and Accounts Report
	Funds (patronage)
	Project Funding
Expenses	Own Revenue Funds
	State Budget Funds
	Staff
Public procurement	Goods and services
	Capital
	Goods and services
Information and Documentation	Contract Works
	Goods and Services within the scope of Research
	Public Disclosure
	Dissemination of Teaching Activities
	Dissemination of Scientific Activities
Information Systems	Dissemination of Management Activities
	Identifying the need to acquire publications
	Debureaucratization
Information Systems	Computer Systems Development
	Implementation of Computer Systems
	Computer Systems Maintenance

Process	Subprocess/Output
	Database Creation
	Database Maintenance
	User Support
Social Responsibility	Social Action
	Special Educational Needs
	Equality and Inclusion: <ul style="list-style-type: none"> <li>Plan for Gender Equality, Inclusion and Non-Discrimination</li> <li>Report on the Gender Equality, Inclusion and Non-Discrimination Plan</li> </ul>
	Volunteering: <ul style="list-style-type: none"> <li>Report on Volunteer Activity at ULisboa</li> <li>Application for the Volunteer Academy Seal (CASES)</li> </ul>
	Ethics
Sustainability	Environmental
	Social
	Economic

Source: QAEA

The processes are associated with the operationalization of ULisboa quality policies and are designed according to the organizational, management, and strategic decision-making structure. They involve the resources available and/or expected to be available to ULisboa during the Rector's four-year term.

The operationalization of quality assessment must involve defining goals, a schedule of actions, and responsibilities, associated with the different strategic dimensions and actions to be developed.

In order to specify the strategic guidelines included in the ULisboa Strategic Plan, it is up to the OU to develop their own Strategic Plans and Action Plans. These should include the main actions/activities to be developed, goals, schedule, and responsibilities, which will then be transferred to the respective QP.

The specifications contained in the QP of the OU result from the differentiation in operation, taking into account the scientific areas taught and the object of research, innovation and technology transfer, organized according to the autonomy and spheres of competence specific to each School, and also the complementary activities developed by the various Services.

## 5.2. Indicators

Regarding the indicators to be used, these are those required by law or by A3ES regulations and standards, or those that prove most suitable for monitoring each area of activity. In this version of the QP, the indicators defined in the ULisboa Strategic Plan for the period 2023-2027 were considered. The results for these indicators will be produced by the ULisboa Quality Assurance and Evaluation Systems, or their equivalent in the OU, generating part of the information necessary for the accreditation processes of the Study Programmes and ULisboa.

**Table 5** presents the map model adopted at ULisboa, which can be used, with the necessary adaptations, in the QP to be developed by the OU. This map shows the link between the quality benchmarks, the Strategic Guidelines, the Pillars, the Axes and the Resources, their strategic objectives and actions to be developed, as well as some indicators for monitoring performance. The targets adopted are those contained in the Strategic Plan for 2023-2027, thus requiring subsequent updating.

The indicators presented should preferably be calculated at the ULisboa level, in an aggregated manner, and also by OU.

