



How logo
1.
23. 4. 2019

Quality Manual



April 2019

Title

UAb 2019 Quality Manual

Approval

Rector, 23-04-2019

Publisher

Universidade Aberta 2019 ©

ISBN: 978-972-674-847-2

Head Office:

Palácio Ceia

Rua da Escola Politécnica, 141-147

1269-001 Lisboa

Portugal

Planning, Evaluation and Quality Office

Table of Contents

Table of Contents

Table of Contents	3
Abridged Forms	5
1. Introduction	7
2. Management, Purposes and Scope of the Quality Manual	9
3. “Universidade Aberta” Presentation	11
3.1 Brief history	11
3.2 Mission, Vision, Values and Management Model	11
3.3 Internal Structure	12
3.4 Quality Assurance Policy	12
4. Internal Quality Assurance System	14
4.1 SIGQ_Uab Model.....	14
4.2 SIGQ_Uab operational approaches.....	17
Referral 1 – Policy and quality purposes pursuance adoption	18
Referral 2 – Training offer design and approval	21
Referral 3 – Student-centered teaching, learning and evaluation	26
Referral 4 – Students admission, progression, recognition and certification	31
Referral 5 – Continuous monitoring and courses periodic review	33
Referral 6 – Research and development	35
Referral 7 – Inter-institutional cooperation with the community	37
Referral 8 – Internationalization	40
Referral 9 – Human Resources	41
Referral 10 – Material Resources and Services	43
Referral 11 - Information Management	45
Referral 12 – Public Information	46
Referral 13 - Cyclical nature of external quality assurance	51
ANNEX 1 – UAb Organizational Chart	52

Abridged Forms

- A3ES** – Agência de Avaliação e Acreditação do Ensino Superior
- Alumni** – Associação dos Antigos Alunos (Former Students Association)
- C2E** – Committed to Excellence
- CA** – Conselho de Avaliação (Evaluation Council)
- CAE** – Comissão de Avaliação Externa (External Review Team)
- CALED** – Instituto *Latinoamericano y del Caribe de Calidad en Educación Superior a Distancia*
- CAM** – Comissão de Avaliação e Melhoria de Ciclos de Estudos (Commission for Evaluation and Improvement of Courses of Study)
- CAQ** – Conselho de Avaliação da Qualidade (Quality Evaluation Council)
- CCA** – Conselho Coordenador de Avaliação (Evaluation Coordinating Council)
- CEMRI** – Centro de Estudos das Migrações e das Relações Interculturais (Studies on Migration and Intercultural Relations)
- CLA** – Centro Local de Aprendizagem (Local Learning Center)
- CP** – Conselho Pedagógico (Pedagogical Council)
- DGF** – Direção de Gestão Financeira (Financial Management Directorate)
- DR** – Diário da República
- DRH** – Direção de Recursos Humanos (Human Resources Directorate)
- DSA** – Direção de Serviços Académicos (Academic Services Directorate)
- DSD** – Direção de Serviços de Documentação (Academic Services Directorate)
- DST** – Direção de Serviços Técnicos (Technical Services Directorate)
- EaD** – Ensino a Distância (Distance Learning)
- EADTU** – *European Association of Distance Teaching Universities*
- ECTS** – *European Credits Transfer Systems*
- EFQM** – *European Foundation for Quality Management*
- ELO** - *Unidade Móvel de Investigação em Estudos do Local (Mobile Research Unit in Local Studies)*
- ENQA** – *European Association in Higher Education*
- FCT** – Fundação de Ciência e Tecnologia
- GAPID** – Gabinete de Apoio a Projetos de Investigação e Desenvolvimento (Support to Research and Development Projects Office)
- GCRI** – Gabinete de Comunicação e Relações Internacionais (Communication and International Relations Office)
- GGAC** – Gabinete de Gestão Académica e Curricular (Academic and Curricular Management Office)
- GJ** – Gabinete Jurídico (Legal Office)
- GPAQ** – Gabinete de Planeamento, Avaliação e Qualidade (Planning, Evaluation and Quality Office)
- GT** – Grupo de Trabalho (Work Group)
- I&D** – Investigação e Desenvolvimento (Research and Development)
- IEC** – *International Electrotechnical Commission*
- IES** – Instituições de Ensino Superior (Higher Education Institutions)

Planning, Evaluation and Quality Office

ISO – *International Organization for Standardization*

LEaD – Laboratório de Ensino a Distância (Distance Learning Laboratory)

MPV – Modelo Pedagógico Virtual (Pedagogical Virtual Model)

MQ – Manual da Qualidade (Quality Manual)

NEE – Necessidades Educativas Especiais (Special Educational Needs)

NP EN – Versão Portuguesa da Norma Europeia (Portuguese version of the European Regulation)

PE – Plano Estratégico (Strategic Plan)

PESI – Políticas Específicas de Segurança da Informação (Specific Information Security Policies)

PI – Partes Interessadas (Concerned Parties)

PPRCIC – Plano de Prevenção de Riscos de Corrupção e Infrações Conexas (Plan for the Prevention of Corruption and Related Offenses Risks)

PR – Pró-reitor (Pro-rector)

PSQ – Procedimento do Sistema de Qualidade (Quality System Procedure)

PT – Procedimento de Trabalho (Work Procedure)

PUC – Plano de Unidade Curricular (Curricular Unit Plan)

QUAR – Quadro de Avaliação e Responsabilização (Evaluation and Accountability Framework)

R – Reitor (Rector)

RADD – Regulamento de Avaliação de Desempenho dos Docentes (Teachers Performance Evaluation Regulation)

R4E – *Recognised for Excellence*

RGPD – Regulamento Geral de Proteção de Dados (General Regulation of Data Protection)

RJAES – Regime Jurídico da Avaliação do Ensino Superior (Legal Regime of Higher Education Evaluation)

RJIES – Regime Jurídico das Instituições do Ensino Superior (Legal Regime of Higher Education Institutions)

RTP2 – Canal 2 da Rádio Televisão Portuguesa (Channel 2 - Radio and Television Portugal)

SGQ – Sistema de Gestão da Qualidade (Quality Management System)

SI – Serviços de Informática (Computer Services)

SIADAP – Sistema Integrado de Avaliação do Desempenho da Administração Pública (Integrated System for Public Administration Performance Evaluation)

SIGQ_UAb – Sistema Interno de Garantia da Qualidade da Uab (UAb Internal Quality Assurance System)

SPD – Serviço de Produção Digital (Digital Production Service)

SSTE – Serviços de Suporte Tecnológico ao Ensino (Technological Support Services to Learning)

TIC – Tecnologias de Informação e Comunicação (Information and communication technologies)

UAb – Universidade Aberta

UALV – Unidade de Aprendizagem ao Longo da Vida (Lifelong Learning Unit)

UMCLA – Unidade de Desenvolvimento para os Centros Locais de Aprendizagem (Development Unit for Local Learning Centers)

UO – Unidades Orgânicas (Organizational Units)

VR – Vice-Reitor (Vice-Rector)

1. Introduction

The “Universidade Aberta”, as the only Portuguese public institution for Distance Learning (EaD), has established its strategy for the four-year period focused on this aforementioned goal towards leadership for the differentiation of Higher Education Distance Learning policies in Portugal. This was only possible through the leadership consolidation in research and in online and network education as well, regarding the reinforcement of the quality of education, the internationalization promotion and the sustainability development. On behalf of this aim, the Quality Assurance Internal System is seen as a priority and a constant concern of the UAb, reflected in the strategic documents and in all institutional mechanisms and procedures. The Internal Quality Assurance System of the “Universidade Aberta” (SIGQ_UAb) is already an integral part of the institution's management tools. It is a participatory system whose main force lies in the cooperation between the UAb community members, under bodies responsible for the SIGQ coordination which, in turn, the strategic guidelines of the rectoral team are a reference, totally in accordance with the UAb Strategic Plan.

Over the last few years, due to a deep reflection on how it is prepared to face upcoming challenges, with focus on activities, processes and the management system quality assurance, UAb has developed the necessary means for the implementation, consolidation and improvement of its SIGQ, standing out the following:

- Distance Learning (EaD) requires a different approach regarding the quality referrals, and we can say the quality of the programs is a crucial aspect in the student's demands, either by their nature or by the predominant directions provided by the model. Thus, in the absence of referrals regarding the specificity of distance learning and eLearning as well, the UAb, along with the “Agência de Avaliação e Acreditação do Ensino Superior” (A3ES), prepared and presented a proposal for Quality referrals to be suited in the EaD/eLearning, based on the referrals proposed by the European Association of Distance Teaching Universities (EADTU), the research developed by the “Observatório da Qualidade no Ensino à Distância e eLearning” and the methodology followed by the European Foundation for Quality Management (EFQM) and developed by institutions connected to the Instituto Latinoamericano y del Caribe de Calidad en Educación Superior a Distancia (CALED);
- The organizational structure of UAb has a clear strategic direction towards flexibility and adaptation to change, innovation, sustainability of its mission and the quality of its distance learning and eLearning project. Clustering strategic services having in mind permanent structures deployed in flexible services and segregation of duties are two examples about this concern. It relies on flexible working models, according to the aims, personnel and available technologies, as well as simplifying, rationalizing and redesigning administrative procedures, giving efficiency, effectiveness, quality and agility to the services performances through the working methodologies establishment that meet the common needs of the Institution. The setting-up of the Quality Assessment Council (CAQ), the Commission for Evaluation and Improvement of Courses of Study (CAM), the Planning, Evaluation and Quality Office (GPAQ) and the Academic and Curricular Management Office (GGAC) correspond to this strategic desideratum;
- 30 years of activity and experience of the UAb have led to the creation of an organizational knowledge which distinguishes this Institution from others that are part of the Portuguese Higher

Education Network and that is included, in particular, in the Virtual Pedagogical Model (MPV), recognized and internationally certified;

- Building, extending, integrating and consolidating the EFQM/A3ES/ISO (International Organization for Standardization) insights has been helping to foster institution engagement, in particular with focus on the student and other relevant parties, towards continuous improvement.

The “Universidade Aberta” (UAb) Quality Manual (MQ) globally defines the organization, responsibilities, processes and main insights, establishing the guiding principles for the SIGQ_UAb setting up, based on national recommendations from the “Agência de Avaliação e Acreditação do Ensino Superior” (A3ES)¹ and European good practices².

For a more efficient management of the SIGQ_UAb, a self-assessment tool was adopted and it allows, in a structured and systematic way, to mark the Internal Quality Assurance System and to identify the development of the guidelines application that the UAb has subscribed. With the Quality Assurance Policy framework, procedures have been created and implemented in several stages of consolidation, which guarantee the activities harmonization including quality assurance, and support the achievement of strategic objectives, regarding a continuous and shared improvement by all the agents involved.

The UAb's Quality Assurance Policy contained in this Manual is in accordance with the institutional strategy, documented in a clear and objective manner, with specific goals to be pursued, mechanisms for monitoring and evaluation, roles and responsibilities of the diverse parties regarding SIGQ_UAb.

¹http://www.a3es.pt/sites/default/files/Referenciais%20ASIGQ_PT_V1.2_Out2016.pdf;
http://www.a3es.pt/sites/default/files/Manual%20Auditoria_PT_V1.2_Out2016.pdf

² Standards and Guidelines for Quality Assurance in the European Higher Education Area, ENQA;
<https://enqa.eu/indirme/Considerations%20for%20QA%20of%20e-learning%20provision.pdf>
Planning, Evaluation and Quality Office

2. Management, Purposes and Scope of the Quality Manual

The MQ is an operational document for the Quality Assurance management in the UAb which describes the SIGQ_UAb in its entirety and has the functional aim to constitute a permanent reference for the system's application and maintenance.

The MQ validation is made by the "Universidade Aberta" Quality Assessment Council (CAQ) and this body must, at least annually, think about its suitability and review it whenever necessary. The MQ as well as its reviews, in a global or specific manner, are approved by the Rector.

This document MQ is managed according to the one defined in the System Document Management procedure, within the scope of the Resource Management process. The electronic version is the responsibility of the CAQ and the printed copies are considered as non-controllable copies. Obsolete versions should be kept in an electronic file. The MQ takes effect after approval made by the Rector and further publication on the UAb website.

