




UNIVERSIDADE  
CATÓLICA  
PORTUGUESA

## Quality Manual


Version 07 – June 2025

 UNIVERSIDADE CATÓLICA PORTUGUESA	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	07
		Date:	26/06/2025
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

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





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## I. Abbreviations and acronyms

**Table 1:** List of abbreviations and acronyms.


Abbreviation	Full name
A3ES	Agency for Assessment and Accreditation of Higher Education
AVEPRO	Agency for the Evaluation and Promotion of Quality in Ecclesiastical Faculties
CARE	Católica REsearch
CASUS	Católica for Sustainability
CATCH	Católica TeaCH
SC	Study Cycles
ComQ UO	Quality Committee for Organic Units
ComQ UCP	Quality Committee for Universidade Católica Portuguesa
CQ UCP	Quality Council of Universidade Católica Portuguesa
CRB	Braga Regional Centre
CRP	Porto Regional Centre
CRV	Viseu Regional Centre
DGEEC	Directorate-General for Education and Science Statistics
DGES	Directorate General for Higher Education
T&L	Teaching and Learning Process
EHEA	European Higher Education Area (EHEA)
EI	Institutional Structures
ENQA	European Association for Quality Assurance in Higher Education
ESG	Standards and Guidelines for Quality Assurance in the European Higher Education Area
EUA	European University Association
FCT	Portuguese Foundation for Science and Technology
HEI	Higher Education Institution(s)
IER	Institute of Religious Studies
IM	Information for Management
KPI	Key Performance Indicator
SDP	Strategic Development Plan
PI	Stakeholders

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Abbreviation	Full name
QP	Quality Plan
RJAES	Legal Framework for Higher Education Assessment
RJIES	Legal Framework for Higher Education Institutions
RJIIC	Legal Framework for Scientific Research Institutions
QR	Quality Report
QS	Quality System
UO	Organic Unit (faculty, school, or institute)
UC	Curricular Unit
UCP	Portuguese Catholic University




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## II. UCP's Senior Governance and Management Bodies

**Table 2:** UCP Senior Governance and Management Bodies (Figure 1).

Senior hierarchical bodies	Dicastery for Culture and Education
	Portuguese Episcopal Conference
Individual governing bodies	High Chancellor
	President
Collegiate governing bodies	Board of Trustees
	Academic Council
	Rector's Council
	Financial Management Council
	Fiscal Council

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### III. UCP Organic Units (faculties, institutes, and schools)


**Table 3:** UCP Organic Units.

Abbreviation	Full name
FFCS	Faculty of Philosophy and Social Sciences
FT	Faculty of Theology
FCH	Faculty of Human Sciences
ESB	School of Biotechnology
FCEE (CLSBE)	Católica Lisbon School of Business and Economics
FD	Faculty of Law
ELFD	Católica Lisboa Law School <sup>1</sup>
EPFD	Católica Porto Law School <sup>1</sup>
CGSL	Católica Global School of Law <sup>1</sup>
EA	School of Arts
IEP	Institute for Political Studies
FEP	Faculty of Education and Psychology
FEG (CPBS)	Faculty of Economics and Management
FCSE	Faculty of Health Sciences and Nursing
EE-L	Lisbon School of Nursing
EE-P	Porto School of Nursing
ISDC	Institute of Canon Law
IGOS	Institute of Management and Health Organisations
FMD	Faculty of Dental Medicine
FM	Faculty of Medicine

<sup>1</sup> For the purposes of the Quality System, these are considered separate UOs.

**Note:** The OUs are organised in chronological order of creation.

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## IV. UCP Coordination Units

**Table 4:** UCP Coordination Units.

Abbreviation	Full name
CADOS	Católica DOctoral school


## V. Internal focus groups

**Table 5:** Internal Focus Groups.

Abbreviation	Full name
CARE	Católica Research
CATCH	Católica Teach
CASUS	Católica for Sustainability
LIFE Project	Volunteering Organisation at Universidade Católica Portuguesa
CASE	Volunteering Organisation at Universidade Católica Portuguesa
Voluntaria*te	Volunteering Organisation at Universidade Católica Portuguesa
Ready to Help	Volunteering Organisation at Universidade Católica Portuguesa
Student Associations (Headquarters and RCs)	Student Associations at Universidade Católica Portuguesa
-----	University Pastoral Teams
-----	Chaplaincies

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





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## VI. UCP Research Centres

**Table 6:** UCP Research Centres.

Abbreviation	Full name
CBR	Católica Biomedical Research Centre
CBQF	Centre of Biotechnology and Fine Chemistry
CECC	Research Centre for Communication and Culture
CEDH	Research Centre for Human Development
CEFH	Centre for Philosophical and Humanistic Studies
CEGE	Research Centre in Management and Economics
CEHR	Centre of Religious History Studies
CEPCEP	Research Centre on Peoples and Cultures
CIEP	Research Centre of the Institute for Political Studies
CIIS	Centre for Interdisciplinary Research in Health
CITAR	Research Centre for Science and Technology of the Arts
CITER	Research Centre for Theology and Religious Studies
CRC-W	Research Centre for Psychological, Family and Social Wellbeing
CEID	Católica Research Centre for the Future of Law
CUBE	Business and Economics Research Unit

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## VII. Consulting and Scientific Services Transfer Units

**Table 7:** Consulting and Scientific Services Transfer Units.

Denominação	Apresentação	UID/Escola
CESOP	Centre for Studies and Opinion Polls	-
LED	Digital Ethics Laboratory	-
CEA	Centre for Applied Research & Consulting	CLSBE
NECEP	Católica Lisbon Forecasting Lab	CEA/CLSBE
Católica IBP	Católica International Business Platform	CEA/CLSBE
Promentor	Mentoring Professional	CEA/CLSBE
OPPP	Public-Private Partnership Observatory for Portugal	CEA/CLSBE
CTIE	Center for Technological Innovation & Entrepreneurship	CUBE/CLSBE
CRB	Center for Responsible Business & Leadership	CUBE/CLSBE
BMDLab	Business Model Design Lab	CUBE/CLSBE
BIU	Behavioral Insights Unit	CUBE/CLSBE
CORE	Center for Consumer Wellbeing & Retail Innovation	CUBE/CLSBE
Food Behaviour Lab	Food Behaviour Lab	CUBE/CLSBE
PROSPER	Center of Economics for Prosperity	CUBE/CLSBE
CEBE	Center for Ethics in Business and Economics	CUBE/CLSBE
SCIL	Smart City Innovation Lab	CLSBE
CLT-FCH	Católica Languages and Translation	FCH
S.Lab	Service Management Lab	CEGE/CPBS
LEAD.Lab	LEAD.Lab	CEGE/CPBS
CEGEA	Consulting Unit in Management and Applied Economics	CEGE/CPBS
CCD	Digital Creativity Center	CITAR/EA
CCR	Centre for Art Conservation and Restoration	CITAR/EA
FACes	Centre for Psychological Care and Specialized Training	CEFH/FFCS
SAME	Education Improvement Support Office	CEDH/FEP