Table 5 – Monitoring Map of the ULisboa Quality Plan

REFERENCE	STRATEGIC LINE (AXIS/PILLAR/RESOURCES)	STRATEGIC OBJECTIVE/ ACTIONS TO BE DEVELOPED	INDICATORS	GOAL	CALENDAR
	<b>TEACHING</b>	<b>PROMOTING INNOVATION AND QUALITY IN EDUCATION</b>			
5. Continuous monitoring and periodic review of programmes.		Promoting digital education and training	-	-	Until 2027
3 – Student-centered teaching, learning and assessment		Developing lifelong learning, whether or not it leads to an academic degree.	Number of students enrolled in programmes at the Graduate School	<b>12,500 (a)</b>	Until 2027
5 – Continuous monitoring and periodic review of programmes		To promote the involvement of employers and regulatory bodies in curriculum development processes.	Percentage of accredited study programmes without conditions.	<b>100% (a)</b>	Until 2027
7 – Interinstitutional and community collaboration		Strengthen collaboration between the Schools of the Universidade de Lisboa in the discussion of pedagogical matters.	Number of pedagogical innovation projects submitted	<b>150 (a)</b>	Until 2027
	<b>TEACHING</b>	<b>ATTRACTING AND RETAINING THE BEST NATIONAL AND INTERNATIONAL STUDENTS</b>			
4. Student admission, progression, recognition and certification		To enhance the attractiveness of ULisboa programmes among target audiences.	Percentage of candidates who list a study programme at ULisboa as their first choice in the first phase of the CNA (National Access Competition).	<b>50%</b>	Until 2027
			Percentage of students with average entrance grades above 17 in the CNA.	<b>45%</b>	Until 2027
			Satisfaction index of demand in the 1st phase of the CNA	<b>1.5</b>	Until 2027
8. Internationalization		Strengthen student mobility under international programmes and projects.	Number of students on mobility programmes IN	<b>12,000 (a)</b>	Until 2027
			Number of students on mobility programmes (OUT)	<b>12,000 (a)</b>	Until 2027
	<b>TEACHING</b>	<b>COMBATING SCHOOL FAILURE AND DROPOUT</b>			
5. Continuous monitoring and periodic review of programmes.		Improving systems for monitoring teaching and pedagogical practices.	Number of schools with systems for evaluating and monitoring pedagogical performance.	<b>18 (b)</b>	Until 2027
3. Student-centered teaching, learning, and assessment		To diagnose and combat the determining factors of failure and dropout.	Number of schools with systems for monitoring (lack of) academic success.	<b>18 (b)</b>	Until 2027
3. Student-centered teaching, learning, and assessment		mentoring and tutoring systems	Number of Schools with mentoring and/or tutoring systems	<b>18 (b)</b>	Until 2027
3. Student-centered teaching, learning, and assessment		To monitor and improve the health and well-being of students.	-	-	Until 2027
4. Student admission, progression, recognition and certification		Supporting the integration of students with specific educational needs.	Number of actions that support the integration of SEN students	<b>125 (a)</b>	Until 2027

REFERENCE	STRATEGIC LINE (AXIS/PILLAR/RESOURCES)	STRATEGIC OBJECTIVE/ ACTIONS TO BE DEVELOPED	INDICATORS	GOAL	CALENDAR
	<b>TEACHING</b>	<b>TO PROMOTE COOPERATION BETWEEN SCHOOLS AND WITH OTHER INSTITUTIONS</b>			
2. Design and approval of the training offer		Strengthening cooperation ties between the Schools of ULisboa in the provision of educational opportunities.	Number of study programmes in partnership with various Schools of ULisboa	<b>45</b>	Until 2027
2. Design and approval of the training offer		Strengthen the range of study programmes offered in partnership with other national and international universities.	-	-	Until 2027
	<b>TEACHING</b>	<b>PROMOTING THE EMPLOYABILITY OF ULISBOA STUDENTS</b>			
7. Interinstitutional and community collaboration		Supporting the creation and operation of career development offices.	Number of schools with career development offices.	<b>18 (b)</b>	Until 2027
7. Interinstitutional and community collaboration		To follow the career paths of graduates.	-	-	Until 2027
	<b>INVESTIGATION</b>	<b>PROMOTING RESEARCH EXCELLENCE</b>			
6. Research and development		To support and promote internationally recognized research of excellence in multi-disciplinary scientific fields.	Number of scientific articles and reviews published in WOS and Scopus.	<b>9,000</b>	Until 2027
			Number of scientific articles published in journals in the 1st quartile.	<b>5,500</b>	Until 2027
			Number of <i>highly cited researchers</i> from ULisboa	<b>5</b>	Until 2027
			Number of ERC scholarships awarded	<b>55 (a)</b>	Until 2027
			Percentage of scientific articles in WOS and Scopus that meet the affiliation requirements.	<b>100%</b>	Until 2027
	<b>INVESTIGATION</b>	<b>TO REWARD AND PROMOTE SCIENTIFIC QUALITY</b>			
6. Research and development		Establish mechanisms for valuing and recognizing scientific performance.	Percentage of R&D units evaluated by FCT as "very good" or "excellent"	<b>95%</b>	Until 2027
	<b>INVESTIGATION</b>	<b>TO INCREASE ATTRACTIVENESS AND STRENGTHEN NATIONAL AND INTERNATIONAL COOPERATION</b>			
6. Research and development		Create collaborative networks and attract the best talent.	Ratio of scientific articles per PhD-holding faculty member/researcher	<b>2.5</b>	Until 2027
	<b>INVESTIGATION</b>	<b>ENCOURAGE AND SUPPORT APPLICATIONS TO COMPETITIVE PROGRAMMES</b>			
6. Research and development		Identify and publicize funding opportunities.	Value of FCT Transfers to the organic units of ULisboa	<b>175ME (a)</b>	Until 2027
			Number of Horizon projects Europe in which ULisboa is involved	<b>350 (a)</b>	Until 2027
	<b>INNOVATION AND VALORIZATION OF KNOWLEDGE</b>	<b>TO ENHANCE THE ECONOMIC AND SOCIAL VALUE OF KNOWLEDGE</b>			
6. Research and development		Strengthen the interface connecting to society, businesses, and organizations by encouraging	Number of companies incubated at ULisboa	<b>15</b>	Until 2027