Having in mind establishing descriptive methods, standards and procedures for the SIGQ_UAb implementation, the MQ sets up the organizational practices that grant quality, with a special focus on teaching and learning processes, research and connection to society, which defines globally the functioning and the competencies of the agents involved in the Internal Quality Assurance System of the UAb (SIGQ_UAb) and the identification of performance standards as well. These serve as the basis for strategic decisions. Through its MQ, the "Universidade Aberta" determines the internal guidelines for Self-Evaluation and the External Evaluation of SIGQ_UAb, thus complying with the principles of quality assurance in higher education.

The MQ execution is based on external recommendations settled on national, European and international standards, as well as the strategic documents, mechanisms and institutional procedures, as outlined below, which enable the monitoring and evaluation of the quality under issue in a gradual improvement process.

LEGISLATION AND GUIDANCE DOCUMENTS	DESCRIPTION
Standards and Guidelines for Quality Assurance in the European Higher Education Area, 3rd edition, 2008	International Quality Assurance Guidelines conveyed by ENQA
Quality Assessment for E-learning: a benchmarking approach, EADTU 2012	Manual with a set of <i>Excellence</i> projects that present methodologies and support resources to guarantee the Quality of European Distance Learning
Comparative Analysis of European Processes for the Evaluation and Certification of Internal Quality Assurance Systems (2011)	A comparative study of the European quality systems of higher education, carried out by the A3ES
Performance Indicators to Support Processes for Assessment and Accreditation of Study Cycles	A3ES guidance for the performance indicators definition supporting quality systems
Law no. 62/2007, 10th September	"Regime Jurídico da Avaliação do Ensino Superior" (RJIES)
Law no. 38/2007, 16th August	"Regime Jurídico da Avaliação do Ensino Superior" (RJAES)
Internal Quality Assurance Systems in Higher Education Institutions referrals (October 2016)	A set of general guidelines that assist IES in the design and implementation of their quality systems
Internal Quality Assurance Systems in Higher Education Institutions audit - manual for the audit process (v 1.2, October 2016)	Institutional audit model for certification of internal quality assurance systems in IES
NP EN ISO 9001 ISO/IEC 27001	Framework standards for the Quality Management and Information Security System of the UAb certification

Planning, Evaluation and Quality Office

Uab Strategic Plans (2011-2015 e 2015-2019) UAb Strategic Mapping	Measures to achieve quality in Uab Indicators in UAb (in accordance with the Strategic Plan)	Activity
UAb Statutes	Structure and Organization of UAb	
Considerations for quality assurance of e-learning provision (2018)	International Quality Assurance Guidelines conveyed by ENQA	

The MQ is therefore a key document for the policies and mechanisms definition in order to guarantee the quality of activities in the nuclear areas and continuous improvement field for the whole activity of the Uab. This document shows:

- a) A brief characterization of the UAb, its mission, vision and values, the organizational structure of the University and its Quality Assurance Policy with the general guidelines of the quality strategy;
- b) The structure of the SIGQ_UAb, regarding the system scope and goals, system's strategic and operational coordination structures and the responsibility levels in the specific field of quality and quality assurance as well; the continuous monitoring, evaluation and development of the UAb's Internal Quality Assurance System; and critical information production and diffusion about the survey, treatment and notification mechanisms for external partners.

The MQ fits within the document structure of SIGQ_UAb, and there are four levels:



3. “Universidade Aberta” Presentation

3.1 Brief history

Founded in 1988, the “Universidade Aberta” is the only distance learning and eLearning (EaD) public higher education institution in Portugal. By nature, UAb uses in its teaching activities the most advanced methodologies and technologies of distance learning and eLearning oriented towards education without geographical borders or physical barriers, giving special focus to the Portuguese language and culture spreading in the Portuguese-speaking countries (migrant communities and countries of Portuguese official language). Thus, UAb offers to every place in the world higher education (bachelors, masters and doctorates studies) and Lifelong Learning courses.

UAb believes the true quality standards and their recognition are only achieved when the organization is promoting joint and shared work and when it naturally incorporates an attitude of continuous improvement guided by excellence in management. With this conviction, in 2011, UAb obtained its services certification (NP EN ISO 9001) and was recognized with the 1st Level of Excellence by adopting a management model of excellence of the European Foundation for Quality Management (EFQM), an internationally certificated entity. Pursuing the path to organizational excellence, UAb has ensured the certification of services renewal and has become the first Portuguese public university to be distinguished under the European scheme of Levels of Excellence, and the only European university of distance learning with this 4 stars “recognition” for the 2nd level - Recognized for Excellence (R4E) of EFQM. In 2017, UAb obtained the certification of Information Security regarding the eLearning platform (ISO/IEC 27001). In 2018, it obtained a services certification again, for the 2015 version of the NP EN ISO 9001.

3.2 Mission, Vision, Values and Management Model

Mission: “Universidade Aberta” undertakes the mission to train students who, for several reasons, could not, in their due time, begin or pursue university studies. On the other hand, the UAb seeks to meet the expectations of those who, having eventually obtained higher education, wish to reconvert or update it; which means that, by vocation, it tries to meet the expectations of an adult audience, with life experience and usually already engaged in a professional activity.

UAb also has the mission to create, transmit and disseminate culture, knowledge, arts, science and technology in order to serve the society through the following articulation: study, teaching, learning, research and services provision.

Vision: A University in every place in the world

Values: Transparency, Credibility, Ethics, Accessibility and Innovation.

The UAb Management Model is based on a processes insight, duly defined and documented, that structure the organization of the University and its SIGQ_UAb, as shown in figure 1.

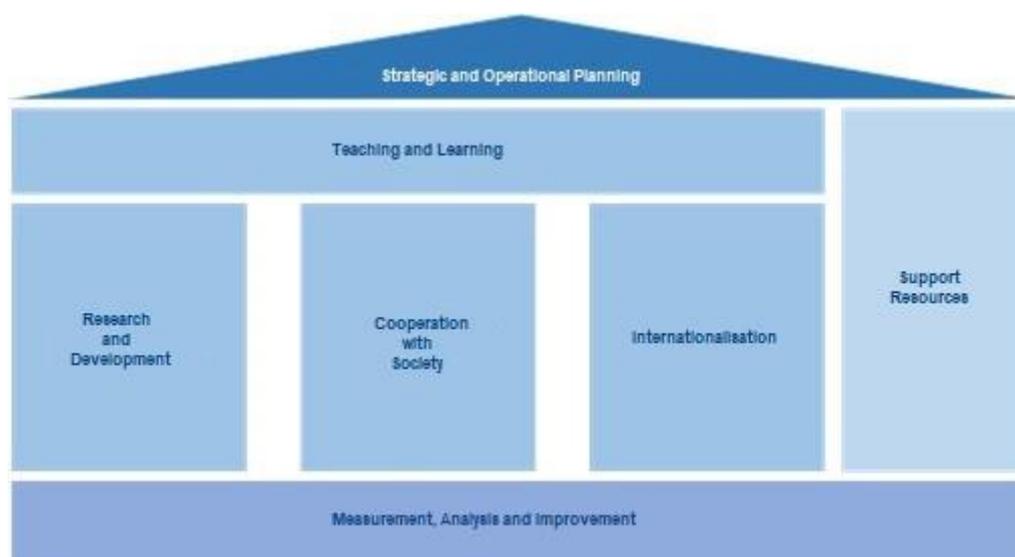


Figure 1 – UAb Management Model

3.3 Internal Structure

The UAb has defined in its Statutes published by Normative Order no. 65-B/2008 in the DR 2nd series no. 246 in the 22nd of December, the structures, roles and global professional skills of the governing bodies, consultation, department management, scientific-pedagogical coordination and services. In 2015, the UAb adopted a new organizational structure (Organic Structure Regulation of the “Universidade Aberta” - regulation no. 570/2015, in the 20th of August), which promotes sustainability in the resources distribution and concentration, human resources and materials in expansion and strategic interest areas. With this new organizational framework (Annex I), a culture oriented towards efficiency, debureaucratization, modernization and quality is ensured, in order to achieve an open, flexible and more participative administration, allowing the fulfillment of its mission and the response to the strategic and developmental challenges, which better serves students and society, in line with what is expected from a distance learning and eLearning university in the XXI century.

3.4 Quality Assurance Policy

The “Universidade Aberta” quality assurance policy is based in the mission, values and institutional commitment towards an Open and Online Distance Learning consolidation, in Higher Education.

In its ongoing path towards affirmation as a reference school in Distance Learning, UAb is a teaching and research institution that enjoys educational, scientific, pedagogical and cultural autonomy. Its mission includes an evaluation culture commitment of the educational offer, all the research it carries out, the service it provides to the community and its presence in the higher education network, guided by national and international references for Higher Education and for Open and Online Distance Learning. Thus, the Quality Assurance Policy is a priority in the UAb Strategic Plan, with the following main guidelines:

- **Procedures** consolidation and improvement regarding training, cultural and social offer of the units and services **quality evaluation** (Departments, UALV, Delegations and CLA);

- Procedures implementation to promote the quality of the Uab **virtual teaching model**, as well as the **continuous training** of teaching and non-teaching staff (updating policy, particularly in emerging technologies, in order to guarantee high levels of innovation and quality).
- Consolidation of the **UAb research centers** role as generating and disseminating core of innovation and knowledge;
- Enhancement of national and international I&D **partnerships**;
- Uab participation in international scientific associations and reference networks;
- Investment in the **Mobile Unit for Local Studies**, that is a promoter of **research action** in several scientific areas, in close coordination with the CLA Network;

Promotion and dissemination of the activities of the **Quality Observatory in Distance Learning and eLearning** activities promotion and dissemination;

The Quality commitment aims continuous improvement, by the Organic Units and Services, in a holistic approach that relates the diverse valences in an interdependent way, demanding the involvement of all for the definition and accomplishment of the Quality Culture objectives.

4. Internal Quality Assurance System

The implementation, improvement, recognition and certification of the Internal Quality Assurance System are part of the “Universidade Aberta” strategy. SIGQ_UAb works under the monitoring of the Vice-Rector regarding the Quality and International Cooperation sector and includes the intervention of several parties with different responsibilities at different levels of the organization.

4.1 SIGQ_Uab Model

The SIGQ_UAb is based on an approach which results under processes that are properly aligned and articulated with the good international management practices and the most varied national and international referrals to which the UAb has subscribed, namely A3ES and ENQA. The UAb identified the necessary processes for the University Management and the SIGQ_UAb realization, guaranteeing the articulation with the A3ES and ENQA³ referrals, correlated according to the following model.

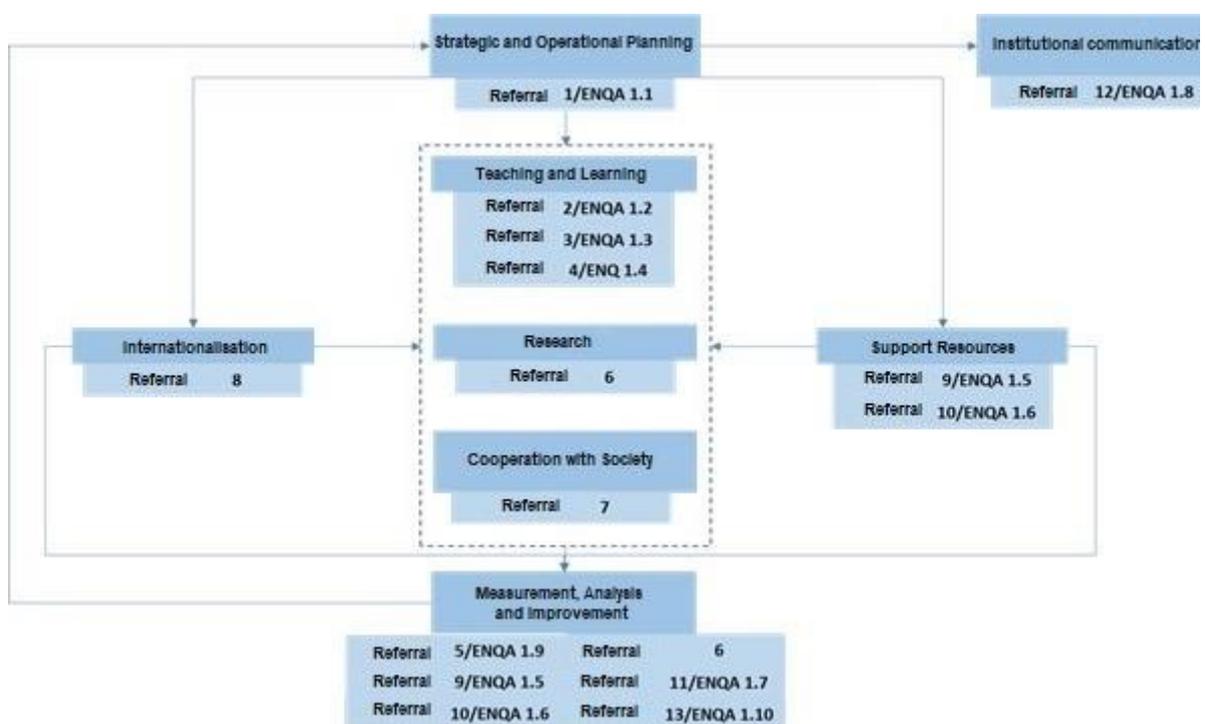


Figure 2 –SIGQ_UAb Model describing the articulation with the A3ES/ENQA referrals.