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Denominação	Apresentação	UID/Escola
SCB	Scientific Services in Biotechnology	CBQF/ESB
CINATE	Centre for Innovation and Technological Support	CBQF/ESB
EBRI	European Biotechnology Research Institute	CBQF/ESB
Alchemy	Alchemy	CBQF/ESB
INSURE	INSURE.hub (INnovation in SUstainability and REgeneration Hub)	CBQF/ESB
CUP	University Psychology Clinic	CEDH/FEP
CEC-Lisboa	Católica Nursing Centre – Lisbon	FCSE
CEC-Porto	Católica Nursing Centre – Porto	FCSE
Creating Health (CH)	Health Research and Innovation Funding	FCSE
WRL	Wounds Research Lab	FCSE
SalivaTec	Laboratory for Interdisciplinary Research in Saliva	CIIS/FMD
PMD	Precision Dental Medicine	CIIS/FMD
CDU	University Dental Clinic	CIIS/FMD
Viseu Dyslexia Centre	Viseu Dyslexia Centre	IGOS
Hyperactivity and Behavioural Disorders Centre	Hyperactivity and Behavioural Disorders Centre	IGOS
HNL	Human Neurobehavioral Laboratory	CEDH/FEP
Centre for Legal Opinions	Centre for Legal Opinions	CEID/FD
Arbitration Centre	Arbitration Centre	CEID/FD
ODUE	Arbitration Centre	CEID/FD
EPGFA	School of Postgraduate Studies and Advanced Training	FCH

Note: This table can be consulted at: [https://www.ucp.pt/research-and-innovation/innovation/knowledge-transfer-and-consulting-services?set\\_language=en](https://www.ucp.pt/research-and-innovation/innovation/knowledge-transfer-and-consulting-services?set_language=en)

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## VIII. Associated Entities

**Table 8:** Associated Entities at Universidade Católica Portuguesa.


Full name
AXIOMA - Publicações da Faculdade de Filosofia - FFCS
Dom António Ribeiro Foundation
UCP Foundation
ULISSES Foundation – Foundation for the Development of Management, FP
UCP Scientific Society
Universidade of São José

## IX. Participated Entities

**Table 9:** Participated Entities.

Abbreviation	Full name
UC Editora (UCE)	Universidade Católica Editora
CDU UCP	UCP University Dental Clinic
AEGE	Association for the Business Management School
EBRI	European Bioproducts Research Institute

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


## 1. Technical introduction

The contents of this document apply to UCP, in a transversal and integral manner. The application of the present regulations is the responsibility of all the members that make up the University and extends to all external stakeholders who cooperate with the University.


This document aims to present, in a structured manner, all the basic parameters of UCP's QS within the University's specific context. To this end, the University's general framework is presented, in its legal, regulatory, and statutory aspects. We therefore present the institution's mission, values, and vision, as well as its organisational structure. The guiding principles of UCP's Quality System and Quality Policy are also described. These support the University's relationship with stakeholders, both internal and external, which are also detailed. We also describe the QS, and its macroprocess approach, as regards its institutional strategy and Quality cycle. We describe its indicators, monitoring and continuous improvement activities and associated procedures. The following is a description of the System's organisation as concerns its organic and functional structure, and its assigned responsibilities. Finally, this Manual includes the documentation requirements of the Quality System.

### Notes:

- During the preparation and approval of this document, several units/services may be consulted;
- This document shall enter into force on the date of approval;
- The Quality System is permanently under improvement and, as such, this document may be reviewed as necessary;
- Any revision of contents entails an update of the document version;
- There is only one controlled original of the Quality Manual in the Quality System office (Headquarters).
- All printed copies will be considered uncontrolled copies;
- The document is protected against printing.
- Controlled copies are in existence (controlled by the quality team);
- There is a Portuguese version of this manual.
- **The document is available for consultation, through open access, on the University's website, via this link: [https://www.ucp.pt/aboutinstitutional/ucp-quality-system-sq-ucp?set\\_language=en](https://www.ucp.pt/aboutinstitutional/ucp-quality-system-sq-ucp?set_language=en)**

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## 2. Background

The quality of an institution is reflected in the adequacy of the services it provides in relation to its intended mission. To achieve its mission, an Institution defines what activities it must pursue, what resources it will use, how it will accomplish it and what results are intended. For Higher Education Institutions (HEIs), quality should focus on their Mission, at the teaching, research, and university social responsibility levels. Universidade Católica Portuguesa (UCP) aims to be increasingly thorough in its approach to Quality, lending visibility to those operations that support its Mission at the Resources level, as well as to all levels that are Transversal to the institution.



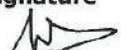
Any quality system aims to create mechanisms and procedures that ensure, internally, the promotion of process improvement in line with the institution's mission and, externally, compliance with the requirements of transparency and accountability to Society.

The Quality System (QS) of Universidade Católica Portuguesa (UCP) aims to respond to the need by HEIs to equip themselves with management systems that enable them to deal with the internal and external complexities in which they operate, in accordance with the institution's strategic plan and its implementation, to ensure the introduction of the necessary improvements identified through close monitoring. Thus, through the production of information, the promotion of reflection and the measurement of attained goals, the QS takes on the function of supporting strategic guidance, decision-making and institutional management, and monitoring resources, activities, and results.


The Quality System of Universidade Católica Portuguesa (UCP QS) was created in 2018, within the legal framework and ethos of the national and European Higher Education sector, where the Agency for Assessment and Accreditation of Higher Education (A3ES), following the European Association for Quality Assurance in Higher Education (ENQA) and the recommendations of the Bologna Process aimed at creating the European Higher Education Area, has certified institutional quality systems since 2012. UCP QS's main goals have been quality assurance and permanent improvement, and subject to possible certification by A3ES.

The UCP QS is governed by the ecclesiastical and civil (European and Portuguese) regulatory and legal frameworks, namely:

- Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) ([https://www.eqar.eu/assets/uploads/2018/04/ESG\\_2015.pdf](https://www.eqar.eu/assets/uploads/2018/04/ESG_2015.pdf) ;
- Benchmarks for Internal Quality Assurance Systems in Higher Education Institutions, A3ES, Lisbon (October 2016 version, adapted from the European Standards and Guidelines 2015) ([https://www.a3es.pt/sites/default/files/Referenciais%20ASIGQ\\_EN\\_V1.2\\_Out2016.pdf](https://www.a3es.pt/sites/default/files/Referenciais%20ASIGQ_EN_V1.2_Out2016.pdf));
- The Bologna process and the creation of the European Higher Education Area