REFERENCE	STRATEGIC LINE (AXIS/PILLAR/RESOURCES)	STRATEGIC OBJECTIVE/ ACTIONS TO BE DEVELOPED	INDICATORS	GOAL	CALENDAR
		social innovation, patent licensing, the creation of start-ups/ spin-offs, the incubator of technology-based companies, and social innovation.	Number of patent applications granted internationally.	<b>40 (a)</b>	Until 2027
			Number of patent applications granted nationally.	<b>60 (a)</b>	Until 2027
			Number of patent applications filed internationally.	<b>60 (a)</b>	Until 2027
			Number of patent applications filed nationally.	<b>100 (a)</b>	Until 2027
			Number of start-ups and spin-offs or technology-based companies created at ULisboa	<b>50 (a)</b>	Until 2027
6. Research and development		Increase presence in discussion and decision-making forums.	Number of scientific events organized by the ULisboa Networks	<b>100</b>	Until 2027
	<b>INNOVATION AND VALORIZATION OF KNOWLEDGE</b>	<b>CREATING A CULTURE OF INNOVATION</b>			
1. Adoption of a policy for quality assurance and pursuit of quality objectives.		Sharing and promoting best practices in technology transfer and knowledge valorisation.	Number of entrepreneurship initiatives (courses, schools, workshops, bootcamps, fairs)	<b>100 (a)</b>	Until 2027
	<b>ACTION AND SOCIAL RESPONSIBILITY</b>	<b>TO REVITALIZE AND INCREASE SOCIAL RESPONSIBILITY ACTIONS AT ULISBOA</b>			
10. Material resources and services		Maintain and strengthen social support for students, particularly those who are economically disadvantaged and/or have special educational needs.	Number of new beds for students in private residences.	<b>1.360 (a)</b>	Until 2027
			Average time for review/re-review of social action scholarship applications.	<b>30 days</b>	Until 2027
9. Human resources		To promote and support initiatives that defend gender equality, inclusion, and non-discrimination, especially protecting the most vulnerable.	Percentage of women at the top of their teaching or research careers.	<b>40%</b>	Until 2027
7. Interinstitutional and community collaboration		To promote volunteer activities within the ULisboa community, developing cooperation agreements with various institutions in this area.	Number of social responsibility initiatives developed at ULisboa	<b>200 (a)</b>	Until 2027
1. Adoption of a policy for quality assurance and pursuit of quality objectives.		Strengthen the mechanisms for controlling unethical conduct.	-	-	Until 2027
	<b>COMMUNICATION</b>	<b>DEVELOPING AN EFFECTIVE INTEGRATED COMMUNICATION STRATEGY AT ULISBOA</b>			
12. Public information		Improve the University's website.	Number of visits to the ULisboa website	<b>3,500,000 (a)</b>	Until 2027
			Number of visits to the ULisboa website from abroad.	<b>2,200,000 (a)</b>	Until 2027
11. Information Management		Improving the management of ULisboa's social media.	Number of followers on ULisboa's social media - Facebook	<b>70,000</b>	Until 2027
			Number of followers on ULisboa's social media - Instagram	<b>60,000</b>	Until 2027
			Number of followers on ULisboa's social media - LinkedIn	<b>150,000</b>	Until 2027