SIGQ_UAb is organized around the following axes:

- 1) **Strategic Management** – which includes the whole process of Strategic and Operational Planning and establishes the guidelines for the institutional mission accomplishment;
- 2) **Institutional Mission** – key axis that includes the Teaching and Learning, Research, Development and Cooperation with the Society processes;

³ Standards and Guidelines for Quality Assurance in the European Higher Education Area, ENQA; <https://enqa.eu/indirme/Considerations%20for%20QA%20of%20e-learning%20provision.pdf>
Planning, Evaluation and Quality Office

3) **Resources Management** – transversal axis that includes Human Resources Management, Material Resources and Services, Institutional Communication and Internationalisation;

4) **Measurement, Analysis and Improvement**- with the accomplishment of the procedural dimensions of Strategic and Operational Management, of Institutional Mission and Resources Management, data is collected and it's used in the Measurement, Analysis and Improvement process in order to ensure that the SIGQ_UAb remains appropriate and guided by the continuous improvement principle, providing information to be incorporated in the Management process scope of the next cycle.

The Strategic and Operational Planning process assures global planning, the results achieved report at various levels and new services and processes design. In this process, the UAb ensures:

- The interface with the Governing Body, through the strategic goals; the context analysis in which UAb is inserted, as well as a risk analysis and its treatment; the customer and concerned parties needs attention and satisfaction so that all of these inputs, together with the program for the rectoral mandate, are considered in the strategic and operational planning tools development;
- The definition, monitoring and evaluation of the Strategic Planning, spread out in the Activities and Budget Plan, reflected in the organic structure by the performance of teachers and non-teachers evaluation execution;
- The preparation, review and approval of the Activity Report, which reports the strategic and operational planning execution carried out throughout the year and its results;
- New services provision signaling, new processes definition or modification of the existing ones in order to ensure their design and applicability, in accordance with the good practices known. This is to grant a correct and complete response to legal, regulatory and customer/concerned parties satisfaction.

Also regarding this issue, the UAb ensures that, at least once a year, the effectiveness and efficiency of the SIGQ_UAb is analyzed. This evaluation, based on the SIGQ_UAb tool and under the guidance of the Vice-Rector for Quality and International Cooperation, related to the time period under analysis, allows a critical examination of the system and UAb performances. This analysis and the evidence supporting it are periodically presented to the Rector who decides on the areas of improvement and their scheduling, so that the SIGQ_UAb remains effective and appropriate to the needs of the organization and the applicable legal and regulatory referrals.

The resources management process establishes the mechanisms, procedures and approaches that enable the UAb to ensure they are planned and managed in a timely manner about its quantity and quality so that UAb can develop its mission processes effectively and efficiently, focusing on students and concerned parties. And so, SIGQ_UAb has defined the activities that assure:

- The human resources management, in particular by maintaining updated data about teachers and non-teachers; the human resources characterization that are necessary to perform the relevant functions regarding quantity and quality (the necessary competences identification, development and satisfaction); performance evaluation; and the employees satisfaction evaluation regarding the conditions for carrying out their activities;

- SIGQ_UAb's ongoing support information is actual and up-to-date and all external source information is duly internally validated in order to ensure its identification and relevance;
- IT apps are used securely, with controlled access and information safeguarded;
- Information security management, within the framework of "PlataformAberta", with integrity, confidentiality and availability preservation, as well as changes management to be implemented in the platform, the user profiles management and the reflection and identification of conflicting functions;
- The infrastructures and equipment availability necessary to ensure the accomplishment of the UAb mission, in quantity and quality;
- Goods and services provisioning, qualification, evaluation and selection of relevant suppliers and products/services receipt.

The internationalization process, based on the UAb Internationalization Policy, establishes the activities, practices, procedures and approaches that the institution has in order to promote the three key dimensions of its mission: Teaching, Research/Development and Interinstitutional Cooperation with the society, focused on interinstitutional cooperation and the UAb brand on the international scene.

The process that accommodates teaching/learning activities is described through procedures that explain the activities to be carried out throughout the school cycle, including the one's regarding quality assurance, communication, identification and characterization of the students needs and other concerned parties. It grants the existence of clear and implemented procedures for the school cycle management, from the design and approval of the training offer towards admission, progression, recognition and students certification. It also includes teaching/learning and evaluation activities.

The research and development process, in accordance with the PE of the UAb, establishes the policies, practices, procedures, mechanisms and structures that UAb has in order to promote, evaluate and improve the scientific, technological, artistic and professional development activities of high level, within the EaD framework.

The cooperation process with the society establishes the mechanisms and procedures in order to promote interinstitutional collaboration, which includes the community. It is in accordance with the UAb PE, considering its contribution to the national and regional development of a network institution.

The measurement, analysis and improvement process establish the mechanisms and procedures in order to identify, collect, analyze and use results and other relevant information - internal and external - for the effective management of SIGQ_UAb, in particular regarding:

- The strategy and corresponding operational plans execution;
- The Teaching process and the interface with the students, in terms of the pedagogical offer available or to be made available, as well as the continuous monitoring and regular revision of the courses;
- The research and development, its human and material resources, having in mind the knowledge enhancement;
- The cooperation with society, in the interface and external action activities;
- The articulation results between teaching and research; and

- Internationalization, in its several aspects.

The measurement, analysis and improvement process also establish the treatment of non-conforming situations detected internally or externally, ensuring that they are identified and managed in a way that assures compliance and/or implementation of the necessary improvements.

4.2 SIGQ_UAb operational approaches

This chapter briefly summarizes the existing approaches, responsibilities and documents that enable UAb to achieve and operationalize its SIGQ in accordance with the legal and regulatory guidelines and frameworks previously identified. For a better presentation about the SIGQ_UAb operational approaches, these are presented according to the A3ES referrals structure. Thus, the relationship between the processes in figure 2 and the approaches presented in this chapter is as follows:

1. The Strategic Planning process is described by the approaches reflected in Referral 1 "Policy and quality purposes pursuance adoption";
2. The Teaching and Learning process is described by all the approaches included in the Referrals 2 - "Training offer design and approval", 3 - "Student-centered teaching, learning and evaluation" and 4 - "Students admission, progression, recognition and certification";
3. The Research process is reflected in the approaches included in the Referral 6 - "Research and Development", except those presented in point 7 below;
4. The Cooperation process with the Society is reflected by the approaches included in the Referral 7 - "InterInstitutional cooperation with the community", except those presented in point 7, below;
5. The Internationalisation process is reflected in the approaches included in the Referral 8 - "Internationalisation", except those presented in point 7 below;
6. The Support Structure process is composed by the approaches included in he Referrals 9 - "Human Resources" and 10 - "Material Resources and Services";
7. The Measurement, Analysis and Improvement process is reflected in the approaches included in the Referrals 5 - "Continuous monitoring and courses periodic review", 11 - "Information management" and 13 - "Cyclical nature of external quality assurance" and also in the approaches referred to:
 - "Monitoring, evaluation and human and material resources improvement" related to Referral 6 research;
 - "Improvement of human resources performance" regarding the Referral 9;
 - "Services and material resources improvement having in mind the proper development of student's learning and other scientific-pedagogical activities" regarding the Referral 10;
8. The institutional Communication process is described n the approaches included in the Referral 12 - "Public Information".

Referral 1 – Policy and quality purposes pursuance adoption			
<i>STRATEGIC MANAGEMENT</i>			
Approach	Purpose	Bodies/Responsible Services/Organization	Documents/Most relevant evidences
Uab Strategic Plan	To define how the UAb strategy is prepared, in particular for continuous quality improvement and including EAD, reflected into the pursuit of quality objectives as a result of the overall institution strategic management and contribution to accountability, formally approved and published.	Rector Rectoral Office General Council Management Council Senate Scientific Council International Advisory Council Pedagogical Council Evaluation Council Editorial Council GPAQ CAQ	Uab Statutes UAb Mission, Vision and Values Uab Strategic Plan Communication Policy Internacionalization Policy SGQ Policy Strategic Mapping QUAR Annual Activity Plan Annual Activity Report Editorial Policy PSQ 01 of SGQ MPV Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 183/R/2016 of 12th December – Quality Evaluation Council Creation
SIGQ_Uab Organization	To structure the organization of the quality assurance system already prepared, formally approved and published refleted into a hierarchical structure of documents that establish the responsibilities of the different bodies and services, as well as the necessary procedures and the resources for their execution.	Rector Rectoral Office Administrator UOs CAQ CAM Quality Manager GPAQ GGAC	Uab Statutes Uab Organic Structure Regulation Quality Manual SIGQ_Uab Tool SGQ Manual and supporting documentation Order no. 183/R/2016 of 12th December – Quality Evaluation Council Creation Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 184/R/2016 of 12th December - Study Cycles Improvement and Evaluation Comission Creation

<p>Responsibilities in quality assurance processes</p>	<p>To ensure the students ways of engagement and responsibilities and other relevant parties - internal and external - in the key processes of the UAb are prepared, formally approved and published, ensuring their engagement, even remotely, and that, in the use of specialists or external specialized services are established written agreements/contracts that define the existing roles and responsibilities.</p>	<p>Rector Vice-Rector for Quality and Institutional Cooperation Vice-Rector for Academic Management and Interaction with Society Departments/UALV CAQ Quality Manager GPAQ GCRI GGAC</p>	<p>Quality Manual UAb Statutes UAb Organic Structure Regulation Internal Regulations SIGQ Manual SGQ Manual and supporting documentation Processes Map and Responsibilities Matrix Concerned Parties Matrix PI auscultation instruments Regulation of Tutors Hiring PSQ 05 of SGQ and further documentation Order no. 119/R/2015 of 16th December – Rector Office Nomination Order no. 183/R/2016 of 12th December – Quality Evaluation Council Creation</p>
<p>Academic integrity</p>	<p>To ensure forms of academic integrity and monitoring against academic fraud and all forms of intolerance or discrimination against students or teaching and non-teaching staff are prepared, formally approved and published, in particular through a culture of integrity, academic freedom and promotion of ethical behavior.</p>	<p>Rector Vice-Rector for Academic Management and Interaction with Society Scientific Council Pedagogical Council CAQ Departments Student Ombudsman Quality Manager Information Security Manager Work Group for the originality promotion of the UAb academic assignments</p>	<p>UAb Statutes UAb Organic Structure Regulation UAb Student Disciplinary Regulation Student Ombudsman Regulation SGQ Policy Prevention of Corruption and Related Offenses Risks Plan UAb Evaluation, Classification, Qualification and Certification Regulation Risk evaluation matrix PSQ 01 of SGQ PSQ 18 of SGQ PSQ 19 of SGQ Order no. 119/R/2015 of 16th December – Rector Office Nomination Order no. 183/R/2016 of 12th December –Quality Evaluation Council Creation Order no. 1PR/VR/2017 of 9th March – Work Group for the originality promotion of the UAb academic assignments nomination</p>

<p>UAb Quality Policy</p>	<p>To ensure that institutional policies, structures, processes and resources are available in order to keep the success of the students teaching and learning processes, including those with special educational needs, and that the way of implementing, monitoring and reviewing quality policy is reflected in the SIGQ_UAb that is prepared, formally approved, published and in force.</p>	<p>Rector Vice-Rector for Quality and Institutional Cooperation and other Rectoral Office Management Council International Advisory Council UOs CAQ Quality Manager Information Security Manager GPAQ</p>	<p>MQ UAb Quality Policy Communication Policy Internationalisation Policy SGQ Policy Strategic Plan MPV SGQ Manual and supporting documentation SIGQ_UAb tool UAb Institutional Website Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 183/R/2016 of 12th December – Quality Evaluation Council Creation PSQ 01 of SGQ Project “Accessibilities”</p>
----------------------------------	---	---	--