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- Law No. 49/2005, of 16 August, which amended the Basic Law of the Education System (Law no. 46/86, of 14 October), specifically with regard to higher education;
- Law No. 38/2007, of 16 August, amended by Law No. 94/2019, which ratifies the legal framework for Higher Education assessment;
- Decree-Law No. 74/2006, of 24 March, amended by Decree-Law No. 107/2008, of 25 June, amended by Decree-Law No. 230/2009, of 14 September, by Decree-Law No. 115/2013, of 7 August, by Decree-Law No. 63/2016, of 13 September, by Decree-Law 65/2018 of 16 August, by Decree-Law No. 27/2021, which ratifies the legal framework for Higher Education degrees and diplomas, and by Decree-Law no. 13/2022, of January 12, which approves the Legal Framework for Public Higher Police Education and enshrines its organisation and specificities in the context of national public higher education;
- Law No. 62/2007, of 10 September, which establishes the legal framework for Higher Education institutions, amended by Law no. 36/2021, of 14 June, by Decree-Law no. 10/2023, of 8 February, and by Law no. 16/2023, of 10 April, which enhances polytechnic education, amending the Basic Law of the Education System and the legal framework for higher education institutions;
- Decree-Law No. 369/2007, of 5 November, which establishes the Agency for Assessment and Accreditation of Higher Education and approves its statutes;
- Decree-Law no. 63/2019, of 16 May, amended by Decree-Law no. 126-B/2021, which establishes the legal framework for technology and innovation centres and complements the legal framework for collaborative laboratories;
- - Decree-Law no. 124/99, of 20th April, amended by Law no. 157/99, of 14th September, which approves the Statute of the Scientific Research Career, and by Decree-Law no. 373/99, of 18th September, which amends the basic monthly remuneration of staff in higher education teaching careers and scientific research careers;
- Decree-Law 57/2016, of 29 August, amended by Law 57/2017, of 19 July, which ratifies the framework for the hiring of PhD holders, aimed at stimulating scientific and technological employment for all areas of knowledge;
- Manual for the audit process of Internal Quality Assurance Systems in Higher Education Institutions (A3ES).  
([https://www.a3es.pt/sites/default/files/Manual%20Auditoria\\_PT\\_V1.4\\_Jan2020.pdf](https://www.a3es.pt/sites/default/files/Manual%20Auditoria_PT_V1.4_Jan2020.pdf))
- Guide for preparing the Internal Quality Assurance Systems (A3ES) audit report.  
([https://www.a3es.pt/sites/default/files/Gui%C3%A3o%20Relat%C3%B3rio%20CAE\\_ASIGQ\\_EN\\_V1.3\\_Jan2020.pdf](https://www.a3es.pt/sites/default/files/Gui%C3%A3o%20Relat%C3%B3rio%20CAE_ASIGQ_EN_V1.3_Jan2020.pdf))
- Agenzia della Santa Sede per la Valutazione e la Promozione della Qualità delle Università e Facoltà Ecclesiastiche (AVEPRO)

UCP's QS is a commitment to transparency, to respond to requests from governmental and regulatory entities in the sector and, above all, to accountability to society in general.

The creation of UCP's Quality System (UCP QS), in November 2018 resulted from the institutional will, expressed in the document "Measures for the Implementation of the 2015-2020 Strategic Development Plan", particularly in paragraph "7. Quality Assurance Measures", to:

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- Develop a QS for information management:
  - Interconnection and harmonization of procedures in the design of information flows;
  - Quality control mechanism for the management of information produced.
- Implement the monitoring and verification system for procedures and problem notifications:
  - Strategic plans tailored to organic units;
  - Regular internal assessment cycles, development planning and monitoring, with cooperation of stakeholders.
- Ensure that the overall dimension of the PCU is incorporated into the QS. In this way, it was assumed:
  - attracting renowned academics from foreign Higher Education Institutions (HEIs);
  - using international and comparative quality standards and assessment benchmarks.


In view of these aims, the UCP QS was developed, and the planned assurance and quality measures were structured. Governing bodies were also made aware of institutional requirements in terms of scope, consistency, and depth, laid out in the QS and which UCP must invariably address in the future.

In February 2021, a system review was carried out that essentially reflects the evolution of UCP's QS to better respond to the challenges facing UCP. As such, the UCP QS:

- is inseparable from the scope of the Strategic Development Plan (SDP), in terms of planning, monitoring, assessment and integration of institutional improvements;
- includes the development dimensions of UCP's strategy, namely Mission, Resources and Transversal;
- must be structured to enable a process-oriented approach;
- includes, in addition to the governing processes already mentioned, institutional management processes, namely regarding information and communication systems.

The strategic importance of the QS for the institution was reinforced in the 2021-25 Strategic Development Plan. UCP's QS therefore includes the monitoring and management of the Strategic Plan. As such, the QS and the SDP (2021-25) share the institutional macroprocess approach, aggregated into three broad Dimensions: Mission, Resources, and Transversal. The Quality System also includes the Governance and Improvement Macroprocess, which cuts across all others.

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### 3. Presentation of Universidade Católica Portuguesa

UCP was established in 1967, by decree of the Holy See, as a humanist Higher Education institution.

Additionally, according to Chapters I and II of its Statutes, UCP must contribute to the defence and development of individuals in accordance with the principles of Christian Humanism, as well as their cultural heritage, through research, teaching and services provided to the community, whether local, national, or international.

UCP aims, therefore, to be a leading university in the global production of science for the common good and in educating today's students for the challenges of tomorrow, with the mission of serving the country through innovative research and outstanding international teaching geared towards sustainability, in the spirit that presides over Christian Humanist formation.


It is a plurilocalized institution, with an admittedly international ethos, which aims to promote qualified education and integral training, reference knowledge and research, and innovation at the service of the common good. Without prejudice to the diversity resulting from its decentralization, it presents itself as a single academic and administrative institution, based in Lisbon.

Those Organic Units (UO), whether Faculties, Institutes or Schools, that are not located in the Headquarters are organised into Regional Centres (RC), in Braga, Porto and Viseu, and their activity is developed considering the region in which they operate.

At UCP, in addition to the UOs, there are also research centres, centres for the provision of external services and studies, as well as offices and support services for the activities carried out at UCP, which are either integrated into UOs, or are directly dependent on the President's Office or Regional Centres.

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### 3.1. Mission, Values and Vision

#### MISSION

To train individuals, cultivate science, and to renew the country and the world through excellence of example.

UCP's mission is to provide quality academic training and to cultivate science for the common good. Adopting the principles of Christian Humanism in an autonomous ethos that respects diversity and explores freedom of thought, UCP pursues its mission based on three pillars:

- Teaching
- Research
- University Social Responsibility.

Integrated within the Portuguese reality, UCP promotes integral training oriented for the global world, grounded on the principles of truth and respect for people and the environment.


#### VALUES

- Integral Ecology
- Responsible Participation
- Collaborative Knowledge
- Smart Innovation
- Global Proximity

#### VISION

To be acknowledged as a leading European university in impactful research and transformational teaching, and to be ranked among the best Catholic universities at a global scale.

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### 3.2.Organisational Structure

UCP is, by law, a legal person of public utility, with the power to acquire, dispose of, contract and be a party to legal proceedings. It was instituted by the Congregation for Catholic Education under the Concordat between Portugal and the Holy See and recognized by the Portuguese State in 1971.


UCP's legal framework is laid out in Decree-Law No. 128/90, of 17 April. The 2004 Concordat, in Article 21, recognizes its "institutional specificity".