REFERENCE	STRATEGIC LINE (AXIS/PILLAR/RESOURCES)	STRATEGIC OBJECTIVE/ ACTIONS TO BE DEVELOPED	INDICATORS	GOAL	CALENDAR
			Number of followers on ULisboa's social media - Twitter	<b>7,000</b>	Until 2027
12. Public information		To publicize the educational, scientific, cultural, social and sporting activities of ULisboa.	Number of Newsletter followers	<b>6,500</b>	Until 2027
7. Interinstitutional and community collaboration		To support and promote the revitalization of the Alumni Associations of the Universidade de Lisboa.	-	-	Until 2027
	<b>SCIENTIFIC AND CULTURAL DISSEMINATION</b>	<b>TO PROMOTE SCIENTIFIC DISSEMINATION TO THE GENERAL PUBLIC</b>			
12. Public information		Intensify science outreach activities for the general public, initiated by schools or Serviços Centrais, particularly museums and botanical gardens (MUHNAC).	Number of science outreach activities promoted by MUHNAC	<b>300</b>	Until 2027
7. Interinstitutional and community collaboration		To deepen MUHNAC's relationship with young audiences, particularly school groups.	Number of total visitors MUHNAC – Museums + JBL + JBT	<b>400,000</b>	Until 2027
	<b>SCIENTIFIC AND CULTURAL DISSEMINATION</b>	<b>TO PROMOTE CULTURE AND THE DISSEMINATION OF CULTURAL AND ARTISTIC EXPRESSION</b>			
7. Interinstitutional and community collaboration		To strengthen the promotion of the University's cultural offerings, integrating them into Lisbon's cultural agenda.	Number of shows and events organized by the Rectorate (annually)	<b>100 (a)</b>	Until 2027
7. Interinstitutional and community collaboration		To consolidate and expand the impact of the ULisboa Press and other university publishing houses.	Number of titles published by the Universidade de Lisboa Press.	<b>30 (a)</b>	Until 2027
	<b>INTERNATIONALIZATION</b>	<b>STRENGTHEN INTERNATIONAL COMPETITIVENESS</b>			
1. Adoption of a policy for quality assurance and pursuit of quality objectives.		To maintain and strengthen the international recognition already achieved.	ULisboa's position in the Leiden ranking.	<b>130</b>	Until 2027
			ULisboa's position in the SCImago ranking	<b>160</b>	Until 2027
			ULisboa's position in the Shanghai ranking (ARWU)	<b>151-200</b>	Until 2027
4. Student admission, progression, recognition and certification  8. Internationalization 9. Human resources		To create mechanisms for attracting and retaining international talent, including faculty, researchers, students, and administrative and technical staff.	% of foreign teachers	<b>5%</b>	Until 2027
			% of foreign researchers	<b>20%</b>	Until 2027
			Number of students admitted (1st year, first time in all study programmes) with International Student Status.	<b>350</b>	Until 2027
2. Design and approval of the training offer  8. Internationalization		Actively participate in building the European Higher Education Area through participation in the Unite! Alliance.	Number of joint study programmes with foreign universities	<b>9</b>	Until 2027
			Number of teachers, researchers, and administrative and technical staff participating in actions promoted within the context of the Unite! Alliance.	<b>100 (a)</b>	Until 2027
3. Student-centered teaching, learning, and assessment  8. Internationalization		To explore opportunities for international exchange of faculty, researchers, students, and administrative and technical staff.	Number of students on mobility programmes IN	<b>12,000 (a)</b>	Until 2027
			Number of students on mobility programmes (OUT)	<b>12,000 (a)</b>	Until 2027
			Number of OUT transfers of teaching	<b>450 (a)</b>	Until 2027