Referral 2 – Training offer design and approval

INSTITUTIONAL MISSION – TEACHING AND LEARNING

Approach	Purpose	Bodies/Responsible Services/Structures	Documents/Most relevant evidences
<p>Match between the training offer design and the institutional strategy</p>	<p>To define and implement procedures that may ensure the courses design and development in accordance with the UAb Strategic Plan, namely with the digital innovation axis applied to Distance Learning.</p>	<p>Rector Vice Rector for Academic Management and Interaction with Society Pro-Rector for Pedagogical Innovation and elearning Scientific Council International Advisory Council Departments/UALV Pedagogical Council CAM EaD and elearning Quality Observatory UO Quality Group MPV Assistance Nucleus</p>	<p>Strategic Plan Strategic Mapping Activities Plan Activities Report MPV UAb Training Offer General Regulation PSQ 19 for SGQ PT 19-07 for SGQ PT 19-10 for SGQ UAb Institutional Website Quality Observatory in EaD and elearning Ebook Order no. 119/R/2015 of the 16th December – Rectoral Office Nomination Order no. 184/R/2016 of 12th December – Study Cicles Improvement and Evaluation Comission Creation Order no. 183/R/2016 of 12th December – Quality Evaluation Council Creation Order no. 20/R/2015 of 4th March – Work Group for MPV Development Creation Order no. 149/R/2012 of 27th July - EaD and elearning Quality Observatory Creation Order no. 02/PR/GB/2016 of 03rd November - MPV Assistance Nucleus Creation</p>

<p>Students and concerned parties engagement in granting the distance learning provision</p>	<p>To ensure procedures are in force to ensure that people involved in the design, development and evaluation of EaD programs have experience in academic and technical aspects, are familiar with the advantages/disadvantages of using EaD, and that courses are made with students and other stakeholders involved and with the input of external experts and referrals.</p>	<p>Rector Vice-Rector for Academic Management and Interaction with Society Pro-Rector for Pedagogical Innovation and elearning International Advisory Council Pedagogical Council Departments/UALV CAM MPV Assistance Nucleus Department Quality Groups</p>	<p>UAb Statutes Order no. 119/R/2015 of 16th December – Rectoral Office Nomination PSQ 02 of SGQ PSQ 19 of SGQ PT 19-07 of SGQ PT 19-10 of SGQ Concerned Parties Matrix PI auscultation instruments Teaching Staff Curricula UAb Teaching Staff Performance Evaluation Regulation UAb Evaluation and Certification Regulation UAb Educational Offer Creation Regulation Course Monitoring Comission Report Order no. 184/R/2016 of 12th December – Study Cicles Improvement and Evaluation Comission Creation Order no. 20/R/2015 of 4 March – Work Group for MPV Development Creation Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus Minutes of the local course monitoring commissions Minutes of the involved UO plenary meetings Minutes of the Scientific Council Minutes of the Advisory Council, Coordinating Council and the UO Plenary Minutes of the Pedagogical Council Specialized comission that develops the course meetings memos UO Action Plans UO Quality Group Report Consultation reports to professionals employers Resulting reports from field prospecting and internal and external to UAb statistical data Surveys results of students, teaching and non-teaching staff</p>
---	---	---	--

<p>Training offer design that allows students normal progression</p>	<p>To ensure procedures are in force and under implementation in order to grant designed courses to allow to students a normal progression.</p>	<p>Rector Vice-Rector for Academic Management and Interaction with Society International Advisory Council Pedagogical Council Departments/UALV CAM MPV Assistance Nucleus</p>	<p>Curricular credits system (ECTS) application to all UAb pedagogical offer Regulation MPV General Regulation of UAb Educational Offer “Universidade Aberta” Evaluation, Classification, Qualification and Certification Regulation PSQ 19 do SGQ PT 19-07 do SGQ PT 19-10 do SGQ Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 184/R/2016 of 12th December – Study Cicles Improvement and Evaluation Comission Creation Order no. 20/R/2015 of 4th March – Work Group for MPV Development Creation Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus Course Regulation Course Guide Opening Order Course Coordination Mentoring programs UO Report Academic information report Online secretariat report Courses coordination reports Student’s inquiries results Academic schedule Evaluation schedule</p>
<p>Definition of expected workload (in ECTS) in regarding the training offer design</p>	<p>To ensure procedures are defined and implemented to grant that, when designing the courses, the expected work load of the students, expressed in ECTS, is defined.</p>	<p>Rector Vice-Rector for Academic Management and Interaction with Society Pro-Rector for Pedagogical Innovation and elearning Scientific Council International Advisory Council Pedagogical Council Departments/UALV CAM MPV Assistance Nucleus</p>	<p>General Regulation of UAb Educational Offer Curricular credits system (ECTS) application to all UAb pedagogical offer Regulation PSQ 19 of SGQ PT 19-07 of SGQ PT 19-10 of SGQ Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 184/R/2016 of 12th December – Study Cicles Improvement and Evaluation Comission Creation Order no. 183/R/2016 of 12th December – Quality Management Council Creation</p>

			Order no. 20/R/2015 of 4th March – Work Group for MPV Development Creation Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus
Training offer design which includes opportunities for professional experience in the training field properly structured	To ensure procedures are defined and implemented in order to grant, when courses design, where appropriate, that opportunities for duly structured training experience are included.	Rector Vice-Rector for Academic Management and Interaction with Society Pro-Rector for Pedagogical Innovation and elearning Scientific Council Internacional Advisory Council Pedagogical Council Departments/UALV CAM MPV Assistance Nucleus	General Regulation of UAb Educational Offer PSQ 19 of SGQ PT 19-07 of SGQ PT 19-10 of SGQ Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 184/R/2016 of 12th December – Study Cicles Improvement and Evaluation Comission Creation Order no. 20/R/2015 of 4th March – Work Group for MPV Development Creation Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus Study Programs Course Regulation Cooperation Protocols Course Guide Curricular Unit Plan Learning Contract Leonardo da Vinci Regulation
Creation and approval of new training offer	To ensure procedures are defined and implemented in order to grant curriculum design reflects pedagogical practices and innovation, if applicable, and courses are subject to a formal institutional process of final approval; To ensure that curricular units are developed according to the courses particularities taught online and in accordance with the MPV.	Rector Vice-Rector for Academic Management and Interaction with Society Pro-Rector for Pedagogical Innovation and elearning Scientific Council Pedagogical Council Departments/UALV CAM MPV Assistance Nucleus Professional and life routes of UAb graduates observatory GPAQ GGAC	UAb Statutes UAb Mission, Vision and Values MPV Study about employment Summary Reports – UAb graduated professional and life routes for Licensees UAb Order no. 81/VR/2017 of 21st April - Professional and life routes of UAb graduates observatory creation Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 184/R/2016 of 12th December – Study Cicles Improvement and Evaluation Comission Creation Order no. 20/R/2015 of 4th March – Work Group for MPV Development Creation Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus Previous curricula design processes Minutes of the Scientific Council meetings and deliberations UO Coordinator

<p>Training offer design in accordance with the higher education purposes</p>	<p>To ensure that the courses design is in accordance with the institutional mission and taken into account the purposes of higher education, namely: the contribution to employability; preparation for active citizenship; support for student’s personal development and the creation of a comprehensive and advanced knowledge base to stimulate research and innovation.</p>	<p>Rector Vice-Rector for Academic Management and Interaction with Society Pro-Rector for Pedagogical Innovation and elearning Scientific Council International Advisory Council Pedagogical Council Departments/UALV CAM Professional and life routes of UAb graduates observatory GPAQ GGAC</p>	<p>UAb Statutes UAb Mission, Vision and Values MPV Study about employment Summary Reports – UAb graduated professional and life routes for Licensees UAb Order no. 81/VR/2017 of 21st April - Professional and life routes of UAb graduates observatory creation Order no. 119/R/2015 of the 16th December – Rectoral Office Nomination Order no. 184/R/2016 of 12th December – Study Cycles Improvement and Evaluation Comission Creation Order no. 20/R/2015 of 4th March – Work Group for MPV Development Creation Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus UO Plan and activities report Course coordination activities report UAb's governing bodies reports Research Centers Report</p>
--	---	---	--

Referral 3 – Student-centered teaching, learning and evaluation

INSTITUTIONAL MISSION – TEACHING AND LEARNING

Approach	Purpose	Bodies/Responsible Services/Structures	Documents/Most relevant evidences
<p>Diversity of students and formative routes</p>	<p>To ensure the most appropriate procedures are in force in order to create learning environments capable of respecting and meeting the diversity of students and their needs, enabling flexible learning routes.</p>	<p>Rector Vice-Rector for Academic Management and Interaction with Society Pro-Rector for Pedagogical Innovation and elearning Pro-Rector for the Virtual Campus and Technological Modernization Pro-Rector for Lifelong Learning and Cultural Spreading Pedagogical Council Departments/ UALV CAM MPV Assistance Nucleus</p>	<p>General Regulation of “Universidade Aberta” Educational Offer Republication - Order no. 5384/2017 (DR, 2.ª serie, no. 117, 20th June) Curricular credits system (ECTS) application to all UAb pedagogical offer Regulation UAb Academic, Training and Professional Experience Competencies Credential Regulation General Regulation of UAb Educational Offer General Regulation for the Part-Time Student Order no. 171/VR/DC/2014 of 20th June - Isolated Curricular Units and Certified Modular Trainings of UAb Courses or Study Cycles MPV Order no. 119/R/2015 of 16th December – Rectoral Office Nomination PT 07-06 of SGQ PSQ 19 of SGQ and supporting documentation Institutional Website Elearning Platform Order no. 184/R/2016 of 12th December – Study Cicles Improvement and Evaluation Comission Creation Order no. 20/R/2015 of 4 March – Work Group for MPV Development Creation Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus Protocol with the General Directorate for Reintegration and Prison Services</p>
<p>Diverse learning environments</p>	<p>To ensure the most appropriate procedures are in force in order to create online environments capable of considering and using different teaching and learning methods, in accordance with the students needs and with the learning goals, namely: the choice of teaching methodologies and learning activities regarding the objective of achieving the learning outcomes; if learning materials fit into MPV, facilitate student learning and are periodically reviewed and updated; and the authors of learning materials are relevant to the subject; if the technical</p>	<p>Rector Vice-Rector for Academic Management and Interaction with Society Pro-Rector for Pedagogical Innovation and Elearning Pro-Rector for the Virtual Campus and Technological Modernization Pro-Rector for Lifelong Learning and Cultural Spreading Scientific Council International Advisory Council Pedagogical Council</p>	<p>MPV PSQ 19 of SGQ PT 19-01 of SGQ Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Open Class Online Adaptation Module Elearning Platform Pedagogical Resources and Materials Open Repository Order no. 184/R/2016 of 12th December – Study Cicles Improvement and Evaluation Comission Creation</p>

	<p>infrastructure is in accordance with teaching methodology, learning activities and methods of distance evaluation, and if facilitates the teaching and learning process.</p>	<p>Departments/ UALV CAM MPV Assistance Nucleus SSTE</p>	<p>Order no. 20/R/2015 of 4 March – Work Group for MPV Development Creation Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus Virtual campus in prisons “Universidade Aberta” Educational Offer General Regulation PSQ 04 - Infrastructures Management Infrastructures list to keep under control</p>
<p>Problem-Solving and Continuous Improvement</p>	<p>To ensure the most appropriate procedures are in force to regularly evaluate and adjust teaching and learning methods.</p>	<p>Rector Rectoral Office Scientific Council Pedagogical Council Departments/UALV Student Ombudsman Department Quality Groups CAM MPV Assistance Nucleus GPAQ GGAC</p>	<p>PSQ 06 of SGQ PSQ 19 of SGQ PT 19-03 of SGQ Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 184/R/2016 of 12th December – Study Cicles Improvement and Evaluation Comission Creation Order no. 20/R/2015 of 4th March – Work Group for MPV Development Creation Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus Student Ombudsman Regulation Student Ombudsman Activities Report Concerned Parties Matrix Students Satisfaction Surveys Annual Study Cycle Evaluation Report CAE Reports</p>
<p>Support and autonomy in the teaching-learning process</p>	<p>To ensure the most appropriate procedures are adopted in order to grant a sense of autonomy by the student, while assuring an adequate guidance and support by the teacher.</p>	<p>Vice-Rector for Academic Management and Interaction with Society Pro-Rector for Pedagogical Innovation and elearning Pro-Rector for the Virtual Campus and Technological Modernization Pedagogical Council Scientific Council Departments/UALV Course Coordinators CAM MPV Assistance Nucleus DSD Work Group for the originality promotion of the UAb academic assignments</p>	<p>MPV General Regulation of UAb Educational Offer General Regulation for the Part-Time Student Order no. 171/VR/DC/2014 of 20th June - Isolated Curricular Units and Certified Modular Trainings of UAb Courses or Study Cycles Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 20/R/2015 of 4th March – Work Group for MPV Development Creation Order Couse Coordinators Tutoring Regulation Elearning Platform PT 19-01 of SGQ PT 19-04 of SGQ PT 19-05 of SGQ PT 19-09 do SGQ</p>