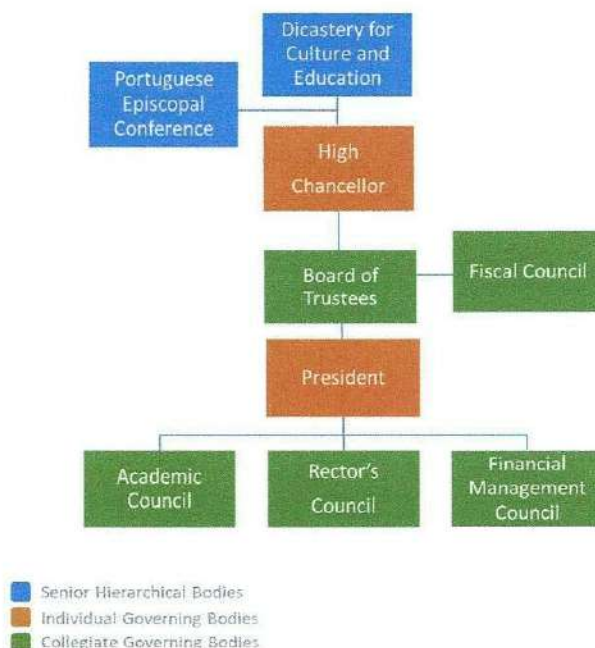
The current **Statutes of UCP, approved in 2023**, provide for the following bodies as shown in figure 1:

- **Senior Hierarchical Bodies**
  - Dicastery for Culture and Education: has jurisdiction over UCP.
  - Portuguese Episcopal Conference: maintains, guides, and supervises UCP.
- **Individual Governing Bodies**
  - High Chancellor: position held by the Patriarch of Lisbon, by default.
  - President: the academic and administrative head of the University.
- **Collegiate Bodies:**
  - Board of Trustees: oversees institutional activities and the governance and administration of UCP.
  - Academic Council: analyzes and discusses issues related to the academic and scientific activity of the University, as well as budget execution.
  - Rector's Council: advises the President in the governance of the University in all matters requested by the President.
  - Financial Management Council: monitors the administration of the University's property and financial assets.
  - Fiscal Council: issues opinions on UCP's accounting documents.

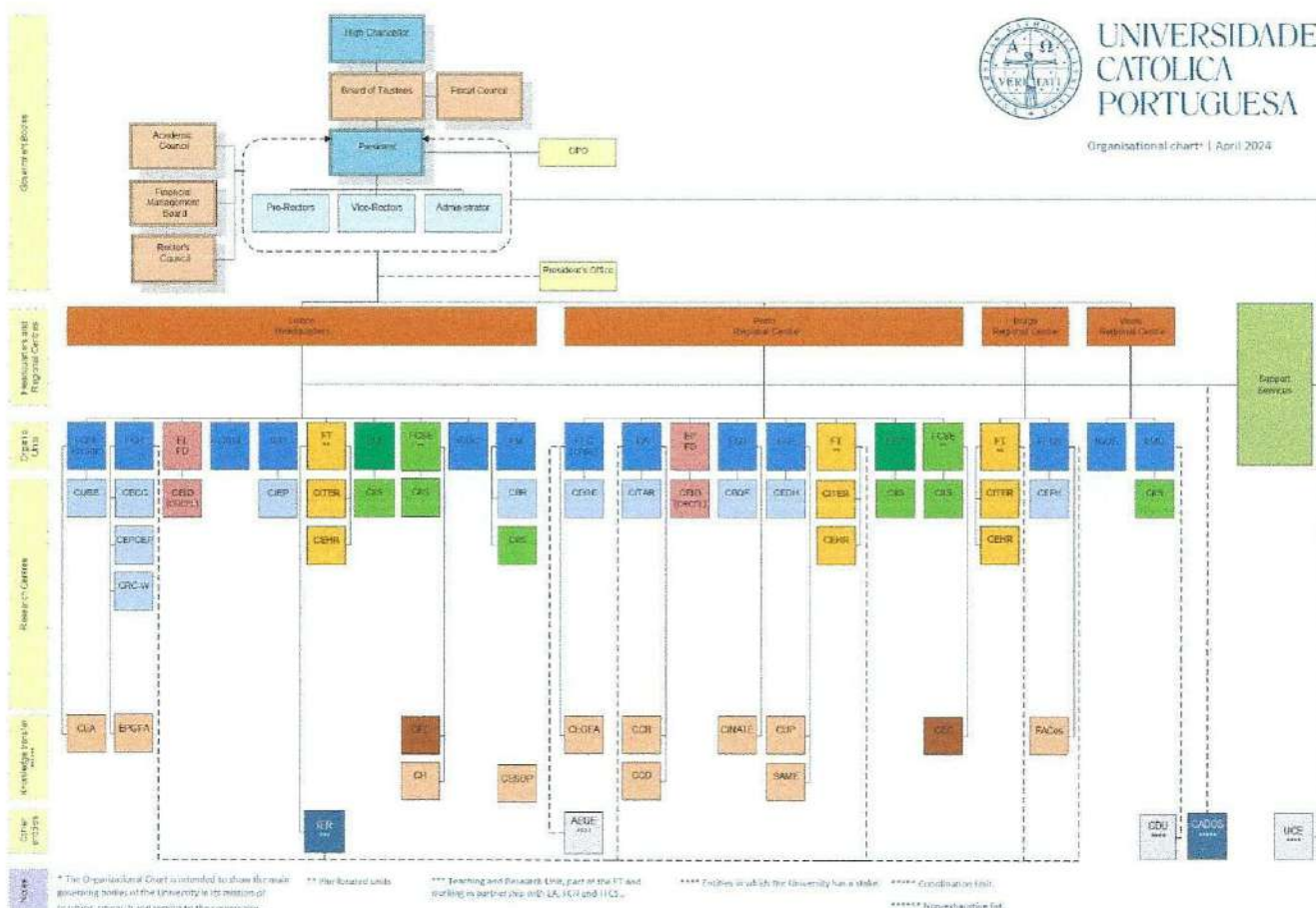
The definition of responsibilities and the constitution of the bodies can be found in the UCP statutes.

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**Figure 1: Governing Bodies and Higher Administration of the UCP.**



**Figure 2: UCP Organisation Chart (April 2024).**

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## 4. Principles of UCP's Quality System

UCP's QS is guided by a set of organisational and operational principles, namely:

- A. Designing a QS in alignment with the principles and values of UCP, its strategic goals, its positioning, its internal organisation and its mission of teaching, research, and service to the community;
- B. Global coverage of the entire institution, including its headquarters and its three Regional Centres, all Organic Units, its Support Services, and all domains of the institution's activity;
- C. The inclusive nature of the system, insofar as it includes the views and assessment of the different stakeholders that make up the internal community of the University as well as those who, while being external, hold an interest in UCP's activities;
- D. The establishment of a structure of dedicated bodies with a clear distribution of responsibilities within the system, which are aligned with the existing governance and management structure. Management positions, to be determined in compliance with the duties inherent to their existing roles, are predominantly assigned to those responsible for the bodies already in existence at the University, and entail responsibility for assessment cycles and, in conjunction with the established governance and management structure, ensuring that these are translated into improvement policies and measures;
- E. Univocal dimension of the QS, in the sense of building a shared vision and comparability between Organic Units, academic and scientific areas and support services, based on:
  1. The Guidelines of the QS's document management system, as detailed in the "QS Document Management" (Table 14: Technical Procedures for Document Management).
  2. Benchmarks and Regulations:
    - i. General Regulations of the Monitoring, Assessment and Continuous Improvement Cycles of the QS;
    - ii. Benchmarks for best practices for quality within an academic setting;
    - iii. International quality standards;
    - iv. HEI rankings indicators;
    - v. Legal requirements, with a focus on sustainability (at all levels), transparency, integrity, and governance;
    - vi. Benchmarks for internal quality assurance systems in HEIs (Adapted from the ESG 2015) – A3ES.
  3. Tools:
    - i. Tools for monitoring, analysis and assessment of resources, activities, results, and impact, produced for each organisational and analysis level (these include key performance indicators, application and treatment procedures, stakeholder surveys, as well as reporting templates);
    - ii. Organisation of the QS's document system and single formal archive.
  4. Alignment with structures on the ground and the involvement of teams.


