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Quality Plan | IQAS-ULisboa 2023

Technical Data Sheet

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Acronyms and Abbreviations

A3ES	Assessment and Accreditation Agency for Higher Education
AP	Activity Plan
AQAA	Assessment and Quality Assurance Area of the Central Services of the University of Lisbon
AR	Activity Report
B-On	Online Library of Knowledge
DGEEC	Direção-Geral de Estatísticas da Educação e Ciência
DGES	Direção Geral do Ensino Superior
DGO	Direção-Geral do Orçamento
ERC	European Research Council
EUL	Estádio Universitário de Lisboa
FCT	Fundação para a Ciência e a Tecnologia
FTE	Full-Time Equivalent
H2020	Horizon 2020
HEI	Higher Education Institution
IEFP	Instituto de Emprego e Formação Profissional
INE	Instituto Nacional de Estatística
IQAS	Integrated Quality Assurance System
IQAS-ULisboa	Integrated Quality Assurance System of the University of Lisbon
IS	Information System
IS-ULisboa	Information System of the University of Lisbon
RJIES	Legal Regime of Higher Education Institutions
PPRGCIC	Plan for the Prevention of Management Risks, Corruption and Related Infractions
QAC	Quality Assurance Council
QAC-ULisboa	Quality Assurance Council of the University of Lisbon
QM	Quality Manual
QM-ULisboa	Quality Manual of the University of Lisbon
QP	Quality Plan
QP-ULisboa	Quality Plan of of the University of Lisbon
QUAR	Assessment and Accountability Framework
R&D	Research & Development
RU	Research Units
SAP	Data Processing Systems, Applications and Products
SASULisboa	Serviços de Ação Social of the University of Lisbon
SCULisboa	Central Services of the University of Lisbon
SEN	Special Educational Needs
SIADAP	Integrated System for Management and Performance Evaluation in Public Administration
SP	Strategic Plan
SWOT	<i>Strengths, Weaknesses, Opportunities and Threats</i> (Forças, Fraquezas, Oportunidades e Ameaças)
TP	Training Plan
TR	Training Report
ULisboa	University of Lisbon

1. Introduction

The Quality Plan (QP) of the University of Lisbon (ULisboa) densifies the quality assurance policy of ULisboa, describing the actions to be developed within the strategy of the Rector's Action Plan for the 2021 - 2025 mandate, as well as the parameters and indicators that allow the quality of the activities carried out by ULisboa to be evaluated.

ULisboa comprises 18 Schools (Organic Units), as well as the Central Services (SCULisboa) and the Social Services (SASULisboa).

Each School of ULisboa has statutory, scientific, pedagogical, administrative, financial and patrimonial autonomy under the terms of the Law and its Statutes. The actions and activities developed by the Schools and Services are integrated in the strategic policies of ULisboa.

The QP is a guiding document that establishes the relationship between the strategic vectors of the Rector's Action Plan, the actions, processes, sub-processes, indicators, and responsibilities of each Governing/Managing Body and the follow-up and implementation structure of ULisboa's Integrated Quality Assurance System (IQAS-ULisboa).

The QP monitoring will be followed by the ULisboa Quality Assurance Council (QAC-ULisboa) and supported by the information system defined for the IQAS-ULisboa, which integrates information from several specific computer systems.

As foreseen in the IQAS-ULisboa, the QP-ULisboa must also be combined with the corresponding instruments of each School and of SCULisboa and SASULisboa.

2. Quality Plan: approval, revision and dissemination

The QP is drawn up by QAC-ULisboa and made operational by ULisboa's Assessment and Quality Assurance Area (AQAA). It is regularly reviewed and adjusted by QAC-ULisboa according to the internal and external environment that affects the implementation 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 that must be recorded in the forms provided below (Tables 1 and 2), which are an integral part of this document. The updated versions of the QP must indicate the changes made, indicating those responsible for them.

The controlled version, in electronic format, is the responsibility of AQAA, and printed copies are considered uncontrolled copies. Obsolete versions should be kept in electronic files.

The QP will come into force after approval by the Rector and publication on the webpage of the Rectorate of ULisboa. This document will be distributed to the QAC of the Schools and disseminated to all ULisboa employees.

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

Intervention	Role	Name	Period
Author	QAC- ULisboa	QAC-ULisboa	2013-2022
Validation	Vice-Rector	Professor Doutor Eduardo Pereira	2013-2021
Validation	Vice-Rector	Professor Doutor João Peixoto	2021-2025
Approval	Rector	Professor Doutor António Cruz Serra	2013-2021
Approval	Rector	Professor Doutor Luís Ferreira	2021-2025

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

Version	Elaboration Date	Validation Date	Approval Date	Stage/Motive Review
VP_01/2014	2014	-	-	1st Preliminary Version
VP_01/2022	November 2022	-	-	2nd Preliminary Version
01/2022	November 2022	27.02.2023	01.03.2023	Final Version

In the absence of a digital signature on the electronic version, the name of the person responsible for verification/approval who signed the printed original is mentioned. This edition is available at the AQAA coordination, and is valid as official proof of the superior approval.

The QP is proposed by AQAA, according to the guidelines of QAC-ULisboa. After hearing the University Coordination Council and the Committees for Scientific Affairs and for Pedagogical and Student Affairs of the Senate of ULisboa, it is subject to approval by the Rector.

The QP is a fundamental document for the definition and densification of quality assurance policies, as well as for the characterization of the processes, indicators, and agents responsible for the execution of activities that promote continuous improvement within the institution.