			<p>Order no. 184/R/2016 of 12th December – Study Cicles Improvement and Evaluation Comission Creation</p> <p>Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus</p> <p>Online adaptation module</p> <p>Student’s inquiries</p> <p>http://www.inqueritos.uab.pt/investigacao/index.php/489459?lang=pt</p> <p>Programa de formação dos Serviços de Documentação da UAb</p> <p>http://portal.uab.pt/dsd/rograma_formacao_2semestre_2018-2019/</p>
Respect in the student-teacher relationship	<p>To ensure the most appropriate procedures are in force in order to promote mutual respect in the student-teacher relationship, and the UAb gives advice on appropriate online behavior (etiquette rules) and ensures that students are aware of the rules of plagiarism as well.</p>	<p>Vice-Rector for Academic Management and Interaction with Society</p> <p>Pro-Rector for the Virtual Campus and Technological Modernization</p> <p>Student Ombudsman</p> <p>Pedagogical Council</p> <p>Departments/UALV</p> <p>Course Coordinators</p> <p>MPV Assistance Nucleus</p> <p>Work Group for the originality promotion of the UAb academic assignments</p>	<p>MPV</p> <p>Online Adaptation Module</p> <p>PT 19-01 of SGQ</p> <p>UAb Student Ombudsman Regulation</p> <p>UAb Student Disciplinary Regulation</p> <p>Tutoring regulation</p> <p>Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus</p> <p>Order no. 1PR/VR/2017 of 9th March – Work Group for the originality promotion of the UAb academic assignments nomination</p> <p>Recomendation</p> <p>Deliberation 22/CP/2013</p> <p>UAb Student Code of Ethics</p> <p>Curricular Unit Plan in the virtual classroom area- 1st cycle</p>
Student Ombudsman	<p>To ensure the most appropriate procedures are in force to provide mechanisms to deal with student complaints.</p>	<p>Rector</p> <p>Vice-Rector for Academic Management and Interaction with Society</p> <p>Student Ombudsman</p> <p>Quality Manager</p>	<p>UAb Student Ombudsman Regulation</p> <p>Student Ombudsman Activities Evaluation Report</p> <p>Order no. 119/R/2015 of 16th December – Rectoral Office Nomination</p> <p>PSQ 06 of SGQ and supporting documentation</p> <p>SGQ Management Review</p> <p>Complaints Book</p> <p>Information about Student Ombudsman:</p> <p>http://portal.uab.pt/provedor-do-estudante/</p>

<p>Acquaintance of evaluators with evaluation methods and processes</p>	<p>To ensure mechanisms are available in order to guarantee that evaluators are familiar with existing assessment, examination methods, processes and are supported when developing their competencies in this area.</p>	<p>Vice-Rector for Academic Management and Interaction with Society Pro-Rector for Innovation and elearning MPV Assistance Nucleus Departments/UALV</p>	<p>UAb Statutes Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus UAb Organic Structure Regulation UAb Evaluation, Classification, Qualification and Certification Regulation MPV Triennial evaluation reports on teacher performance Tutoring Regulation Tutors curricula Trainers curricula Annual Training Plan</p>
<p>Student-centered evaluation</p>	<p>To ensure the distance assessment methods are suitable by allowing students to demonstrate to what extent the intended outcomes have been achieved and that students receive feedback on their performance by associating, as necessary, advice on the learning process.</p>	<p>Scientific Council Pedagogical Council Departments/UALV Course Coordinators CAM MPV Assistance Nucleus</p>	<p>UAb Evaluation, Classification, Qualification and Certification Regulation MPV Tutoring Regulation Knowledge evaluation tools Learning card Learning Contract Curricular Unit Plan Elearning Platform Order no. 184/R/2016 of 12th December – Study Cicles Improvement and Evaluation Comission Creation Order no. 20/R/2015 of 4th March – Work Group for MPV Development Creation Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus Models for E-folio accomplishments instructions, in “Imagem Gráfica dos Cursos da UAb e Modelos de Documentos Acessíveis”</p>

<p>Transparency in student evaluation</p>	<p>To ensure mechanisms are in force in order to grant that students are clearly informed about distance assessment and, where possible, evaluation is carried out by more than one examiner.</p>	<p>Pedagogical Council Scientific Council Departments/UALV CAM MPV Assistance Nucleus</p>	<p>General Regulation of UAb Educational Offer UAb Evaluation, Classification, Qualification and Certification Regulation Regulation for Obtaining the Academic Title of Aggregate in the UAb Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus Order no. 252/VR/DC/2017 of 28th November - Constitution of the Master studies Jury MPV Curricular Unit Plan Elearning Platform UAb Website Order no. 184/R/2016 of 12th December – Study Cicles Improvement and Evaluation Comission Creation Order no. 20/R/2015 of 4 March – Work Group for MPV Development Creation</p>
<p>Evaluation mitigating circumstances</p>	<p>To ensure mechanisms are in force in order to grant that evaluation regulations take into account mitigating circumstances.</p>	<p>Vice-Rector for Academic Management and Interaction with Society Departments/UALV Course Coordinators Project “Accessibilities”</p>	<p>UAb Evaluation, Classification, Qualification and Certification Regulation Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Tutoring Regulation Project “Accessibilities”</p>
<p>Classification resources management</p>	<p>To ensure mechanisms are in force in order to grant that there is a formal appeal procedure by students.</p>	<p>Departments/UALV Course Coordinators DSA</p>	<p>UAb Evaluation, Classification, Qualification and Certification Regulation PSQ 07 of SGQ PT 07-10 of SGQ</p>

Referral 4 – Students admission, progression, recognition and certification			
<i>INSTITUTIONAL MISSION – TEACHING AND LEARNING</i>			
Approach	Purpose	Bodies/Responsible Services/Structures	Documents/Most relevant evidences
Access and admission policies	To ensure, within its regulations, the UAb takes into account access policies, admission procedures and criteria, implemented in a consistent and transparent manner, including the induction processes provision to the institution and to the course.	Vice-Rector for Academic Management and Interaction with Society Scientific Council Departments/UALV DSA	General Regulation of UAb Educational Offer General Regulation of Reentrance and Change of Institutions/Course in Higher Education Local Procurement for Application to Enrollment in Cycles of Studies Conducting the Degree of Graduate by UAb Regulation Test Application towards Capacity to Attend Higher Education Students Over 23 Evaluation Regulation Regulation of Post-Doctoral Programs and Internships in PhD “Sandwich” Programs Prevention of Corruption and Related Offenses Risks Plan Order no. 119/R/2015 of 16th December – Rectoral Office Nomination PSQ 07 of SGQ PT 07-02 of SGQ PT 07-04 of SGQ PT 07-14 of SGQ
Conditions and support for career progression	To ensure the UAB, under its regulations, takes into account the necessary conditions and support for students to progress normally in their academic careers and that students/prospective students are informed about requirements regarding equipments, digital skills and EaD, basic knowledge, academic hours and MPV.	Vice-Rector for Academic Management and Interaction with Society Departments/UALV Course Coordinators DSA	UAb Evaluation, Classification, Qualification and Certification Regulation General Regulation of UAb Educational Offer Order no. 171/VR/DC/2014 of 20th June - Isolated Curricular Units and Certified Modular Trainings of UAb Courses or Study Cycles Subsidies granting regulation Curricular credits system (ECTS) application to all UAb pedagogical offer regulation MPV Order no. 11/VR/DC/2016 of 15th January - Allocation of the European Doctoral Degree by UAb Order no. 57/VR/DC/2015 of 31st March – Advanced Studies Courses and Diplomas PSQ 07 of SGQ

<p>Processes and tools for collecting, monitoring and acting on information about student progression</p>	<p>To ensure, regarding its regulations framework, the UAb takes into account the processes and tools establishment for the collection, monitoring and action on information regarding student progression.</p>	<p>Vice-Rector for Quality and Institutional Cooperation Departments/UALV Professional and life routes of UAb graduates observatory GPAQ GGAC</p>	<p>Organic Structure Regulation Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Inquiries Annual Plan Concerned Parties Matrix Pedagogical Inquiries PSQ 01 of SGQ PSQ 06 of SGQ PSQ 19 of SGQ PT 19-03 of SGQ Summary Reports – UAb graduated professional and life routes for Licensees UAb SGQ Management Review Order no. 81/VR/2017 of 21st April - Professional and life routes of UAb graduates observatory creation Order no. 82/R/2015 – UAb course coordinator competencies regulation</p>
<p>Procedures for qualifications recognition, periods of study and previous learnings</p>	<p>To ensure, within its regulations, the UAb takes into account the adoption of fair procedures for the qualifications recognition, periods of study and previous learning, including informal and non-formal learning, in accordance with the principles of the 1997 Lisbon Convention on Equivalence of University Study Periods.</p>	<p>Rector Vice-Reitor for the Academic Management and external relation with Society Departments/UALV DSA Crediting commissions Recognition juries</p>	<p>UAb Academic, Training and Professional Experience Competencies Credential Regulation Curricular credits system (ECTS) application to all UAb pedagogical offer regulation Order no. 119/R/2015 of 16th December – Rectoral Office Nomination PSQ 07 of SGQ PT 07-06 of SGQ PT 07-15 of SGQ</p>

<p>Learning certification processes</p>	<p>To ensure, regarding its regulations framework, the UAb takes into account sufficiently clear certification procedures adoption about the learning outcomes achieved and the context, level, content and status of the accomplished studies, namely by issuing the Diploma Supplement.</p>	<p>Rector Departments/UALV CAM MPV Assistance Nucleus DSA</p>	<p>General Regulation of UAb Educational Offer UAb Evaluation, Classification, Qualification and Certification Regulation Regulation for Obtaining the Academic Title of Aggregate in the UAb Regulation for double/multiple degrees Regulation of Post-Doctoral Programs and Internships in PhD “Sandwich” Programs UAb Academic and Professional Competence Credential Regulation, Training and Professional Experience PSQ 07 of SGQ PT 07-07 of SGQ PT 07-16 of SGQ Order no. 184/R/2016 of 12th December – Study Cicles Improvement and Evaluation Comission Creation Order no. 20/R/2015 of 4th March – Work Group Creation for the MPV Development Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus</p>
--	---	---	--

<p>Referral 5 – Continuous monitoring and courses periodic review</p>			
<p><i>MEASUREMENT, ANALYSIS AND IMPROVEMENT</i></p>			
<p>Approach</p>	<p>Purpose</p>	<p>Bodies/Responsible Services/Structures</p>	<p>Documents/Most relevant evidences</p>
<p>Evaluation of programs content in accordance with the most recent research</p>	<p>To ensure course monitoring, evaluation and review procedures include program content evaluation in accordance with the latest research, ensuring that pedagogical developments are under the institutional strategy and that programs are reviewed, updated and improved accordingly.</p>	<p>Pro-Rector for Pedagogical Innovation and Elearning Pro-Rector for Research and Development Projects Management MPV Assistance Nucleus Department Quality Groups Departments Distance Learning and elearning Laboratory EaD and elearning Quality Observatory GGAC</p>	<p>MPV Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Quality Observatory in EaD and elearning Ebook Order no. 20/R/2015 of 4th March – Work Group for MPV Development Creation Order no. 149/R/2012 of 27th July - EaD and elearning Quality Observatory Creation Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus PSQ 19 of SGQ PT 19-03 of SGQ</p>