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- F. Risk Management, which will include mechanisms for identifying sources of uncertainty and corresponding mitigation that shall impact the quality of services provided, as well as the definition of minimum resource and observed quality thresholds, and mandatory procedures to deal with negative levels in the defined indicators (quality assurance mechanisms);
- G. Use of standardized databases (built in compliance with established and auditable rules and procedures, common to all internal domains of the University, as regards the collection, input, and availability of data), enabling the alignment between the information provided externally with the information which feeds into the internal quality management processes;
- H. Clear definition of the Quality Policy and of the commitments to be made towards the institutional and sustainable process of continuous improvement;
- I. Management Control and Review, including annual review, covering all processes, and based on information obtained through the Assessment and Continuous Improvement mechanism;
- J. The existence of a culture of planning, assessment, and continuous improvement, based on information systems that support decision-making, as well as internal (developed and applied by UCP) and external (developed and applied by external entities) scrutiny and monitoring mechanisms, which entail:
  - 1. Planning with goals and Strategic Initiatives defined by the Board of Trustees, integrated in the SDP and the Quality Plan (QP) and occasionally revised as required;
  - 2. Semi-annual monitoring as part of the SDP, without prejudice to the procedural monitoring of the QS;
  - 3. Review and Improvement following Monitoring, with proposed improvement actions managed and followed up within the QS, the effectiveness of which is regularly assessed within the framework of Monitoring;
  - 4. Cyclical internal and external assessments, both in the context of audits and through the annual Quality Reports (of the Organic Units and UCP, globally), with the aim of assessing the introduction of improvements and defining actions to improve process performance, of the QS and of UCP.

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## 5. Quality Policy

UCP's current Quality Policy is structured into several guidelines that aim to ensure a Quality System based on the principles of inclusivity, integrity, freedom, sustainability, interdisciplinarity, unity and impact:

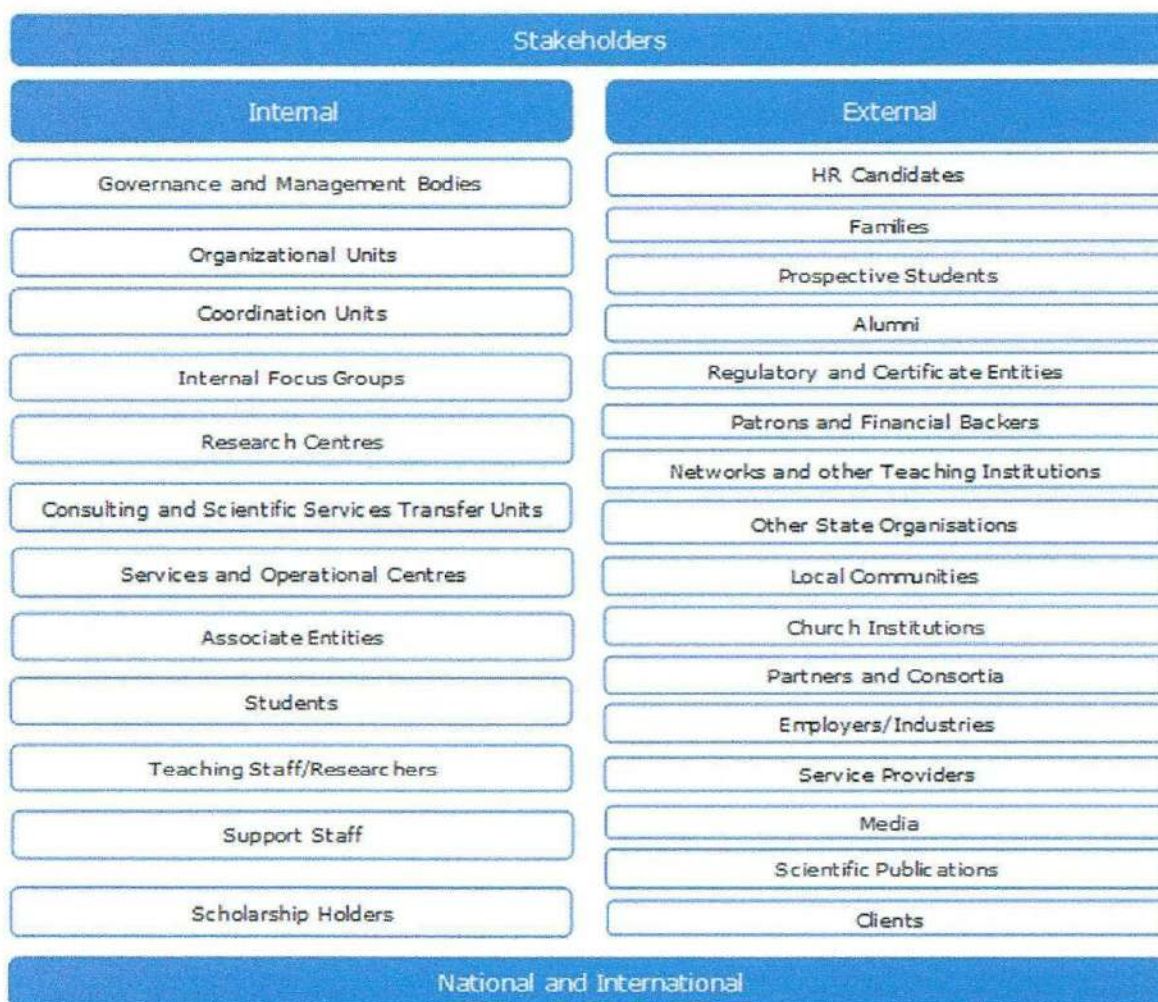
1. To promote a **culture of institutional quality** based on a strategy of continuous improvement in all of the University's activities, with a transversal and aligned commitment that promotes accountability and is based on the transparency of everyone's contribution to the whole;
2. To involve all **stakeholders**, internal and external, with a particular focus on the academic community, based on mechanisms for assessing the needs, expectations, and satisfaction of stakeholders;
3. To foster a **space of human integrity** for the entire UCP community, promoting integral training for the global world, based on the principles of truth and respect for people and the environment;
4. To establish the conditions for the University to pursue its **Mission** based on the three pillars of Teaching, Research and University Social Responsibility, taking on the principles of Christian Humanism in an autonomous ethos that respects diversity and explores thought in freedom;
5. To align its Services in support of UCP's Mission, promoting an institution solid in in values and based on **resources**, such as People, Economic and Financial, and Infrastructural, managed in a sustainable manner and with a focus on the efficiency of activities, considered globally and assessed individually;
6. To encourage and enable a **vision of the future** focused on convergence (with the development of innovation based on the systemic articulation between scientific areas), cohesion (with the clear alignment of transformative national projects and intelligent reach within the territory), as well as the articulation of technological innovation with global reach, always based on a systemic logic of sustainability;
7. To ensure the **solidity of the institution** and the visibility of its internal and external contexts, enabling UCP's contribution, pioneering and leading, to large transformative projects in Portuguese society, which are able to enhance or generate significant improvements for the common good.