REFERENCE	STRATEGIC LINE (AXIS/PILLAR/RESOURCES)	STRATEGIC OBJECTIVE/ ACTIONS TO BE DEVELOPED	INDICATORS	GOAL	CALENDAR
			staff, researchers, and administrative and technical staff.		
7. Interinstitutional and community collaboration 8. Internationalization		Strengthen strategic partnerships and participation in international knowledge and research networks.	Number of participations in international education and research fairs	20 (a)	Until 2027
	<b>MULTIDISCIPLINARY</b>	<b>PROMOTING MULTI/TRANS/INTERDISCIPLINARY APPROACHES AT ULISBOA</b>			
2. Design and approval of the training offer 7. Interinstitutional and community collaboration		To support the offering of study programmes and research projects involving different Schools of the Universidade de Lisboa	Number of study programmes in partnership with various Schools of ULisboa	45	Until 2027
2. Design and approval of the training offer 6. Research and development		To support and disseminate the results of interdisciplinary work, focusing on its impact and renewal.	Number of non-degree granting postgraduate programmes organized by more than one School integrated into the EPG.	20 (a)	Until 2027
			Number of scientific events organized by the Colleges of ULisboa	50 (a)	Until 2027
3. Student-centered teaching, learning, and assessment 6. Research and development		Organize annual Scientific Conferences and Pedagogical Conferences.	Number of registrants for the University's (Scientific and Pedagogical) Conferences	3,500 (a)	Until 2027
3. Student-centered teaching, learning, and assessment		To promote the provision of internal and external, national and international mobility experiences.	Number of study programmes in association with external entities (national and international)	54	Until 2027
	<b>WELL-BEING</b>	<b>ENSURING THE HEALTH AND WELL-BEING OF THE ULISBOA COMMUNITY.</b>			
10. Material resources and services		To promote the social, physical and psychological well-being of the ULisboa community.	-	-	Until 2027
		To develop mechanisms for monitoring the well-being of students, faculty, researchers, and administrative and technical staff.	-	-	Until 2027
		Supporting schools in maintaining or creating support structures that promote student well-being.	Number of ULisboa schools with their own student support structures.	18 (b)	Until 2027
	<b>WELL-BEING</b>	<b>PROMOTING SPORTS ACTIVITIES AT THE UNIVERSITY</b>			
10. Material resources and services		To reorganize, promote, and expand the sports offerings of ULisboa, based on its facilities and the needs of different audiences.	Number of EUL users	100,000 (a)	Until 2027
3. Student-centered teaching, learning, and assessment 9. Human resources		Promoting an inclusive policy for the promotion of sports activities.	Number of ULisboa students with student-athlete status in higher education.	700 (a)	Until 2027

REFERENCE	STRATEGIC LINE (AXIS/PILLAR/RESOURCES)	STRATEGIC OBJECTIVE/ ACTIONS TO BE DEVELOPED	INDICATORS	GOAL	CALENDAR
	<b>WELL-BEING</b>	<b>TO PROMOTE THE QUALITY OF LIFE OF THE ACADEMIC COMMUNITY</b>			
10. Material resources and services		To promote the participation of the academic community in cultural and sporting events.	Number of ULisboa students participating in the Lisbon University Championships.	<b>1,700 (a)</b>	Until 2027
			Number of cultural events organized on university premises.	<b>3,000 (a)</b>	Until 2027
9. Human resources		Adopting policies aimed at promoting a balance between work, family, and personal life.	-	-	Until 2027
	<b>SUSTAINABILITY</b>	<b>TO PROMOTE TEACHING AND RESEARCH RELATED TO SUSTAINABILITY</b>			
10. Material resources and services		To identify the contribution of ULisboa to the UN Sustainable Development Goals.	Energy production using renewable energy sources (%)	<b>25%</b>	Until 2027
2. Design and approval of the training offer		Include sustainability-related subjects in the curricula of different academic degrees and in non-degree programmes.	-	-	Until 2027
10. Material resources and services		Implement sustainability reports and studies.	Energy consumption (gas and electricity) (%)	<b>-10%</b>	Until 2027
			Total annual water consumption (%)	<b>-10%</b>	Until 2027
			University Carbon Footprint (CO2eq)	<b>-10%</b>	Until 2027
1. Adoption of a policy for quality assurance and pursuit of quality objectives.		Strengthen our presence in sustainability rankings.	-	-	Until 2027
	<b>SUSTAINABILITY</b>	<b>PROMOTING PRACTICES AND BEHAVIOURS THAT FOSTER SUSTAINABILITY</b>			
10. Material resources and services		To encourage and support the implementation of projects and initiatives aimed at sustainability in general, and environmental sustainability in particular.	-	-	Until 2027
	<b>HUMAN RESOURCES</b>	<b>RENEW THE HUMAN RESOURCES STAFF</b>			
9. Human resources		To promote the regular opening of competitive recruitment procedures, taking into account the institution's strategic needs and hiring plans.	Average age of teachers and researchers at ULisboa	<b>48</b>	Until 2027
			Average age of administrative and technical staff	<b>48</b>	Until 2027
	<b>HUMAN RESOURCES</b>	<b>TO PROMOTE THE INTERNATIONALIZATION OF THE HUMAN RESOURCES FRAMEWORK</b>			
9. Human resources		To promote the recruitment of international teachers and researchers.	-	-	Until 2027
9. Human resources		To promote the participation of faculty, researchers, and administrative and technical staff in mobility programmes.	-	-	Until 2027
9. Human resources		Involving faculty, researchers, and administrative and technical staff in international projects.	Number of teachers, researchers, and administrative and technical staff participating in actions promoted within the context of the Unite! Alliance.	<b>100 (a)</b>	Until 2027
	<b>HUMAN RESOURCES</b>	<b>MAINTAINING AND STRENGTHENING A HIGH-QUALITY HUMAN RESOURCES FRAMEWORK</b>			