Through the QP, ULisboa determines the internal guidelines for Self-Evaluation and External Evaluation of Teaching, Research, Innovation, Connection to Society and Support Activities, complying with the principles of quality assurance in higher education.

This QP should be complemented by the following documents:

- Action Plan for the Rector's term of office;
- Strategic Plan for the Rector's mandate;
- ULisboa's Activity Plan;
- ULisboa's Assessment and Accountability Framework (QUAR);
- Prevention Plan for Management Risks, Corruption and Related Infractions (PPRGCIC);
- ULisboa Quality Manual (QM-ULisboa);
- Procedures Manuals;
- Meta-Evaluation Report;
- PPRGCIC Report;
- Activities Report;
- Report on QUAR.

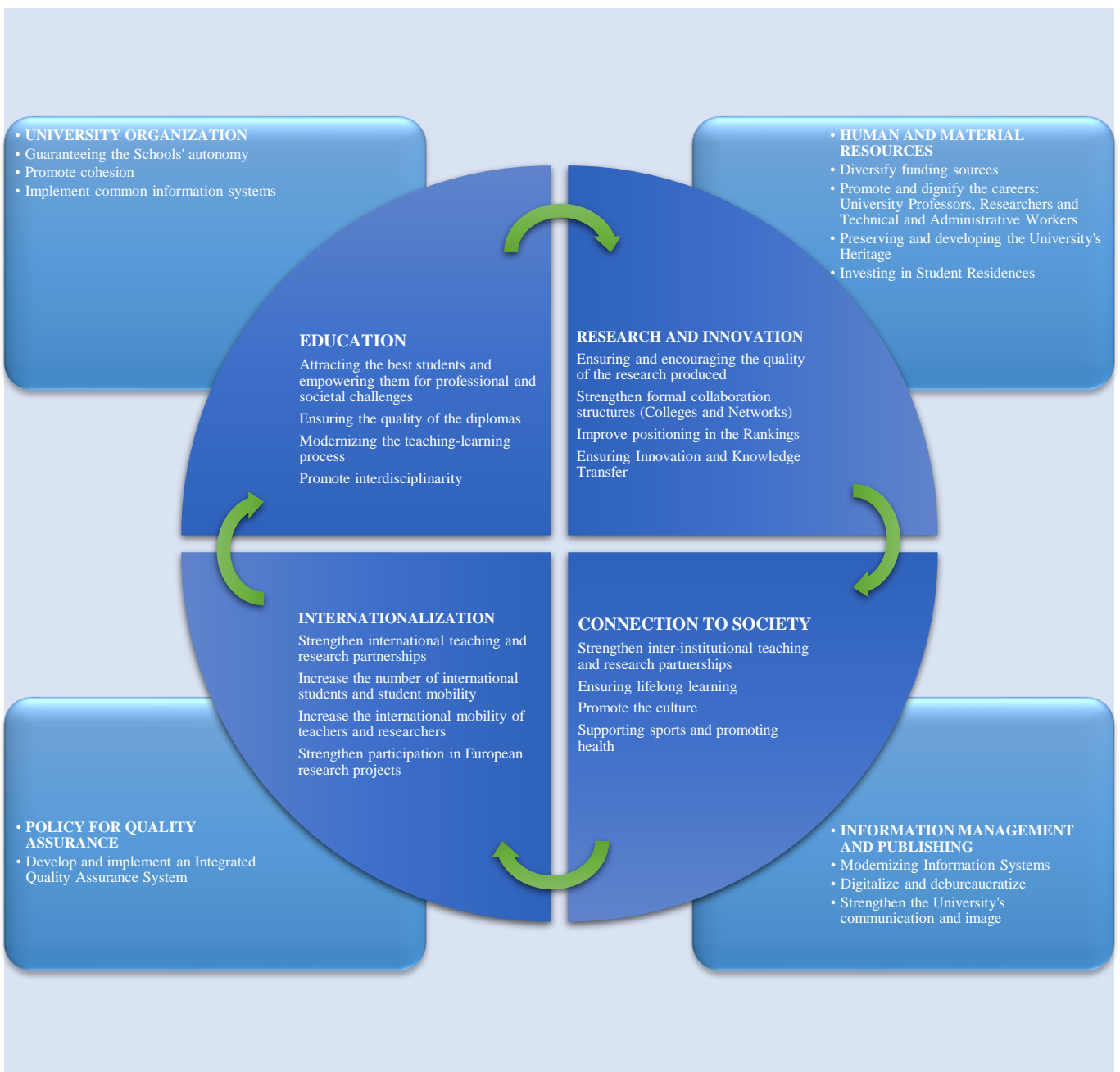
The ULisboa QP highlights the vectors and strategic measures, allowing their monitoring throughout the period under analysis, using for this purpose a set of performance indicators. As a result of this monitoring, whose results may be reflected in a Quality Barometer, ULisboa will be able to produce Meta-Evaluation reports and thus recommend systematic adjustment measures.

3. Rector's Action Plan Strategy

The QP is based on the definition of the strategy for ULisboa, defined in the Rector's Action Plan for the period 2021 to 2025, a document that complies with the provisions of article 19(2)(a) of the ULisboa Statutes and article 82(2)(a) of RJIES, where the general guidelines of the University at scientific, pedagogical, financial and patrimonial levels are presented.

A summary of the action measures within the Action Plan strategy is shown in Figure 1.