<p>The new society needs evaluation</p>	<p>To ensure the monitoring, evaluation and courses review procedures include the new society needs evaluation.</p>	<p>Rector Vice-Rector for Academic Management and Interaction with Society UMCLA Scientific Council Pedagogical Council Departments/UALV GGAC MPV Assistance Nucleus</p>	<p>PSQ 01 of SGQ Concerned Parties Matrix PI auscultation instruments PSQ 19 of SGQ PT 19-03 of SGQ Order no. 20/R/2015 of 4 March – Work Group for MPV Development Creation Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus Order no. 400/R/2009 of 18th November – UMCLA creation</p>
<p>Student's workload and progression and completion rates evaluation</p>	<p>To ensure course monitoring, evaluation and review procedures include student's evaluation, workload and progression and completion rates.</p>	<p>Vice-Rector for Academic Management and Interaction with Society Scientific Council Pedagogical Council Departments Department Quality Groups Professional and life routes of UAb graduates observatory GGAC MPV Assistance Nucleus</p>	<p>Curricular credits system (ECTS) application to all UAb pedagogical offer regulation PSQ 19 of SGQ PT 19-03 of SGQ Summary Reports – UAb graduated professional and life routes for Licensees UAb Order no. 81/VR/2017 of 21st April - Professional and life routes of UAb graduates observatory creation Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus</p>
<p>Effectiveness of student's assessment procedures evaluation</p>	<p>To ensure course monitoring, evaluation and review procedures include effectiveness evaluation of the student assessment procedures.</p>	<p>Scientific Council Pedagogical Council Departments CAM Department Quality Groups GGAC GPAQ MPV Assistance Nucleus</p>	<p>Order no. 20/R/2015 of 4 March – Work Group for MPV Development Creation Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus PSQ 19 of SGQ PT 19-03 of SGQ CAE Reports Annual Updated Course Guides Students Satisfaction Surveys</p>
<p>Student's expectations, needs and satisfaction evaluation in relation to the course</p>	<p>To ensure course monitoring, evaluation and review procedures include student's expectations, needs and satisfaction with the course evaluation, as well as feedback to concerned parties, in particular the students.</p>	<p>Vice-Rector for Quality and Institutional Cooperation Departments Course Coordination Quality Manager GPAQ GGAC MPV Assistance Nucleus</p>	<p>Order no. 20/R/2015 of 4 March – Work Group for MPV Development Creation Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus PSQ 01 of SGQ PSQ 19 of SGQ PT 19-03 of SGQ Concerned Parties Matrix Student's Satisfaction Surveys Student's satisfaction surveys analysis reports</p>

<p>Learning environment evaluation and students support services and their suitability to the course needs</p>	<p>To ensure course monitoring, evaluation and review procedures include learning environment evaluation and student support services, provided that they are in accordance with course needs, identifying and promoting ICT and pedagogical developments where appropriate.</p>	<p>Pro-Rector for Pedagogical Innovation and Elearning Pro-Rector for the Virtual Campus and Technological Modernization Pro-Rector for Research and Development Projects Management Departments Department Quality Groups Course Coordination GGAC SSTE MPV Assistance Nucleus</p>	<p>MPV Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 20/R/2015 of 4th March – Work Group for MPV Development Creation Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus Elearning Platform PSQ 19 of SGQ PT 19-03 of SGQ PSQ 01 of SGQ Concerned Parties Matrix Students Satisfaction Surveys Student’s satisfaction surveys analysis reports</p>
---	--	---	---

Referral 6 – Research and development

INSTITUTIONAL MISSION AND MEASUREMENT, ANALYSIS AND IMPROVEMENT

Approach	Purpose	Bodies/Responsible Services/Organization	Documents/Most relevant evidences
<p>Research institutionalisation</p>	<p>To ensure the institution's research and development policies address institutionalisation and research management mechanisms.</p>	<p>Rector Pro-Rector for research and development projects management Scientific Council Departments EaD and elearning Quality Observatory LEaD CEMRI Poles of Research Centers</p>	<p>UAb Statutes UAb Organic Structure Regulation Strategic Plan UAb Mission, Vision and Values Strategic Mapping Order no. 119/R/2015 of 16th December – Rectoral Office Nomination QUAR Annual Activity Plan of the UAb and of each of the Research Centers and Poles Active participation in national and international reference research networks and associations https://portal.uab.pt/investigacao/ UAb Indicators Matrix Activities Report General Regulation of “Universidade Aberta” Educational Offer Virtual Pedagogical Model</p>

<p>Articulation between teaching and research</p>	<p>To ensure the institution's research and development policies address mechanisms in order to link teaching and research, in particular as regards the contact of students with research and innovation activities from the earliest years.</p>	<p>Vice-Rector for Academic Management and Interaction with Society Pro-Rector for research and development projects management Scientific Council Departments GAPID EaD and elearning Quality Observatory LEaD CEMRI Poles of Research Centers "FCT Infante Dom Henrique" invited professorship for atlantic island studies and globalization</p>	<p>Strategic Plan Quality Observatory in EaD and elearning Ebook UAb publications, for example the «Educação a Distância e elearning» collection Curricular Plan of 2nd and 3rd cycles Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 149/R/2012 of 27th July - EaD and elearning Quality Observatory Creation Orders "FCT Infante Dom Henrique" invited professorship for atlantic island studies and globalization regulation</p>
<p>Mechanisms for economic valuation of knowledge</p>	<p>To ensure the institution's research and development policies address mechanisms for economic valuation of knowledge</p>	<p>Pro-Rector for research and development projects management UAb Editorial Council EaD and elearning Quality Observatory GAPID</p>	<p>Editorial Council Editorial Policy Internal Regulation Graphic standards https://portal.uab.pt/conselho-editorial/ Edições eUAb https://portal.uab.pt/edicoes-euab/ Journal of Science and Computation https://journals.uab.pt/index.php/rcc Inúmeros protocolos, nacionais e internacionais: https://portal.uab.pt/redes-nacionais/ https://portal.uab.pt/sbdestaque/protocolos-internacionais/ Consórcio UAb-Universidade de Coimbra http://ucoimbra-uaberta.pt/portal/index.html Cooperation with several national IES, with formal courses (1st to 3rd cycle) and non-formal courses Cooperation with foreign IES UAb Repository https://repositorioaberto.uab.pt/</p>
<p>Monitoring, evaluation and improvement of human and material resources</p>	<p>To ensure the research and development policies of the institution include: procedures for monitoring, evaluating and improving human and material resources related to research and development, scientific, technological and artistic production, results of knowledge enhancement and results of articulation between teaching and research.</p>	<p>Pro-Rector for research and development projects management Scientific Council Departments GAPID UAb research centers and poles</p>	<p>UAb Teaching Staff Performance Evaluation Regulation; Order no. 149/R/2012 of 27th July - EaD and elearning Quality Observatory Creation Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order No. 12/R/2019 – sabbaticals regulation Work group for the RADD review creation Order No. 05/R/2019 PSQ 02 of SGQ PSQ 04 of SGQ</p>

Referral 7 – Inter-institutional cooperation with the community			
<i>INSTITUTIONAL MISSION</i>			
Approach	Purpose	Bodies/Responsible Services/Organization	Documents/Most relevant evidences
Interface and external action in interinstitutional cooperation	To ensure procedures are in place for the promotion, monitoring, evaluation and improvement of interface and external action activities with regard to interinstitutional cooperation.	Rectoral Office GCRI UMCLA UALV DSD	Strategic Plan Internationalisation Plan Concerned Parties Matrix UAb Protocols Lists Protocols with other institutions Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 400/R/2009 of 18th December – UMCLA creation UAb-Universidade de Coimbra Consortium UAb TV programs produced in RTP2 ELO Website Nationals Protocols List http://portal.uab.pt/redes-nacionais/ Grândola Social Local Council Cantanhede Education Municipal Council Reguengos de Monsaraz Education Municipal Council http://ucoimbra-uaberta.pt/portal/ http://umielo.uab.pt/index.php/2015/05/28/1-titulo-educacao-a-distancia-e-elearning-em-estabelecimentos-prisionais-em-portugal-desenvolvimento-e-avaliacao-de-um-modelo-pedagogico-inclusivo/ https://eventos.uab.pt/elep2018/ Local Learning Centers Network http://portal.uab.pt/cla/ PSQ01 PSQ06 PSQ12

<p>Interface and external action in providing services abroad</p>	<p>To ensure procedures are defined and implemented in order to promote, monitor, evaluate and improve the interface and external action activities with regard to the provision of services abroad.</p>	<p>Rectoral Office UALV SPD GCRI DSD DGF</p>	<p>Order no. 119/R/2015 of 16th December – Rectoral Office Nomination PSQ 01 of SGQ PSQ 06 of SGQ PSQ 12 of SGQ PSQ 13 of SGQ PSQ 14 of SGQ PSQ 17 of SGQ UAb Services Provision to outer institutions Regulation UAb TV programs produced in RTP2 UAbTV UAb Protocols Lists Protocols with other institutions http://umielo.uab.pt/ http://portal.uab.pt/investigacao/projetos/ http://portal.uab.pt/alv/apresentacao/</p>
<p>Interface and external action regarding cultural, sporting and artistic action abroad</p>	<p>To ensure procedures are in place to promote, monitor, evaluate and improve interface and external action activities regarding cultural, sporting and artistic activities abroad.</p>	<p>Vice-Rector for Academic Management and Interaction with Society Pro-Rector for Lifelong Learning and Cultural Spreading Departments UALV UMCLA GCRI Students Association Alumni Network</p>	<p>Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 400/R/2009 of 18th December – UMCLA creation PSQ 01 of SGQ PSQ 06 of SGQ PSQ 13 of SGQ PSQ 14 of SGQ UAb TV programs produced in RTP2 UAbTV UAb Protocols Lists Protocols with other institutions http://portal.uab.pt/alv/programasalv/pos-graduacoes/ http://portal.uab.pt/redes-nacionais/ ELO Website “FCT Infante Dom Henrique” invited professorship for atlantic island studies and globalization regulation http://www.gruporhmais.pt/pt/blog-rhmais</p>

<p>Interface and external action in projects integration and national partnerships</p>	<p>To ensure procedures are in place to promote, monitor, evaluate and improve interface and external action activities in relation to integration in national projects and partnerships.</p>	<p>Vice-Rector for Academic Management and Interaction with Society Pro-Rector for the Virtual Campus and Technological Modernization Pro-Rector for Pedagogical Innovation and Elearning Pro-Rector for Research and Development Projects Management Pro-Rector for Institutional Development and Legal Affairs Pro-Rector for Lifelong Learning and Cultural Spreading Research Centers UMCLA UAb Delegations “FCT Infante Dom Henrique” invited professorship for atlantic island studies and globalization</p>	<p>Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 400/R/2009 of 18th December – UMCLA creation UAb-Universidade de Coimbra Consortium UAb Protocols Lits Protocols with national organizations “FCT Infante Dom Henrique” invited professorship for atlantic island studies and globalization regulation ELO Website http://portal.uab.pt/investigacao/projetos/ http://portal.uab.pt/redes-nacionais/ http://portal.uab.pt/alv/cursos_alv/curso-de-profissionalizacao-em-servico/ http://portal.uab.pt/noticias/cps-provas-em-lingua-gestual-portuguesa/ PSQ 01 of SGQ PSQ 06 of SGQ</p>
<p>Interface and external action for regional and national development contribution, appropriate to the institutional mission</p>	<p>To ensure procedures are in place in order to promote, monitor, evaluate and improve interface and external action activities with regard to the regional contribution and national development, in accordance to the institutional mission.</p>	<p>Vice-Rector for Academic Management and Interaction with Society Pro-Rector for Lifelong Learning and Cultural Spreading Pro-Rector for Institutional Development and Legal Affairs Research Centers UMCLA UAb Delegations GAPID</p>	<p>Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 400/R/2009 of 18th December – UMCLA Creation UAb TV programs produced in RTP2 UAbTV UAb Protocols Lists Protocols with other institutions ELO Website http://cidh-global.org/catedra/atrium/ http://umiolo.uab.pt/ http://portal.uab.pt/alv/cursos_alv/curso-para-qualificacao-para-estudos-superiores-cqes/ PSQ 01 of SGQ PSQ 06 of SGQ</p>
<p>Interface and external action to obtain own revenues through the developed activity</p>	<p>To ensure procedures are established and implemented in order to promote, monitor, evaluate and improve the interface and external action activities with regard to obtaining own revenues through the activity developed.</p>	<p>Vice-Rector for Quality and International Cooperation Vice-Rector for Academic Management and Interaction with Society Pro-Rector for Institutional Development and Legal Affairs Research Centers GAPID UALV GCRI</p>	<p>Order no. 119/R/2015 of 16th December – Rectoral Office Nomination PSQ 14 of SGQ PSQ11 of SGQ UAb Services Provision to outer institutions Regulation ELO Website http://portal.uab.pt/investigacao/projetos/ http://portal.uab.pt/redes-nacionais/http://portal.uab.pt/alv/programasalv/pos-graduacoes/ http://portal.uab.pt/investigacao/projetos/</p>