REFERENCE	STRATEGIC LINE (AXIS/PILLAR/RESOURCES)	STRATEGIC OBJECTIVE/ ACTIONS TO BE DEVELOPED	INDICATORS	GOAL	CALENDAR
9. Human resources		To promote and manage personnel recruitment processes in a strategic, sustainable, and planned manner.	Ratio of PhD-holding faculty members to total faculty members	<b>70%</b>	Until 2027
			Student/faculty ratio ETI	<b>18 (b)</b>	Until 2027
			Student/administrative and technical staff ratio	<b>21</b>	Until 2027
9. Human resources		To combat the precariousness of employment contracts for teachers, researchers, and technical and administrative staff.	-	-	Until 2027
9. Human resources		To promote policies that recognize and incentivize the good performance of teachers, researchers, and administrative and technical staff.	-	-	Until 2027
	<b>HUMAN RESOURCES</b>	<b>TO PROMOTE THE QUALIFICATION OF HUMAN RESOURCES AT ULISBOA</b>			
9. Human resources		To qualify human resources through the provision of appropriate vocational training.	Number of pedagogical training sessions for teachers	<b>150 (a)</b>	Until 2027
			Percentage of teachers involved in pedagogical training activities.	<b>20% (a)</b>	Until 2027
			Number of training courses for teachers and researchers (excluding pedagogical courses)	<b>100 (a)</b>	Until 2027
			Number of training courses for administrative and technical staff.	<b>150 (a)</b>	Until 2027
	<b>ORGANIZATION</b>	<b>ORGANIZE AND INNOVATE</b>			
1. Adoption of a policy for quality assurance and pursuit of quality objectives.		To promote strategic alignment between the different organizational units.	-	-	Until 2027
	<b>ORGANIZATION</b>	<b>IMPROVING THE EFFICIENCY AND EFFECTIVENESS OF SERVICES</b>			
13. Cyclical nature of external quality assurance		Promote policies for evaluating services.	-	-	Until 2027
	<b>ORGANIZATION</b>	<b>STRENGTHEN MANAGEMENT TOOLS</b>			
1. Adoption of a policy for quality assurance and pursuit of quality objectives.		Develop a comprehensive, reliable, and consistent Internal Quality Assurance System (IQAS).	Number of information systems in use at ULisboa, common to all organizational units.	<b>4 (c)</b>	Until 2027
	<b>ORGANIZATION</b>	<b>OPTIMIZE INTERNAL CONTROL MECHANISMS FOR BUDGET EXECUTION</b>			
11. Information Management		Create a "Business Intelligence" system that enables effective predictive analysis.	Completion rate of the "Business Intelligence" system implementation.	<b>100%</b>	Until 2027
11. Information Management		Develop and implement the management accounting system.	Number of Organizational Units with implemented management accounting systems.	<b>20</b>	Until 2027
	<b>ORGANIZATION</b>	<b>SHARING GOOD PRACTICES AT ULISBOA</b>			
1. Adoption of a policy for quality		Create an observatory of best practices.	-	-	Until 2027