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## 6. Stakeholders

UCP identifies the relevant Stakeholders in Figure 3. These Stakeholders intervene at various organisational and regional levels with varying scope, depth, and levels of impact. The development of the University's activity is based on its involvement in the QS, which encompasses mechanisms to assess its needs, expectations, and satisfaction levels. UCP is concerned with improving the ways and frequency of Stakeholders' involvement in the UCP QS. These, while being different, must take into account organisational levels and processes.




**Figure 3:** UCP QS Stakeholders.

Stakeholders are grouped into types (Figure 3), in accordance with shared characteristics. The full list may be found in the "Stakeholders and Consultation Tools" document (Table 14 – Technical Procedures for Stakeholder Management).




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Interaction with stakeholders must follow general core principles:

- Formal interaction (e.g., audits and implementation of standards) or in QS process functions;
- Formally, satisfaction and needs assessment may be carried out using short surveys, with format and periodicity to be defined, as well as through meetings, workshops, forums, or committees for this purpose;
- Surveys and other consultation tools are monitored by the QS and integrated into the process to which they refer, in the document "Consultation Tools" (Table 13 – Technical Procedures for Stakeholder Management)
- Procedural interaction generates less structured inputs resulting from normal contacts during operation, which are reported back to the QS;
- Satisfaction and needs are measured per each of the institution's areas and reported back to the QS, which subsequently reports them from an institutional perspective (with channels to be defined).

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## 7. The Macroprocess Approach

### 7.1. Institutional strategy for quality

The institutional Strategy and Policy for Quality reflect guidelines for the achievement of UCP's mission defined by senior management.

The UCP Strategic Development Plan (UCP SDP 2021-2025), currently in force (ratified by the Board of Trustees on 3 March 2021) and entitled "Value with Values: Creating the Future in the Present", resulted from an extended collaborative exercise in which the entire community took part. It was structured into three categories in the Mission axis, three in the Resource axis and three in the Transversal axis, as illustrated in Figure 4.




**Figure 4:** The Value with Values (Source: UCP SDP (2021-2025)).

UCP SDP 2021-2025 aims to take the lead in major transformative projects within Portuguese society, while the university redesigns itself in organisational terms and invests in innovation. The SDP's structural axes, which result from a broad consultation with the academic community, present a vision of the future focused on convergence, with the development of innovation based on the systemic articulation between scientific areas, cohesion, with a clear alignment of transformative national projects and intelligent reach within the territory, as well as the articulation of technological innovation with global reach, invariably based on a systemic logic of sustainability.

The goal that cuts across all UCP's activities is to ensure the future and improve the lived experience in the common home. This purpose is promoted in the present, generating value projected beyond the present, adding value for the future, within the specificity of UCP's mission, stems, in a fundamental way, from the intangible values of its identity. Católica's "value of values" is, therefore, at an economic, epistemological, and axiological levels, founded on the principles of freedom, respect for democracy, defence of justice, and recognition of diversity and equity, thus promoting cohesive, sustainable, affluent, more equitable and ethically responsible societies.

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In turn, the UCP Quality Plan (UCP QP), currently in force, is an interconnected set of 36 Strategic Initiatives (SI), in the different axes, dimensions and areas of the SDP, that streamline and enhance improvement and innovation strategies for UCP's activities, in accordance with the SDP for the 2021-2025 period.

The Strategic Initiatives contained in the UCP QP are organised into the three Axes and nine Dimensions of the SDP, which are also listed as QS Macroprocesses:

- Mission:
  - Teaching
  - Research
  - University Social Responsibility
- Resources:
  - People
  - Economic and Financial
  - Infrastructural
- Transversal:
  - Global Targeting
  - Convergence & Innovation
  - Sustainability

Each SI is connected to a strategic and main goal of the SDP, as well as to the 17 Sustainable Development Goals (SDGs) defined in the United Nations Agenda 2030.


The 2021-2025 UCP QP is a tool that integrates the necessary and desired actions, at the institutional level, to achieve the Vision defined in UCP's 2021-2025 SDP. These two documents form, therefore, the basis of UCP's strategic guidance and planning.

## 7.2.Macroprocesses

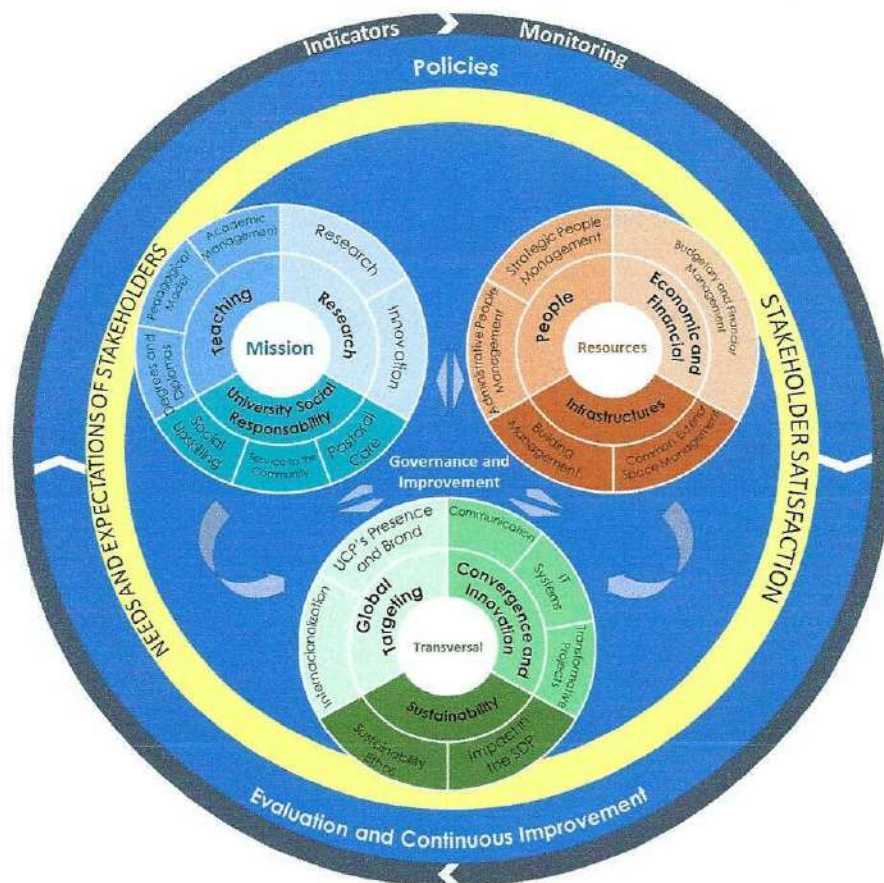
In its Strategic Development Plan UCP considers three types of dimensions in the development of its strategy:

- "Mission" dimensions, which integrate the macroprocesses connected to UCP's Mission:
  - Teaching
  - Research
  - University Social Responsibility
- "Resources" dimensions, which integrate the macroprocesses that ensure the development of UCP's activities:
  - People
  - Economic and Financial
  - Infrastructural;
- "Transversal" dimensions, which integrate macroprocesses that, due to their strategic nature in the 2021-2025 context, require a particular institutional focus and should cut across all other Mission and Resources processes:
  - Global Targeting

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- Convergence and Innovation
- Sustainability



**Figure 5:** UCP QS Macroprocesses diagram.


The UCP QS is therefore composed of ten macroprocesses: the nine detailed in the SDP plus the Governance and Improvement Macroprocess.