Figure 1 - Strategy for the 2021-2025 quadrennium



4. Responsibility in process management

The management of processes is done in a transversal way and involves the hierarchy of ULisboa. This ensures that the creation, implementation and revision of processes is in accordance with the legal and specific requirements of the activities developed and holds all the parties involved accountable.

At the top management level, the competences and responsibilities are as shown in Table 3, where the governing, management and advisory bodies at the central level are identified. The responsibilities at the level of the Schools and Services of ULisboa are defined in the respective QP.

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

Body	Competences
General Council¹	<ul style="list-style-type: none"> a) Approving the medium-term strategic plans and the action plan for the Rector's four-year term of office b) Approving the University's general guidelines at the scientific, pedagogical, financial and asset levels c) Creating, integrating, merging, transforming, associating or extinguishing Schools and other organic units, under the terms of the law, after hearing the respective governing bodies d) Approving the annual activity plans and assessing and annual report on the University's activities e) Approving the budget proposal f) Approving the consolidated annual accounts, accompanied by the sole auditor's opinion g) Appointing the Student Ombudsman and approving the respective regulations h) Fixing the fees due by students in the programmes leading to a degree i) Proposing or authorizing, under the terms of the law, the acquisition or disposal of the University's real estate assets, as well as credit operations j) Approving the reallocation of the University's real estate assets and those of its organic units k) Defining the Schools' autonomy regime, under the terms of number 5 and number 6 of article 10 l) Approving the statutes of the University of Lisbon Fund and the respective management regulations m) Approving the University's general assessment rules n) Approving the Charter of Rights and Guarantees, the Code of Conduct and Good Practices and the Disciplinary Regulations o) Issuing its opinion on the reallocation of teaching, research and non-teaching staff between Organic Units p) To give its opinion on the reallocation of budgetary resources among Organic Units q) Rendering its opinion on all other matters presented to it by the Rector
Rector²	<ul style="list-style-type: none"> a) To take the necessary steps to establish the General Council and Senate b) Approve the Schools' Statutes, which may only be refused on the grounds of illegality or violation of the Statutes c) To ratify the electoral results for the Schools' governing bodies and to invest the respective members in office d) Oversee the University's administrative and financial management and appoint the Administrator and the heads of the Social Services, the Specialized Units and the Rector's Office e) Supervising academic management and approving the University's scientific and disciplinary areas

¹ Article 19.2 of the ULisboa Statutes, approved by Normative Dispatch no. 5-A/2013, of April 19, and republished in Normative Dispatch no. 14/2019, of May 10, 2019, amended by Normative Dispatch no. 8/2020, of July 17, published in Diário da República, 2nd series, no. 150, of August 4.

² Article 26(1) of the ULisboa Statutes, approved by Normative Dispatch no. 5-A/2013, of April 19, and republished in Normative Dispatch no. 14/2019, of May 10, 2019, amended by Normative Dispatch no. 8/2020, of July 17, published in Diário da República, 2nd series, no. 150, of August 4.

Body	Competences
	f) Approving the creation, suspension and extinction of programmes and the maximum values for new admissions and enrollments in programmes leading to degrees g) Supervising the management of the University human resources and approving staff maps h) Approving the establishment of colleges, pursuant to article 12 i) Authorizing the exercise of activities in an accumulation regime j) Directing the Social Action Services and granting support to students, under the terms of the law k) To exercise disciplinary power and appoint the Prosecutor, in accordance with the law and article 27 of the Statutes l) Taking the necessary measures to ensure the quality of teaching and research at the University and its Schools and approving the regulations on the evaluation systems for teachers and researchers and the institution's self-assessment m) To inform the General Council and the Schools on the consolidated results of each institutional evaluation process n) Approving the granting of honorific titles or distinctions and instituting school and academic prizes o) Reallocating staff and redistributing the State budget among the organic units, whenever justified for a more efficient management of the University's human and financial resources p) Approving the regulations and guiding documents necessary for the proper functioning of the University q) Ensuring compliance with the resolutions passed by the University collegial bodies and ensuring the observance of the laws, the Statutes and the regulations in force r) Performing all other functions provided by law and the Statutes, promoting the initiatives it deems appropriate for the proper functioning of the University, communicating to the Government all necessary information and representing the University in and out of court
Management Board³	Ensure the University's administrative, patrimonial and financial management, as well as the management of human resources. To set the fees and emoluments. Authorizing the payment of additional remuneration.
Senate⁴	The Senate's competencies are: a) To contribute to the strengthening of the University's cohesion; b) To encourage reflection and dialogue within the university community, contributing to the definition of strategic decisions in the scientific, pedagogical and management fields and to the development of interdisciplinarity and transdisciplinarity; c) To monitor and stimulate academic life d) To give its opinion on the general guidelines of the University at scientific and pedagogical level; e) Drawing up proposals for the Charter of Rights and Guarantees and the Code of Conduct and Good Practices for University members f) Providing advice to the Rector. The Senate Plenary Assembly is responsible for: a) To give its opinion on amendments to the University Statutes; b) Give its opinion on the matters submitted to it by the Rector.
Student Ombudsman⁵	To assess students' complaints regarding pedagogical and related administrative matters, as well as other aspects of their academic life, and to make the recommendations it deems necessary and appropriate to prevent and remedy the injustices verified to the University's competent bodies.

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

³ Article 30 of the ULisboa Statutes, approved by Normative Dispatch no. 5-A/2013, of April 19, and republished in Normative Dispatch no. 14/2019, of May 10, 2019, amended by Normative Dispatch no. 8/2020, of July 17, published in Diário da República, 2nd series, no. 150, of August 4.