REFERENCE	STRATEGIC LINE (AXIS/PILLAR/RESOURCES)	STRATEGIC OBJECTIVE/ ACTIONS TO BE DEVELOPED	INDICATORS	GOAL	CALENDAR
assurance and pursuit of quality objectives.					
	<b>INFRASTRUCTURE</b>	<b>IMPROVING THE QUALITY OF INFRASTRUCTURE SERVING ULISBOA</b>			
10. Material resources and services		To improve the quality of administrative and support infrastructure for teaching, research and innovation.	Amount spent on building maintenance work.	<b>+5% (a)</b>	Until 2027
10. Material resources and services		To build new residential structures and improve the quality of existing ones.	Number of new beds for students in private residences.	<b>1.360 (a)</b>	Until 2027
10. Material resources and services			Value of investment in student housing	<b>45 M€ (a)</b>	Until 2027
10. Material resources and services		To maintain and improve the physical and technological infrastructure of Food Service Units, ensuring the provision of quality services.	-	-	Until 2027
10. Material resources and services		Develop new spaces to support study 24 hours a day and adapt and repurpose the Food Service Units for this purpose, outside of meal times.	Number of places available in 24-hour study support rooms.	<b>+250% (a)</b>	Until 2027
	<b>FINANCIAL RESOURCES</b>	<b>INCREASE AVAILABLE FINANCIAL RESOURCES THROUGH DIVERSIFICATION OF FUNDING SOURCES</b>			
10. Material resources and services		Explore the financing opportunities associated with the Recovery and Resilience Plan (PRR).	transfer component in the Ulisboa budget	<b>+15% (a)</b>	Until 2027
10. Material resources and services		Optimize revenues associated with the operation of University spaces (Estádio Universitário, Museums, Botanical Gardens, Pavilhão de Portugal)	Percentage variation in the visitor revenue component of the ULisboa exhibition spaces (museums and gardens) in the ULisboa budget.	<b>+25% (a)</b>	Until 2027
			Percentage variation of the own revenue component in the ULisboa budget.	<b>+25% (a)</b>	Until 2027
10. Material resources and services		Increase the level of funding associated with postgraduate and lifelong learning activities.	Percentage variation in the revenue component of non-degree granting postgraduate programmes in the ULisboa budget.	<b>+25% (a)</b>	Until 2027
	<b>FINANCIAL RESOURCES</b>	<b>PROMOTING THE FINANCIAL SUSTAINABILITY OF ULISBOA</b>			
1. Adoption of a policy for quality assurance and pursuit of quality objectives.		Sharing good management practices through the creation of cross-functional working groups among organizational units.	Number of aggregated tenders	<b>10</b>	Until 2027

Source: Prepared based on the ULisboa Strategic Plan 2023-2027.

Notes:

- (a) Cumulative value, from 2023 to the end of 2027.
- (b) At the time the 2023-2027 Strategic Plan was drawn up, ULisboa had 18 schools. The total number to be considered currently is 19.
- (c) SAP, Phoenix, Koha, Pure.

## 6. Monitoring and analysis

The QAC-ULisboa and QAEA will develop monitoring measures for the IQAS-ULisboa, especially regarding the execution of the QP, ensuring the monitoring of the results of activities at the University level, respecting the autonomy and different spheres of competence of each OU.

As soon as the information system, composed of several specific computer systems, allows, QAEA will provide for the maintenance of a regular panel of indicators, with values reported preferably for the six most recent years, with the objective of keeping an updated Institutional Progress Chart that highlights the development trends of ULisboa.

This activity will involve frequent and close contact with those involved in quality assurance processes, ensuring compliance with deadlines, the effectiveness of information gathering actions, the application of surveys, analysis, and the definition of improvement actions.

On this subject, the CGQ-ULisboa may issue a periodic SWOT-type evaluation report, identifying the difficulties encountered and proposing the necessary adaptations for a better adjustment of procedures to the reality of ULisboa.

Institutional self-awareness is an essential starting point for the IQAS. The collection and analysis of information about the organization and activities of the University are, therefore, of great importance.

The evaluation of teaching/learning and research, which constitutes the most complex aspect of the IQAS-ULisboa, has as its main sources of information the Fénix computer system, the SAP computer system, the Integrated Scientific Information System (SIIC), and the Koha system. In the medium term, it is also possible to consider developing an information system that will aggregate the information generated by the previous IT systems<sup>7</sup>.

In the other thematic or cross-cutting areas of analysis, the collection of data and indicators is the responsibility of the bodies referenced in this QP. The processing, analysis, and systematization of information will be globally coordinated by the evaluation and quality assurance structures of ULisboa, as well as the OU of ULisboa.