Referral 8 – Internationalization <i>SUPPORTING PROCESSES</i>			
Approach	Purpose	Bodies/Responsible Services/Organization	Documents/Most relevant evidences
Participation/coordination of international education and training activities	To ensure procedures are in place in order to promote, monitor, evaluate and improve international activities related to participation/coordination in international education and training activities.	Vice-Rector for Quality and International Cooperation Pro-Rector for Pedagogical Innovation and Elearning Pro-Rector for the Virtual Campus and Technological Modernization Departments GCRI	Strategic Plan Internationalisation Policy PSQ 01 of SGQ UAb-Universidade de Coimbra Consortium UAb Protocols Lists Regulation of Post-Doctoral Programs and Internships in PhD “Sandwich” Programs Order no. 119/R/2015 of 16th December – Rectoral Office Nomination http://portal.uab.pt/conselho-cientifico http://portal.uab.pt/cla http://portal.uab.pt/local-de-exames-no-estrangeiro/
Participation/coordination of international research projects	To ensure procedures are in place in order to promote, monitor, evaluate and improve international activities related to participation/coordination in international research projects.	Pro-Rector for the research and development projects management Departments LEaD EaD and elearning Quality Observatory “FCT Infante Dom Henrique” invited professorship for atlantic island studies and globalization GAPID GCRI	PSQ 01 of SGQ Strategy Plan Internationalisation Policy UAb-Universidade de Coimbra Consortium “FCT Infante Dom Henrique” invited professorship for atlantic island studies and globalization regulation Active participation in national and international reference research networks and associations Order no. 149/R/2012 of 27th July - EaD and elearning Quality Observatory Creation Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 73/R/2016 – Standards for submitting projects to GAPID 2019 Strategic Evaluation http://portal.uab.pt/redes-internacionais/
International mobility of teachers, non-teachers and students	To ensure procedures are in place in order to promote, monitor, evaluate and improve activities of an international nature, including those related with student’s mobility, teachers and non-teaching staff.	Vice-Rector for Quality and International Cooperation Departments GCRI DSA	PSQ 01 of SGQ PSQ 11 of SGQ and further documentation UAb Protocols Lists ERASMUS Protocols Regulation of Post-Doctoral Programs and Internships in PhD “Sandwich” Programs Order no. 119/R/2015 of 16th December – Rectoral Office Nomination http://portal.uab.pt/erasmus/

Referral 9 – Human Resources			
<i>SUPPORTING PROCESSES AND MEASUREMENT, ANALYSIS AND IMPROVEMENT</i>			
Approach	Purpose	Bodies/Responsible Services/Organization	Documents/Most relevant evidences
Recruitment and selection	To ensure clear, transparent, fair recruitment, hiring and employment conditions are adopted in order to recognize the education relevance.	Rector Pro-Rector for Institutional Development and Legal Affairs Management Council Scientific Council Administrator Departments DRH DGF	UAb Statutes UAb Organic Structure Regulation PSQ 02 of SGQ and further documentation UAb Staff Chart Competencies Matrices Functional Profiles MPV Order no. 119/R/2015 of 16th December – Rectoral Office Nomination
Opportunity for professional development	To ensure the UAb has defined the teaching staff structure, profile and role in accordance with the MPV, using appropriate tools to grant the teaching staff profile matches with their roles and that professional development opportunities are promoted and conveyed.	Rector Scientific Council UAb Teaching Staff Performance Evaluation Council	MPV PSQ 02 of SGQ and further documentation Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Functional Profiles Competencies Matrices Training Plan Training Report Staff Chart RADD Guidance document for the continuous training of teaching staff Guidance document for UAb new teachers training Teaching service regulation
Academic activity that promotes the link between education and research	To ensure academic activities that support the link between education and research are promoted	Vice-Rector for Academic Management and Interaction with Society Pro-Rector for research and development projects management Departments EaD and elearning Quality Observatory LEaD Poles of Research “FCT Infante Dom Henrique” invited professorship for atlantic island studies and globalization	Strategic Plan Quality Observatory in EaD and elearning Ebook UAb publications, for example the «Educação a Distância e elearning» collection Curricular Plan of the 2º and 3º cycles Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 149/R/2012 of 27th July - EaD and elearning Quality Observatory Creation “FCT Infante Dom Henrique” invited professorship for atlantic island studies and globalization regulation MPV Teaching Staff Evaluation System Satisfaction survey of UAb employees

<p>Innovation in teaching methods and use of new technologies</p>	<p>To ensure innovation in teaching methods and the use of new technologies is encouraged; the teaching staff is proficient in using learning technologies and methods of distance evaluation, promoting specific training activities for new employees. Procedures and technological and pedagogical support tools development to teaching/learning activities.</p>	<p>Pro-Rector for the Virtual Campus and Technological Modernization Pro-Rector for Pedagogical Innovation and Elearning MPV Assistance Nucleus SSTE</p>	<p>Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 20/R/2015 of 4th March – Work Group for MPV Development Creation Order no. 02/PR/GB/2016 of 03rd November - MPV creation MPV Assistance Nucleus Order no. 152/R/2018 - Support office for Innovation and Pedagogical Development creation PSQ 02 of SGQ MPV Training Plan Virtual Campus Continuous evaluation procedures Training courses for teachers and tutors MPV Platform Areas apoio/help-docentesonline-sste</p>
<p>Human resources competences</p>	<p>To ensure standards and procedures are in place for the information collection and processing on competencies and results of the teaching and non-teaching staff work, having in mind the performance evaluation, training, promotion and recognition of merit.</p>	<p>Pro-Rector for Institutional Development and Legal Affairs Administrator DRH Evaluation Coordinating Council UAb Teaching Staff Performance Evaluation Council Organic Units</p>	<p>Order no. 119/R/2015 of 16th December – Rectoral Office Nomination PSQ 02 of SGQ and further documentation UAb Staff Chart Competencies Matrices Functional Profiles Evaluation Coordinating Council Internal Regulation Teaching Staff Performance Evaluation Regulation CCA Resolutions and Technical Guidelines</p>
<p>Improving human resources performance</p>	<p>To ensure procedures are defined and implemented in order to regulate and guarantee decision-making, implementation and follow-up processes related to performance evaluation, training, promotion and recognition of merit, to assure the teaching staff is coordinated effectively and the teacher/student relationship avoids the possibility of work overload of work for teachers and tutors.</p>	<p>Pro-Rector for Institutional Development and Legal Affairs Administrator DRH Evaluation Coordinating Council UAb Teaching Staff Performance Evaluation Council Organic Units</p>	<p>PSQ 02 of SGQ MPV Evaluation coordinating council internal regulation Teaching Staff Performance Evaluation Regulation Teaching Staff Performance Evaluation System SIADAP CCA Resolutions and Technical Guidelines Order 70/R/2017 – Tutoring Regulation Order 71/R/2017 – Tutors Hiring Regulation Order 82/R/2015 – UAb course coordinator competencies regulation Teaching Staff Activity Regulation</p>

Referral 10 – Material Resources and Services			
<i>SUPPORTING PROCESSES AND MEASUREMENT, ANALYSIS AND IMPROVEMENT</i>			
Approach	Purpose	Bodies/Responsible Services/Organization	Documents/Most relevant evidences
Learning support resources	To ensure procedures are defined and implemented in order to cover student's support, according to their profile and considering the EaD environment, including guidance, pedagogical, technological and administrative elements. Moreover, a variety of resources are available to support learning, from resources mentoring, supervision and counseling, promoting their publicity along with the students.	Pro-Rector for the Virtual Campus and Technological Modernization Departments Information Security Manager SPD DSA SI DSD SSTE UMCLA GCRI	PSQ 07 of SGQ and further documentation PSQ 12 of SGQ PSQ 14 of SGQ PSQ 17 of SGQ PSQ 18 of SGQ and further documentation Capacity, Availability and Continuity Plans Elearning Platform Institutional Website MPV UAb Website CLA Network Regional Delegations and their libraries Open Repository UAb archive http://portal.uab.pt/recursos-abertos/ http://portal.uab.pt/wp-content/uploads/2017/11/Mobilidade_Virtual.pdf
Student's special needs	To ensure the specific groups needs and students with disabilities are taken into account.	Departments DSA SPD DSD SI GCRI Project "Accessibilities" UMCLA	General Regulation for the Part-Time Student PSQ 07 of SGQ and further documentation PSQ 12 of SGQ PSQ 17 of SGQ and further documentation PSQ 18 of SGQ and further documentation Open Repository UAb archive Elearning Platform Institutional Website MPV NEE Group in elearning Platform https://portal.uab.pt/o-projeto-acessibilidades/ http://umielo.uab.pt/index.php/2015/05/28/1-titulo-educacao-a-distancia-e-elearning-em-estabelecimentos-prisionais-em-portugal-desenvolvimento-e-avaliacao-de-um-modelo-pedagogico-inclusivo/ Order no. 01/PR/JS/2019 of 24th January

<p>Maintenance, management and suitability of material resources and support services</p>	<p>To ensure mechanisms that allow the collection and analysis of information regarding the maintenance, management and suitability of material resources and support services are available.</p>	<p>Administrator Quality Management System Council Quality Management Information Security Manager SI SSTE GCRI GPAQ DST DGF</p>	<p>PSQ 01 of SGQ and related documentation PSQ 04 of SGQ PSQ 05 of SGQ PSQ 06 of SGQ PSQ 17 of SGQ and further documentation PSQ 18 of SGQ and further documentation Maintenance Plan List of Qualified Suppliers Pedagogical Inquiries SGQ Management Review Activities Report Audits Program Update and upgrade plan of the elearning platform http://portal.uab.pt/sgq/inqueritos/</p>
<p>Services and material resources improvement towards proper development of student learning and other scientific and pedagogical activities</p>	<p>To ensure procedures for the decision-making, implementation and follow-up processes are defined and settled within the mechanisms that allow it to plan, manage and improve services and material resources towards proper development of student learning and other scientific and pedagogical activities.</p>	<p>Administrator Departments Quality Management System Council Quality Management Information Security Manager SSTE GPAQ SI DSD</p>	<p>PSQ 01 of SGQ and further documentation PSQ 04 of SGQ PSQ 05 of SGQ PSQ 06 of SGQ PSQ 17 of SGQ and further documentation PSQ 19 of SGQ PT 19-03 of SGQ SGQ Management Review Pedagogical inquiries analysis reports MPV UAb Website Personal Area: SGQ and EFQM</p>

Referral 11 - Information Management			
<i>MEASUREMENT, ANALYSIS AND IMPROVEMENT</i>			
Approach	Purpose	Bodies/Responsible Services/Organization	Documents/Most relevant evidences
Concerned Parties Matrix	To ensure mechanisms are available to obtain information on the needs and expectations of concerned parties regarding the training quality and services offered.	Vice-Rector for Quality and International Cooperation GPAQ Quality Manager Departments GCRI UMCLA	Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Concerned Parties Matrix PI auscultation instruments PI auscultation results analysis reports SGQ management review Activities Report PUC/CA Forums Event Reports Partnerships and protocols
Management Information System	To ensure UAb considers ethical and governmental policies related to data protection and student privacy; that the information management system includes relevant information - in order to improve student support - updated and reliable information about the institution and reliable collection of information towards results signaling and other relevant data and indicators as well.	Vice-Rector for Quality and International Cooperation Pro-Rector for Institutional Development and Legal Affairs Pro-Rector for the Virtual Campus and Technological Modernization Pedagogical Council Departments Courses Coordination Quality Manager CAQ Information Security System Manager SI GJ GPAQ SSTE RGPD Office Risk Evaluation Teams	Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 163/R/2007 of 15th December – RGPD office nomination PSQ 01 for SGQ and further documentation PSQ 03 for SGQ PSQ 18 for SGQ and further documentation Indicators Matrix Annual Activities Report Management Review Information Security Risks Evaluation Processes Risk Assessment SGQ Manual Activities Plan Satisfaction Surveys Reports http://portal.uab.pt/sgq/inqueritos/ Order 82/R/2015 - UAb course coordinator competencies regulation MPV Course Study Programs Improvements Communication UAb Website Order no. 63/2017, of 25th May PESI