⁴ Article 34 of the ULisboa Statutes, approved by Normative Dispatch no. 5-A/2013, of April 19, and republished in Normative Dispatch no. 14/2019, of May 10, 2019, amended by Normative Dispatch no. 8/2020, of July 17, published in Diário da República, 2nd series, no. 150, of August 4.

⁵ Article 40(1) of the ULisboa Statutes, approved by Normative Dispatch no. 5-A/2013, of April 19, and republished in Normative Dispatch no. 14/2019, of May 10, 2019, amended by Normative Dispatch no. 8/2020, of July 17, published in Diário da República, 2nd series, no. 150, of August 4.

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The process manager has the following competencies:

- Ensure the definition/description of the process;
- Ensure the elaboration/revision of the documentation associated with the process;
- Provide training and awareness to the process intervenients;
- 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 necessary actions;
- Report periodically on performance to the respective responsible;
- Obtain the necessary approvals and authorizations.

The person in charge of the subprocess will have the commitment to supervise the execution of the activities developed, taking responsibility for the overall compliance of the subprocesses that are under his or her responsibility.

5. Operationalizing quality evaluation

Taking into account what was defined in the Rector's Action Plan for the period 2021 to 2025, ULisboa organizes the procedures for quality assurance in the fundamental areas of activity of its mission, constituting the following strategic vectors:

- Education;
- Research and Innovation;
- Internationalization;
- Connection to Society.

It also organizes the procedures for quality assurance in the areas of action that support the mission, which guarantee the existence of adequate conditions for the University to function, adding other strategic vectors:

- University organization;
- Human and material resources;
- Information management and publicity;
- Policy for quality assurance.

The procedures are designed taking into account the activities to be performed, the legal requirements inherent to those activities, the efficiency and effectiveness of their performance, 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 included in the Procedures Manuals approved by the Schools and Services of ULisboa.

Associated with the different strategic vectors is a set of actions/activities to be developed, described in detail in the Rector's Action Plan for the period 2021 to 2025.

The identification of the processes linked to quality is in Table 4. It presents the processes and sub-processes, considering the different dimensions of the University's action, both those related to the mission and to mission support.

Table 4 – Processes, sub-processes and outputs in the scope of Quality

Process	Subprocess/Output
Education	Design of Study Cycles
	Revision of Study Cycles
	Discontinuation of Study Cycles
	Degrees and Titles
	Access to Higher Education
	Admission to Higher Education
	Teaching
	Evaluation of Teaching Activities
	Inclusion and Equality

Process	Subprocess/Output
Research & Development (R&D)	Scientific Production
	Technology and Knowledge Transfer
	Evaluation of Research Activities
Governance	Action Plan
	Strategic Plan (SP)
Planning	Activity Plan (AP)
	Assessment and Accountability Framework (QUAR)
	Prevention Plan of Management Risks, Corruption and Related Infractions (PPRGIC)
	Activity Reports (AR)
	Report on QUAR
	Management Report
	Monitoring of Activities
	Surveys
	Studies
	Employability
	Rankings
Quality	Quality Manual (QM)
	Quality Plan (QP)
	Evaluation of Study Cycles
	Accreditation of Study Cycles
	Institutional Evaluation
	Institutional Accreditation
	Institutional Certifications
	Meta-Evaluation Report
	Institutional Progress Charter
	Inclusion and Equality
External Relations	Agreements and Protocols
	Mobility
Heritage	Image and Communication
	Construction of Infrastructures
	Rehabilitation of Infrastructure
Human Resources	Infrastructure Rentals
	Staff Map
	Recruiting
	Hiring
	Training
	Training Plan (TP)
	Training Report (TR)
	Evaluation (SIADAP)
	Payroll
	Inclusion and Equality
Public Finance	Budge
	Treasury Chart
	Management Account
Revenue	Activities and Accounts Report
	Funds (Patronage)
	Project Funding
	Own Revenue Funds
Expenses	State Budget Funds
	Staff
	Goods and Services
Purchase	Capital
	Goods and Services
	Contract Works
Information and Documentation	Goods and Services in Research
	Public Dissemination
	Dissemination of Teaching Activities
	Dissemination of Scientific Activities
	Dissemination of Management Activities
	Identification of publication purchase needs
	Debureaucratization
Inclusion and Equality	
Information Systems	Computer Systems Development
	Implementation of Computer Systems

Process	Subprocess/Output
	Computer Systems Maintenance
	Database Creation
	Database Maintenance
	User Assistance
Sustainability	Environmental
	Social
	Economic
	Plan for Gender Equality, Inclusion and Non-Discrimination
	Report on the Plan for Gender Equality, Inclusion and Non-Discrimination
	Inclusion and Equality

The processes are associated with the operationalization of ULisboa's quality policies and are designed according to the organizational, management and strategic decision structure. They involve the resources available and/or expected to be available to ULisboa during the four-year term of office of the Rector (2021-2025).

The operationalisation of the quality assessment should include, in a next phase, the definition of targets, timetable and responsibilities associated with the different strategic vectors and actions to be developed. Given the diversity and autonomy of the Schools, no details on these elements are presented in this version of the QP-ULisboa.

In order to specify the strategic guidelines included in the Rector's Action Plan, the Schools are responsible for preparing 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 transposed to the respective QPs.

The specifications in the Schools' QP result from the differentiation in their operation, taking into account the scientific areas taught and the object of research, innovation, and technology transfer, organized according to each School's autonomy and spheres of competence.