The Governance and Improvement Macroprocess integrates the institutional commitments in terms of Quality Policy, and establishes the standards for planning, monitoring and reviewing all QS processes in order to ensure proper monitoring of the system and guarantee continuous improvement.

For each macroprocess, there is a Policy which contains guidelines or principles for decision-making and action, leading to the fulfillment of the defined objectives.

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### 7.3.Key QS concepts

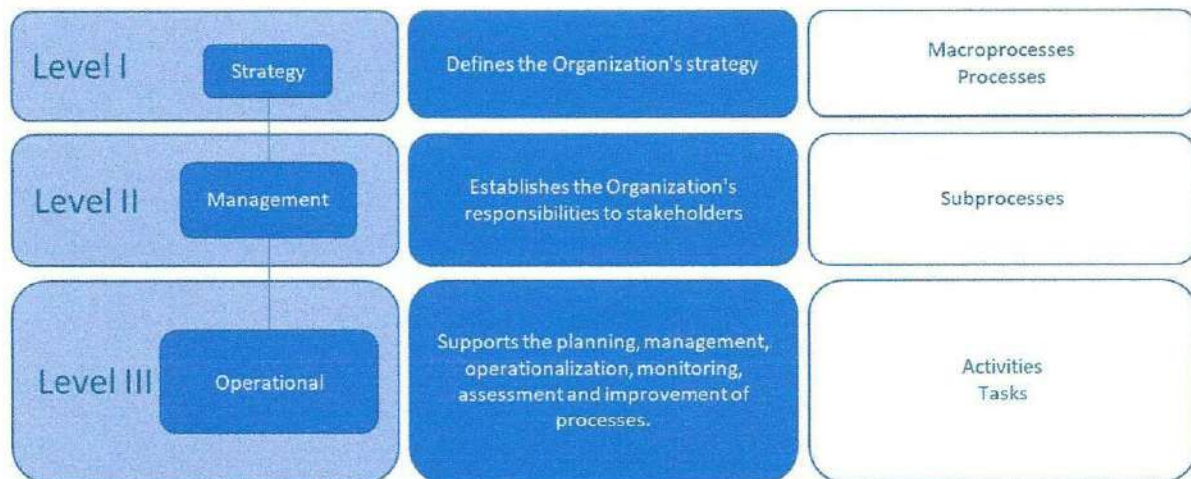
**Table 10:** Definitions of QS concepts

Concept	Definition
Activity	Set of tasks combined for a particular goal. The Activity may contain one or more tasks, interdependent or not.
Input	Elements or tasks that drive the beginning of a process.
Quality System Tools	Tools or mechanisms that contribute to quality promotion and assurance (surveys, complaints handling, assessment systems, etc.)
Stakeholders	All elements (people, institutions, groups, government agencies, etc.) that affect or are affected in any way by the organisation.
PDCA	A management tool with a four-step improvement cycle: plan, do, check, and act.
Institutional Policies	Guidelines, or institutional principles, that guide an organisation's ambition and actions. They must be aligned with the institution's culture, values and mission, helping to align the actions of stakeholders with the organisation's strategic objectives.
Procedure	Specified mode (at assignee, task, and sequence level) of performing a task, activity, or process.
Process	<p>Set of interrelated activities, with clearly identified responsibilities, that transform inputs into outputs that reflect the expectations and needs of stakeholders.</p> <p>There are <u>three levels of processes</u> at UCP:</p> <ul style="list-style-type: none"> <li>• <b>Macroprocess</b> – Corresponds to UCP's strategic level. Macroprocesses reflect an integrated view of the organisation, with considerable impact on its functioning.</li> <li>• <b>Process</b> – Corresponds to a secondary level of data disaggregation of UCP's strategy. Processes help to ascertain which macroprocess will impact its application.</li> <li>• <b>Subprocess</b> – Corresponds to the level of executive management. Subprocesses aim to meet the needs or support a specific process.</li> </ul>
Managers	Responsible for processes, activities, and tasks, and for reporting on their outcome.
Outputs	They are the specific product or result of a process.
Tasks	Work to be performed, by a person or machine, as part of a process with an established procedure or deadline

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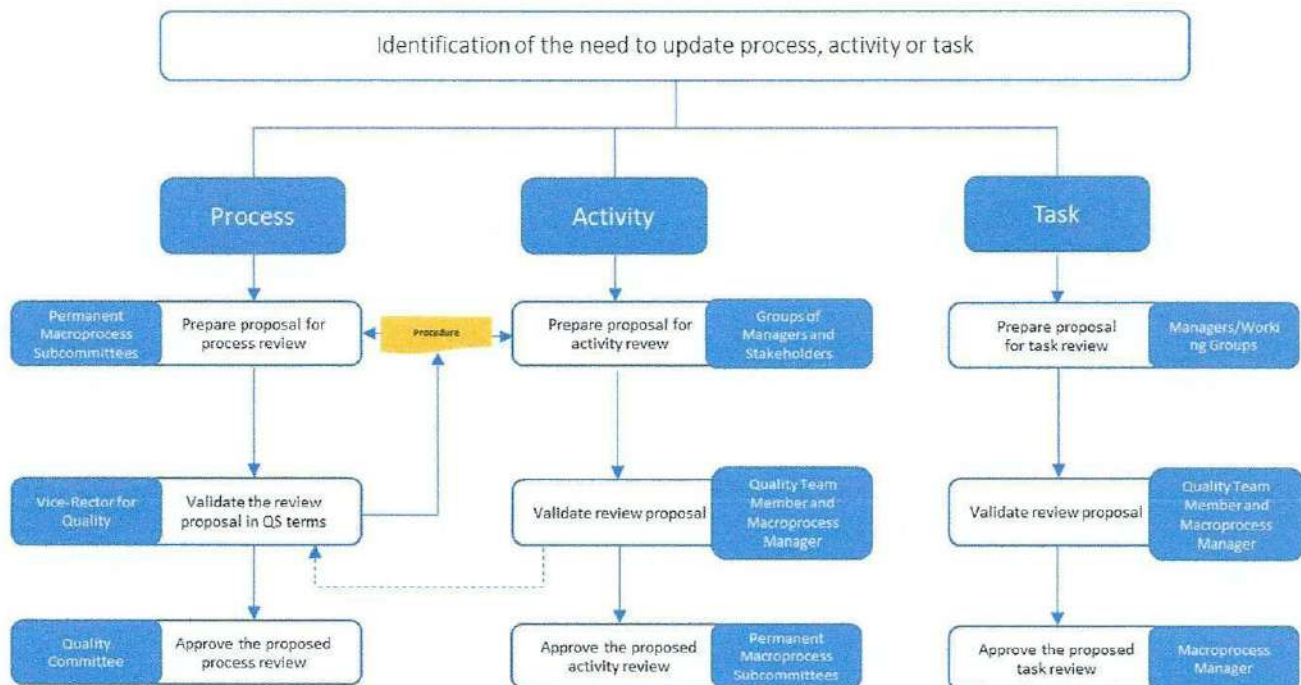
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Hierarchy of the set of interconnected QS activities:




**Figure 6:** Hierarchy of interconnected QS activities

The review of a process, activity or task must follow the flowchart described in **figure 7**.