<p>Measurement, analysis and improvement</p>	<p>To ensure procedures are defined and implemented for the decision-making processes related to the results use, as well as the strategies of action for improvement and its corresponding follow-up.</p>	<p>Rector Vice-Rector for Quality and International Cooperation Departments Course Coordinators Quality Manager Information Security System Manager SSTE SI GPAQ CAQ Risk Evaluations Teams</p>	<p>Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Quality Management System Manual PSQ 01 of SGQ PSQ 06 of SGQ PSQ 19 of SGQ PT 19-03 of SGQ Activities Report SGQ Management Review Follow-up reports for A3ES Audits program SIGQ_UAb Selfevaluation Processes risks evaluation</p>
<p>Engagement of concerned parties in measurement, analysis and improvement</p>	<p>To ensure there are ways of involving concerned parties, such as students and teaching and non-teaching staff, in results estimation, analyzing and improvement.</p>	<p>General Council Vice-Rector for Quality and International Cooperation Pedagogical Council Senate Student Ombudsman CAQ Quality Manager SI GPAQ</p>	<p>UAb Statutes Student Ombudsman Regulation Order no. 119/R/2015 of 16th December – Rectoral Office Nomination PSQ 01 of SGQ and related documentation PSQ 06 of SGQ Concerned Parties Matrix PI auscultation instruments http://portal.uab.pt/sgq/inqueritos/</p>

Referral 12 – Pubic Information

SUPPORTING PROCESSES AND MEASUREMENT, ANALYSIS AND IMPROVEMENT

Approach	Purpose	Bodies/Responsible Services/Organization	Documents/Most relevant evidences
<p>Regular public information on data and results</p>	<p>To ensure procedures for the regular provision of public information about a predefined set of data and results are defined and implemented.</p>	<p>Rectoral Office Administrator GCRI GPAQ SPD</p>	<p>PSQ 01 of SGQ PSQ 03 of SGQ and further documentation Communication Policy Communication Plan UAb Institutional Website Activities Report UAb Newsletter UAbTV UAb TV programs produced in RTP2 Promotional Material Public Attendance Office</p>

<p>Public information about UAb</p>	<p>To ensure the information to be publicized includes the institution's mission and objectives, its statutes and regulations, as well as the organizational units that constitute it.</p>	<p>Rector Administrator Departments DSA GCRI CLA UAb Delegations</p>	<p>Communication Policy UAb Institutional Website Strategic Plan UAb Newsletter UAbTV UAb TV programs produced in RTP2 http://portal.uab.pt/auab/ http://portal.uab.pt/orgaos-de-governo-e-consulta/ http://portal.uab.pt/organizacao/ http://portal.uab.pt/regulamentos/ http://portal.uab.pt/regulamentos-administrativos/</p>
<p>Training offer publicity</p>	<p>To ensure the information to be publicized includes the training offer.</p>	<p>Vice-Rector for Academic Management and Interaction with Society Administrator Departments DSA CLA GCRI Delegações UAb</p>	<p>Communication Policy UAb Institutional Website Information Campaign Promotional Material Public Attendance Office UAb Newsletter UAbTV Programas da UAb na RTP2 http://portal.uab.pt/ser-estudante-uab/ http://www2.uab.pt/guiainformativo/cursos1.php http://portal.uab.pt/alv/programasalv/pos-graduacoes/ http://www2.uab.pt/guiainformativo/cursos2.php http://www2.uab.pt/guiainformativo/cursos3.php</p>
<p>Detailed public information about each course</p>	<p>To ensure the information to be publicized includes the learning goals and qualifications conferred, and employability prospects as well, in relation to each course.</p>	<p>Departments Course Coordinators GCRI DSA</p>	<p>Communication Policy UAb Institutional Website Promotional Material Public Attendance Office http://portal.uab.pt/ser-estudante-uab/ http://www2.uab.pt/guiainformativo/cursos1.php http://portal.uab.pt/alv/programasalv/pos-graduacoes/ http://www2.uab.pt/guiainformativo/cursos2.php http://www2.uab.pt/guiainformativo/cursos3.php http://portal.uab.pt/gestaoacademica/relatorios-e-estatisticas/ http://portal.uab.pt/gestaoacademica/empregabilidade/</p>
<p>Public information about the teaching staff</p>	<p>To ensure the information to be publicized includes the teaching staff qualifications and their employment relationship with the institution.</p>	<p>Administrator Departments DRH GCRI DSA</p>	<p>Communication Policy UAb Institutional Website Promotional Material Public Attendance Office http://portal.uab.pt/dcsg/Docentes/#content</p>

<p>Public information on student's access and guidance policies</p>	<p>To ensure the information to be publicized includes student's access and guidance policies.</p>	<p>Departments DSA Course Coordinators GCRI CLA UAb Delegations</p>	<p>Communication Policy UAb Institutional Platform Elearning Platform Promotional Material Public Attendance Office http://portal.uab.pt/edicoes-euab/ http://portal.uab.pt/informacoes-academicas/ http://portal.uab.pt/ser-estudante-uab/ http://www2.uab.pt/guiainformativo/cursos1.php http://portal.uab.pt/alv/programasalv/pos-graduacoes/ http://www2.uab.pt/guiainformativo/cursos2.php http://www2.uab.pt/guiainformativo/cursos3.php http://www.aauab.pt/ http://www.alumniuab.pt/ http://www2.uab.pt/TVUAb/index.php https://portal.uab.pt/dsd/destaque/</p>
<p>Public information about course planning</p>	<p>To ensure UAb publishes reliable, complete and up-to-date information on study programs and includes course planning.</p>	<p>Departments Course Coordinators DSA GCRI GGAC</p>	<p>Communication Policy UAb Institutional Website Promotional Material Public Attendance Office http://portal.uab.pt/gestaoacademica/empregabilidade/ http://portal.uab.pt/gestaoacademica/relatorios-e-estatisticas/ http://portal.uab.pt/ser-estudante-uab/ http://www2.uab.pt/guiainformativo/cursos1.php http://portal.uab.pt/alv/programasalv/pos-graduacoes/ http://www2.uab.pt/guiainformativo/cursos2.php http://www2.uab.pt/guiainformativo/cursos3.php</p>
<p>Public information on student's teaching, learning and evaluation methodologies</p>	<p>To ensure the information to be publicized includes the student's teaching, learning and evaluation methodologies.</p>	<p>Departments Course Coordinators DSA GCRI</p>	<p>Communication Policy UAb Institutional Website Promotional Material Public Attendance Office http://portal.uab.pt/ser-estudante-uab/ http://www2.uab.pt/guiainformativo/cursos1.php http://portal.uab.pt/alv/programasalv/pos-graduacoes/ http://www2.uab.pt/guiainformativo/cursos2.php http://www2.uab.pt/guiainformativo/cursos3.php</p>

<p>Public information on mobility opportunities</p>	<p>To ensure the information to be publicized includes mobility opportunities.</p>	<p>Vice-Rector for Quality and International Cooperation Departments GCRI DSA</p>	<p>PSQ 11 for SGQ and further documentation Communication Policy UAb Institutional Website Public Attendance Office http://portal.uab.pt/erasmus/ http://portal.uab.pt/mobilidade-almeida-garrett/ http://portal.uab.pt/wp-content/uploads/2017/11/Mobilidade_Virtual.pdf</p>
<p>Public information about the student's rights and duties</p>	<p>To ensure the information to be publicized includes the student's rights and duties.</p>	<p>Student Ombudsman Pedagogical Council DSA GGAC GCRI</p>	<p>UAb Statutes Communication Policy UAb Institutional Website Student Ombudsman Report Promotional Material Public Attendance Office http://portal.uab.pt/wp-content/uploads/2018/02/CP_Recomendacao_Codigo_de_Etica.pdf http://portal.uab.pt/wp-content/uploads/2018/02/DR-Regulamento-Disciplinar-dos-Estudantes-da-UAb_6nov2013.pdf http://portal.uab.pt/wp-content/uploads/2018/02/Regulamento-CP-Di%C3%A1rio-da-republica-2016.pdf</p>
<p>Public information on school social services</p>	<p>To ensure the information to be publicized includes school social services.</p>	<p>DSA DGF GCRI</p>	<p>Communication Policy UAb Institutional Website Public Attendance Office http://portal.uab.pt/pagamentos/</p>
<p>Public information on management mechanisms related with complaints and suggestions</p>	<p>To ensure the information to be publicized includes mechanisms for dealing with complaints and suggestions.</p>	<p>Student Ombudsman Quality Manager GCRI GPAQ GGAC DSA CLA UAb Delegations</p>	<p>Communication Policy UAb Institutional Website Public Attendance Office Complaints book http://portal.uab.pt/provedor-do-estudante/ PSQ06 do SGQ</p>

<p>Public information on access to material resources and teaching support services</p>	<p>To ensure the information to be publicized includes access to material resources and teaching support services.</p>	<p>GCRI DSA CLA UAb Delegations</p>	<p>Communication Policy UAb Institutional Website Public Attendance Office http://portal.uab.pt/edicoes-euab/ http://portal.uab.pt/informacoes-academicas/ http://www.aauab.pt/ http://www.alumniuab.pt/ http://www2.uab.pt/TVUAb/index.php https://portal.uab.pt/dsd/destaque/</p>
<p>Public information on the teaching results, expressed in the academic results, labor insertion and satisfaction degree of the concerned parties</p>	<p>To ensure the information to be publicized includes the teaching results, expressed in the academic results, labor insertion and satisfaction degree of the concerned parties.</p>	<p>Departments GCRI GGAC DSA Professional and life routes of UAb graduates observatory</p>	<p>Communication Policy UAb Institutional Website Pedagogical inquiries analysis reports Study about employment Order no. 81/VR/2017 of 21st April - Professional and life routes of UAb graduates observatory creation http://portal.uab.pt/gestaoacademica/empregabilidade/ http://portal.uab.pt/gestaoacademica/relatorios-e-estatisticas/ http://portal.uab.pt/instrumentos-de-gestao/ http://portal.uab.pt/sgq/inqueritos/ https://elearning.uab.pt/ PSQ 01 of SGQ</p>
<p>Public information on internal quality assurance policies, accreditation certificates and evaluation results of the institution and its study cycles</p>	<p>To ensure the information to be disclosed includes the internal quality assurance policies, accreditation certificates and evaluation results of the institution and its study cycles.</p>	<p>Vice-Rector for Quality and International Cooperation Internacional Vice-Rector for Academic Management and Interaction with Society Departments Course Coordinators GPAQ</p>	<p>Communication Policy UAb Institutional Website http://portal.uab.pt/sgq/avaliacao-dos-ciclos/ http://portal.uab.pt/ser-estudante-uab/ http://www2.uab.pt/guiainformativo/cursos1.php http://portal.uab.pt/alv/programasalv/pos-graduacoes/ http://www2.uab.pt/guiainformativo/cursos2.php http://www2.uab.pt/guiainformativo/cursos3.php</p>

Referral 13 - Cyclical nature of external quality assurance			
<i>MEASUREMENT, ANALYSIS AND IMPROVEMENT</i>			
Approach	Purpose	Bodies/Responsible Services/Organization	Documents/Most relevant evidences
Periodic evaluation	To ensure the UAB has structured and systematic procedures for periodic internal and external evaluation with the purpose of reflecting on the suitability of its management system as a whole and its constituent parts in order to identify opportunities for improvement and/or corrective actions focused on improving internal efficiency and effectiveness and the satisfaction of students and other concerned parties.	Rector Vice-Rector for Quality and International Cooperation CAQ Quality Management System Council Quality Manager Information Security Manager SSTE GPAQ	Order no. 119/R/2015 of 16th December – Rectoral Office Nomination Order no. 183/R/2016 of 12th December – Quality Evaluation Council Creation Strategic Plan Annual Activities Plan PSQ 06 of SGQ SIGQ_UAb tool Audits program Certificate ISO 9001 Certificate ISO 27001 Certificate C2E, EFQM Certificate R4E, EFQM EFQUEL Prize UNIQUE Certification CAE Evaluation Reports CA Evaluation Reports Selfevaluation Report for Institutional assessment Minutes of the Quality Management System Council

ANNEX 1 - UAb Organizational Chart