As for the indicators to be used, they are those required by law or by Regulations and Standards of A3ES, or those that prove to be most appropriate to monitor each area of activity. Other specific indicators to be used are those that each School and Service considers important for monitoring their activities. These indicators will feed ULisboa's Evaluation and Quality Assurance Systems, generating part of the information necessary for the accreditation and certification processes of study cycles and ULisboa institutions.

Table 5 presents a model map that should be completed in the next revision of the ULisboa QP and can be used in the QPs to be developed by the Schools. This map presents the strategic vectors and main actions to be developed at ULisboa, as well as some indicators associated with these dimensions. The columns concerning goals, schedule and responsibility will be filled in later.

The definition and the way indicators are calculated are available in specific documents prepared in the Quality area.

The indicators presented should, in general, be calculated per School and, in an aggregate manner, at ULisboa.

Table 5 – Strategic vectors, actions to be developed and indicators to monitor and evaluate Quality at ULisboa

STRATEGIC VETOR	ACTIONS DEVELOPING	GOAL	SCHEDULE	INDICATORS	RESPONSIBLE
EDUCATION	ATTRACTING THE BEST STUDENTS AND EMPOWERING THEM FOR PROFESSIONAL AND SOCIETAL CHALLENGES				
				No. of vacancies National Access Competition (*)	
				No. of applicants (*)	
				No. of placements (*)	
				Placed in 1st choice application /% (*)	
				Average index of demand satisfaction (*)	
				Average index of excellence (*)	
				Average entry grade (*)	
				No. of enrollments, by study cycle (*)	
				No. of 1st time 1st year registrations, by study cycle (*)	
				No. of enrollees per curriculum year, per study cycle (*)	
				No. of students with Student Worker Status	
				Students with Student Worker Status (%) (*)	
				N.º of students with SEN status	
				Students with SEN status (%) (*)	
				No. of students displaced from the official residence	
				Students displaced from their official residence (%) (*)	
				No. of regular foreign students, per study cycle	
				Regular foreign students, by study cycle (%) (*)	
				Internationalization (Erasmus IN Mobility), by study cycle (*)	
				Internationalization (Erasmus OUT Mobility), by study cycle (*)	
				No. of students with higher education social action grants (SASULisboa)	
				Students with higher education social action grants (SASULisboa) (%) (*)	
				Amount awarded in scholarships (SASULisboa) (€)	
				Average annual grant value (SASULisboa) (€)	
				No. of other grantees	
				No. of new study cycles	
				No. of study cycle altered	
				No. of study cycles extinguished	
				No. of study cycles in after-labour hours	
				No. of study cycles in e-learning	
				No. of study cycles in b-learning	
				No. of study cycles taught in English	

STRATEGIC VETOR	ACTIONS DEVELOPING	GOAL	SCHEDULE	INDICATORS	RESPONSIBLE
				No. of curricular units taught in English	
				No. of non-degree programmes	
				No. of students enrolled in non-degree programmes	
				No. of actions in the area of equality, inclusion and non-discrimination, by type of action	
EDUCATION	ENSURE THE QUALITY OF THE DIPLOMAS				
				No. of students approved/enrolled (*)	
				No. of students approved/evaluated (*)	
				Distribution of ratings (*)	
				Retentions (%) (*)	
				Dropouts (%) (*)	
				No. of enrollments in improvement (*)	
				Actual improvements (*) (%)	
				No. of graduates (*)	
				No. of graduates in N (N= no. of years in study cycle) (*)	
				No. of graduates in N+1 (N= no. of years in study cycle) (*)	
				No. of graduates in N+2 (N=no. years of study cycle) (*)	
				No. of graduates > N+2 (N= no. of years in study cycle) (*)	
				No. of graduates registered with the Institute of Employment and Professional Training (IEFP) as unemployed	
				Employment rate 12-18 months after graduation (%)	
				Employment in the field of training (%)	
				Average 1st job salary (€)	
				Employment rate 10 years after graduation (%)	
				Average salary after 10 years of graduation (€)	
				Employment in training field (%) 10 years after graduation	
				Average employer satisfaction level	
				Medium level of satisfaction of entities that promote internships	
				Average satisfaction with the study cycle (Pedagogical Surveys) (*)	
				No. of initiatives related to health and well-being	
EDUCATION	MODERNIZING THE TEACHING-LEARNING PROCESS				
				Student/Professor FTE Ratio	
				Average no. of hours per FTE Professor	
				No. of computers in permanent use in classrooms	
				No. of programme units that integrated new pedagogical methods	
				No. of programme units with hybrid methods (traditional/distance) of learning	
				No. of students integrated in Mentoring Programs	
EDUCATION	PROMOTE INTERDISCIPLINARITY				