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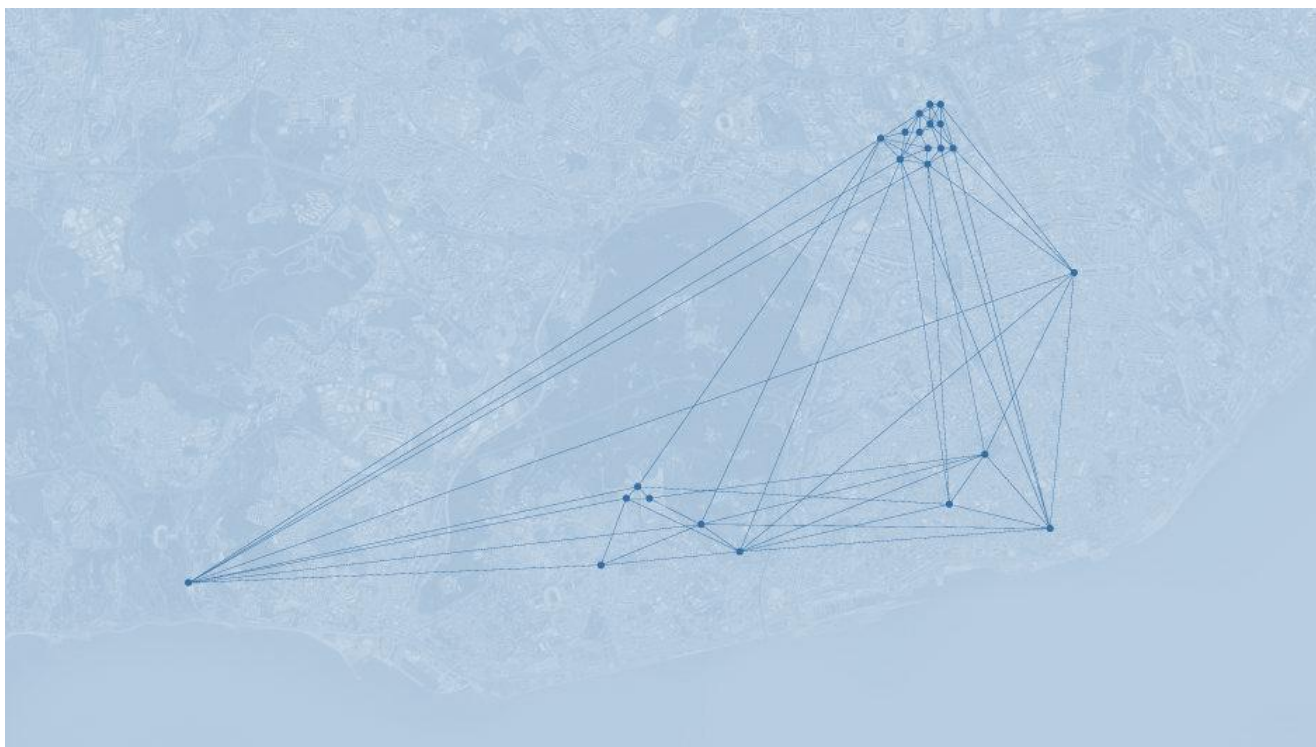
<sup>7</sup> With a view to operationalizing the collection, analysis and processing of data, ULisboa is developing a business information system (BI) that will allow the monitoring of activities, the timely adjustment of actions to be developed and the periodic reporting of management information.

## 7. Dissemination and presentation of results

The ULisboa recognizes the fundamental importance of transparency in procedures and accountability for its activities. Furthermore, promoting a culture of quality that is integrated, participatory, and engaging, in which all members identify with the University's values, principles, objectives, and results, requires the establishment of reliable and far-reaching means of communication.

In this sense, ULisboa develops the necessary measures for sharing information within and outside the institution, publishing data considered relevant to candidates, students, faculty, researchers, administrative and technical staff, and the general public on its website, as well as through the external reporting of performance statistics to the Direção-Geral de Estatísticas da Educação e Ciência (DGEEC), the Direção-Geral do Ensino Superior (DGES), the Instituto Nacional de Estatística (INE), the Direção-Geral do Orçamento (DGO), to institutions that aggregate and process international rankings, and/or to other public dissemination platforms.

The quality of the information produced should reflect the level of development of ULisboa as a Portuguese Public Higher Education Institution, both in Portugal and worldwide.



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