STRATEGIC VETOR	ACTIONS DEVELOPING	GOAL	SCHEDULE	INDICATORS	RESPONSIBLE
				No. of study cycles in conjunction with other ULisboa Schools	
				No. of study cycles in association with other HEIs	
				No. of Students enrolled in study cycles jointly with other ULisboa Schools	
				No. of students enrolled in study cycles in association with other HEIs	
				No. of Students in inter-school mobility (students enrolled in curricular units in another school)	
RESEARCH AND INNOVATION	GUARANTEE AND ENCOURAGE THE QUALITY OF THE RESEARCH PRODUCED				
				No. of Associate Laboratories	
				Annual complementary funding Associated Laboratories (€)	
				No. of RU's evaluated by FCT with Excellent	
				No. of RUs evaluated by FCT with Very Good	
				No. of RUs evaluated by FCT with Good	
				No. of Integrated Doctorate Researchers RU's FCT	
				Professors integrated in RU's in the total of FTE Professors (%)	
				Value of FCT Base Funding (€)	
				Value of FCT Programmatic Funding (€)	
				No. of R&D projects with competitive funding	
				No. of coordinations and participations in H2020 projects	
				Projects with approved application in the total of project applications (%)	
				No. of Scientific Awards	
				No. of students with PhD grants (FCT)	
				No. of students with doctoral grants (others)	
				No. of research grants awarded (ERC)	
				No. of research grants awarded (Marie Curie)	
				No. of research grants awarded (other)	
RESEARCH AND INNOVATION	STRENGTHEN FORMAL COLLABORATION STRUCTURES (COLLEGES AND NETWORKS)				
				No. of Colleges	
				No. of Interdisciplinary Thematic Networks	
RESEARCH AND INNOVATION	IMPROVE POSITIONING IN THE RANKINGS				
				No. of scientific articles published (with WoS/SCOPUS peer review)	
				No. of scientific articles published (with WoS/SCOPUS peer review) per total no. of PhD FTE	
				Articles published in 1st quartile journals in the scientific area by total number of articles published in year n in that area (%)	
				No. of citations	
				No. of Citations per Total No. of PhD FTE	

STRATEGIC VETOR	ACTIONS DEVELOPING	GOAL	SCHEDULE	INDICATORS	RESPONSIBLE
				No. of books published	
				No. of book chapters published	
				Position in Portugal in the ranking (ARWU)	
				Position in Portugal in the ranking (SCIMAGO)	
				Position in Portugal in the ranking (U. S. News)	
				Position in Portugal in the ranking (NTU)	
				Position in Portugal in the ranking (URAP)	
				Position in Portugal in the ranking (CWTS-Leiden)	
				Position in Europe in the ranking (ARWU)	
				Position in Europe in the ranking (CWTS-Leiden)	
				Position in Europe in scientific publications (CWTS-Leiden)	
RESEARCH AND INNOVATION	ENSURING INNOVATION AND KNOWLEDGE TRANSFER				
				Ratio of royalty income and licensing agreements per FTE Professor	
				No. of spin-off companies	
				No. of patents granted	
				No. of licenses commercialized	
CONNECTION TO SOCIETY	STRENGTHEN INTER-INSTITUTIONAL TEACHING AND RESEARCH PARTNERSHIPS				
				No. of protocols and agreements with national entities	
				No. of national networks	
				No. of study cycles in conjunction with other ULisboa Schools	
				No. of study cycles in association with other HEIs	
				No. of training actions not granting degrees, in conjunction/association	
				No. of Collaborative Laboratories	
				No. of students doing internships in companies and other local entities	
CONNECTION TO SOCIETY	ENSURE LIFELONG LEARNING				
				No. of hours of life-long learning	
				Share of Technical and Administrative Workers enrolled in lifelong learning actions in the total number of Technical and Administrative Workers (%)	
CONNECTION TO SOCIETY	PROMOTE CULTURE				
				No. of users of libraries/resource centers	
				No. of Visitors to the National Museum of Natural History and Science	
				No. of Visitors to the Lisbon Botanical Garden	
				No. of Visitors to the Tropical Botanical Garden	
				No. of cultural and artistic events and products	
				No. of participants in cultural and artistic events and products	

STRATEGIC VETOR	ACTIONS DEVELOPING	GOAL	SCHEDULE	INDICATORS	RESPONSIBLE
				No. of Inter-School Networks	
CONNECTION TO SOCIETY	SUPPORT SPORTS AND PROMOTE HEALTH				
				Average monthly number of EUL users	
				No. of sports events	
				No. of Users/Students of sports activities	
				No. of Psychology consultations made to users/Students	
				No. of other medical consultations made to users/Students	
INTERNATIONALIZATION	STRENGTHEN INTERNATIONAL EDUCATION AND RESEARCH PARTNERSHIPS				
				No. of protocols and agreements with foreign entities	
				No. of International Networks	
				No. of international R&D projects	
				No. of international scientific events	
				No. of programmes in international partnerships	
INTERNATIONALIZATION	INCREASE THE NUMBER OF INTERNATIONAL STUDENTS AND STUDENT MOBILITY				
				Number of regular foreign students (*)	
				Regular foreign students (%) (*)	
				No. of students in international partnerships programmes (dual certification)	
				No. of incoming students (IN mobility) under international exchange protocols (*)	
				No. of students sent (OUT mobility) under international exchange protocols (*)	
INTERNATIONALIZATION	INCREASE THE INTERNATIONAL MOBILITY OF TEACHERS AND RESEARCHERS				
				No. of teachers sent abroad under exchange programmes (*)	
				Teachers attending international mobility programmes (%) (*)	
				No. of teachers received under international exchange programmes (*)	
				No. of researchers sent abroad under exchange programmes	
				Researchers attending international mobility programmes (%)	
				No. of researchers received under international exchange programmes	
INTERNATIONALIZATION	ENHANCE PARTICIPATION IN EUROPEAN RESEARCH PROJECTS				
				No. of coordinations and participations in H2020 projects	
				No. of coordinations and participations in other European projects	

STRATEGIC VETOR	ACTIONS DEVELOPING	GOAL	SCHEDULE	INDICATORS	RESPONSIBLE
UNIVERSITY ORGANIZATION	GUARANTEE THE AUTONOMY OF SCHOOLS			Weight of personnel expenses in the State Budget (OE) (%)	
				Share of Teaching and Learning Expenditures in Total Expenditures (%)	
				Expenses per Student (€)	
				Weight of the State Budget, in the total budget (%)	
				Weight of Revenues/Fees in Total Revenues (%)	
				Weight of Revenue from Service Projects in total Revenue (%)	
UNIVERSITY ORGANIZATION	PROMOTE COHESION			No. of study cycles in conjunction with other ULisboa Schools	
				No. of events involving several ULisboa Schools	
				No. of technical networks	
UNIVERSITY ORGANIZATION	IMPLEMENT COMMON INFORMATION SYSTEMS			No. of IS in use at ULisboa, common to all Schools	
				No. of IS in use at ULisboa, common to all Schools and Services	
HUMAN AND MATERIAL RESOURCES	DIVERSIFY THE SOURCES OF FUNDING			Weight of each Funding Source in the Total Budget (%)	
				Evolution of the weight of Own Revenues in the Total Budget (last 3 years) (%)	
				Evolution of the weight of the Total Revenues from International Sources of Financing in the Total Budget (last 3 years) (%)	
				Evolution of the weight of the Total Revenues from National Funding Sources in the Total Budget (last 3 years) (%)	
				Evolution of the weight of the Total Revenue from Regional/Local Funding Sources in the Total Budget (last 3 years) (%)	
HUMAN AND MATERIAL RESOURCES	PROMOTE AND DIGNIFY THE CAREERS: UNIVERSITY TEACHING, RESEARCH, AND TECHNICAL AND ADMINISTRATIVE WORKERS			No. of professors, by category	
				No. of FTE professors, by category	
				No. of researchers	
				Average age of professors (career and guest)	
				Average age of researchers	
				No. of professors (career) less than two years from retirement	

STRATEGIC VETOR	ACTIONS DEVELOPING	GOAL	SCHEDULE	INDICATORS	RESPONSIBLE
				Classification obtained by the professors in the performance evaluation process ⁶	
				Classification obtained by the researchers in the performance evaluation process ⁷	
				No. of calls for tenders for the hiring of professors	
				No. of competitions for the hiring of researchers	
				No. of promotion contests for professors	
				No. of promotion contests for researchers	
				Teachers who had training (%)	
				Researchers who had training (%)	
				No. of technical and administrative workers	
				Average age of technical and administrative workers	
				Technical and administrative workers who had training (%)	
				Result of the evaluation of the technical and administrative workers (SIADAP) ⁸	
				No. of technical and administrative workers in mobility	
				No. of initiatives in the area of health and well-being	
HUMAN AND MATERIAL RESOURCES	PRESERVE AND DEVELOP THE UNIVERSITY'S HERITAGE				
				Expenses paid for construction works under the responsibility of SCULisboa (€)	
				Expenditure in construction works supported by the schools (€)	
HUMAN AND MATERIAL RESOURCES	INVESTING IN STUDENT RESIDENCES				
				No. of beds in the SASULisboa residences	
				No. of students staying at the SASULisboa residences	
				No. of adapted residences	
				Annual investment in student residences (€)	
INFORMATION MANAGEMENT AND PUBLISHING	MODERNIZE THE INFORMATION SYSTEM				
				No. of bibliographic records	
				No. of integrated bibliographic resources	
				No. of consultations (ULisboa bibliographical research service)	
				No. of online accesses to the B-On	
				Degree of Information Systems implementation (%)	
				Level of risk associated with the use of IT resources (Cybersecurity) ⁹	

⁶ Aggregated data

⁷ Aggregated data.

⁸ Aggregated data.

⁹ Risk graded from 0 to 5, where: 0= nil, 1=very low, 2=low, 3=medium, 4=high, and 5=very high.

STRATEGIC VETOR	ACTIONS DEVELOPING	GOAL	SCHEDULE	INDICATORS	RESPONSIBLE
INFORMATION MANAGEMENT AND PUBLISHING	DIGITALIZE AND DEBUREAUCRATIZE				
				No. of de-bureaucratization actions implemented annually	
INFORMATION MANAGEMENT AND PUBLISHING	STRENGTHEN THE UNIVERSITY'S COMMUNICATION AND IMAGE				
				No. of scientific dissemination events	
				No. of participants in scientific dissemination events	
				No. of Publications for non-specialized audiences	
				No. of Scientific Exhibitions	
				No. of visitors to scientific exhibitions	
				No. of audiovisual products for non-specialized audiences (videos, documentaries, etc.)	
				No. of online products for non-specialized audiences (websites, blogs, social network profiles, podcasts)	
				Compliance with article 162 of RJIES	
				Number of visitors to the institutional website	
				Length of stay of each visitor (annual average)	
POLICY FOR QUALITY ASSURANCE	DEVELOP AND IMPLEMENT AN IQAS				
				Level of annual achievement of the Strategic Plan	

Note: (*) Indicators taken from the Quality Assurance Module for the Fénix Integrated Academic Management System

6. Monitoring and Analysis

QAC-ULisboa and AQAA will develop measures for monitoring the IQAS-ULisboa, particularly regarding the implementation of the QP, ensuring the follow-up of the results of the activities at the University level, respecting the autonomy and different spheres of competence of each School.

As soon as the information system, consisting of several specific computer systems, allows, AQAA will provide the maintenance of a regular panel of indicators, with values reported preferably for the six most recent years, with the aim of keeping up to date a Chart of Institutional Progress that shows the development trends of ULisboa.

This activity will involve frequent and close contact with the respective stakeholders in the quality assurance processes, allowing us to ensure compliance with deadlines, the effectiveness of information collection actions, application of surveys, analysis and definition of improvement actions.

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

Institutional self-knowledge is an essential starting point for the IQAS. The collection and analysis of information about the University's organization and activities are therefore of great importance and must be supported by the ULisboa information system (IS-ULisboa), where all the necessary forms will be available for a standardized collection of information by the various stakeholders, in addition to the data and indicators from the follow-up and monitoring processes of the actions foreseen in this QP.

The evaluation of teaching/learning and research, which is the most complex part of IQAS-ULisboa, has the following main sources of information: the Fénix computer system, the SAP computer system, a scientific data computer system under development, and also an information system that will aggregate the information generated by the previous computer systems¹⁰.

In the other thematic or transversal areas of analysis, the gathering of data and indicators is the responsibility of the agencies or agents referenced in this QP.

The treatment, analysis and systematization of the information will be globally coordinated by the evaluation and quality assurance structures of the Schools and Services and will have the technical support of AQAA and the other Services of the Rectory of ULisboa.

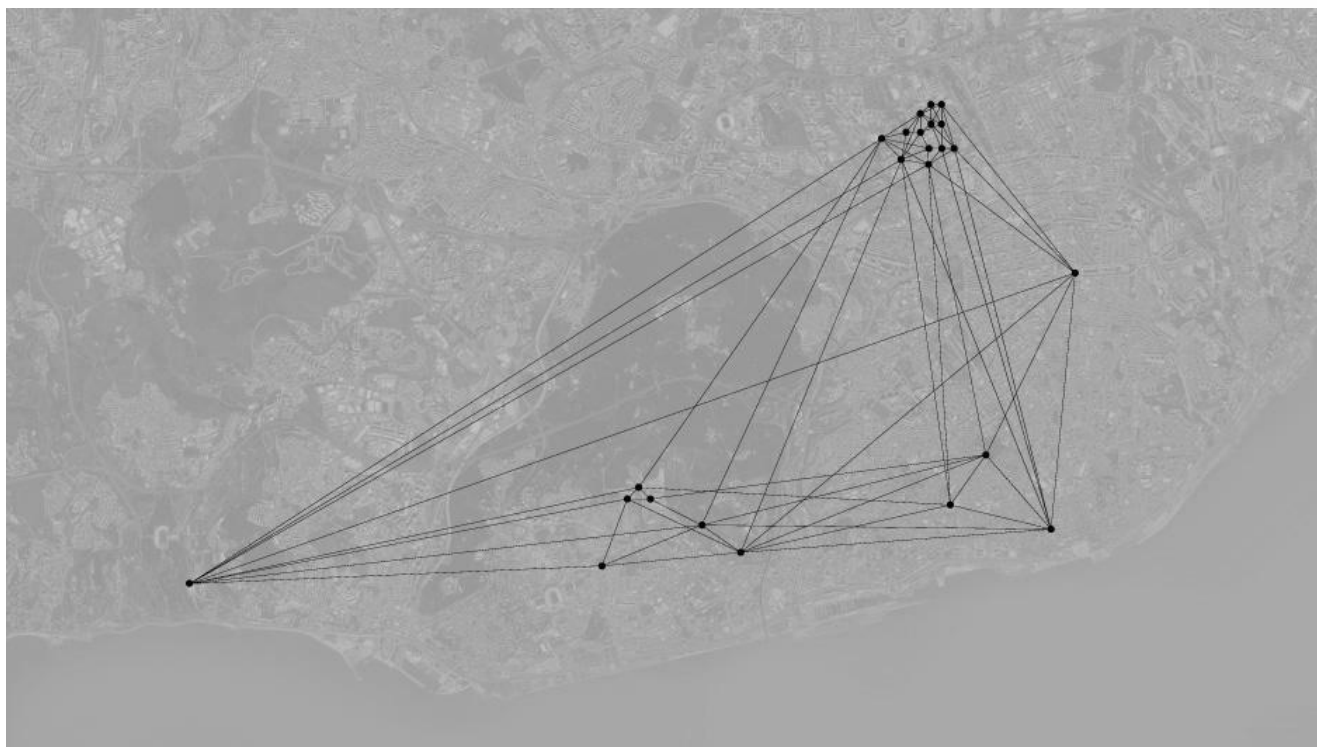
¹⁰ In order to operationalize data collection, analysis and processing, ULisboa is developing an information system (BI) that will allow the monitoring of activities, the timely adjustment of actions to be developed and the periodic reporting of management information.

7. Dissemination and presentation of results

ULisboa recognizes as fundamental the transparency of procedures and the accountability of its activities.

In addition, promoting a culture of quality that is integrated, participatory, and engaging, in which all members identify with the University's values, principles, goals, and outcomes, requires the establishment of reliable and far-reaching means of communication.

In this sense, ULisboa is developing the necessary measures to share information inside and outside the institution, by publishing the data considered relevant for applicants, students, teachers, researchers, non-teaching staff and the general public on its web page, as well as through the external reporting of performance statistics to the Directorate General for Education and Science Statistics (DGEEC), Directorate General for Higher Education (DGES), to the National Statistics Institute (INE), to the Directorate General for the Budget (DGO), to institutions that aggregate and deal with international rankings and/or to other platforms for public dissemination.



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