**Figure 7:** Flowchart for process, activity, or task review



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## 7.5. Quality Cycle

Assessments gain impact and optimize relevance when they:


1. Are aligned within institutional activity cycles;
2. Are aligned with the institution's organisational and responsibility structure;
3. Make information widely available to the internal and external communities, according to roles and responsibility levels;
4. Promote assessment cycles which have an impact on planning and improvement measures.

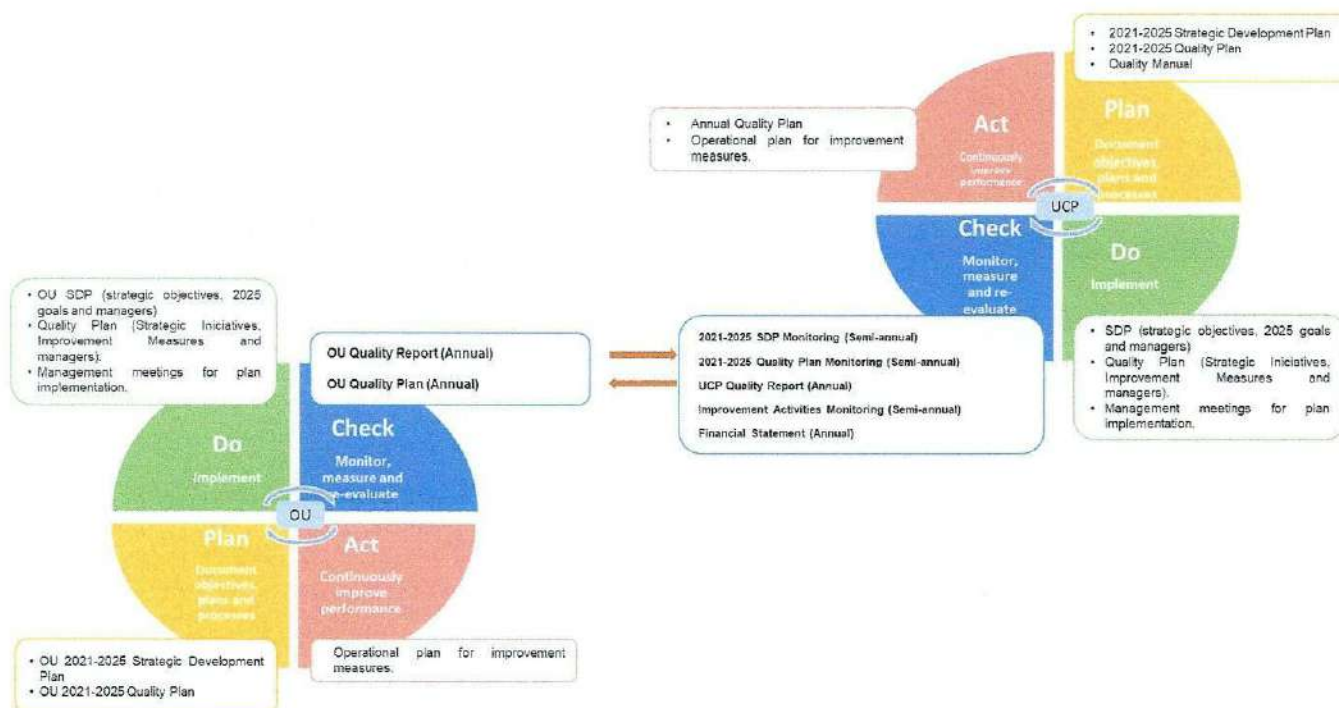
It is from this perspective that UCP's cycles of quality assessment and planning unfold, as represented in figure 8, in which several interlocutors intervene, and whose responsibilities are described in detail in the document "Responsibility Matrix". The following contribute to the UCP assessment cycle:

- Macroprocess Owner:
  - Ensures the Macroprocess quality cycle.
- Process Manager:
  - Holds a global view of the process and associated subprocesses, even where he or she does not have functional responsibility for these.
- Subprocess Manager:
  - Holds functional responsibility over sub-processes, that is, together with the task performers, must confirm that the activities and/or tasks are being carried out and, where applicable, ensure the observance of workflows between activities and/or between the tasks.
- Task performers:
  - Responsible (either in terms of role or area) for the execution of the task(s) relating to a particular activity.
- Information Manager:
  - Responsible for obtaining the information needed for the monitoring of the Process. The Information officer has access to all the Monitoring Tools relevant for this purpose.
- Campus contact:
  - Confirms or collects information from each campus, ensuring its reliability and compliance.
- Quality Team
  - Together with the roles described above, it coordinates and promotes the involvement of the various institutional bodies in the activities of the quality cycle for each Macroprocess.

The assessment cycles integrate the different stages and activities of assessment and improvement. They also involve the entire institution insofar as they include the collection and processing of data for planning, monitoring of activities, assessment by Stakeholders and, finally, the involvement of institutional bodies in the assessment of monitoring, reporting, and quality plans.

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**Figure 8:** UCP quality cycle.

The assessment and planning cycles integrated into the QS are aligned with the University's Strategic Planning cycles and the relevant UCP Activity Cycles.

The UCP SDP is approved by the Board of Trustees and has a duration of five years. It is monitored every six months. UCP's activities have a different duration, and are subject to an assessment cycle that, depending on its nature, may be annual or semi-annual.


The UCP QS may also be subject to partial or complete external assessments, by national and international entities.

**Table 11:** Schedule alignment of UCP planning and assessment cycles.

Documents	Assessment Cycle	Institutional Level
Strategic Development Plan (SDP)	5 years	UCP and UO
Quality Plan (QP)	5 years	UCP and UO
SDP monitoring	Semi-annual	UCP and UO
QP monitoring	Semi-annual	UCP and UO
Improvement Activities Monitoring	Semi-annual	UCP
Quality Report (QR)	Annual	UCP and UO
Reports and Accounts	Annual	UCP

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## 7.6. Technical procedures

Process-oriented management is achieved through a series of technical procedures that describe processes and which are listed in the following tables.


**Table 12:** Technical Procedures for Policy Management.

Management System Document Reference	Document title
DPI_UCP	Definition of Institutional Policies
PPO_UCP	UCP Policies and Guiding Principles

**Table 13:** Technical Procedures for Macroprocess Management.

Management System Document Reference	Document title
MR_UCP	Responsibility Matrix
FC_ENS	Characterisation Sheet – Mission – Teaching
FC_INV	Characterisation Sheet – Mission – Research
FC_RSU	Characterisation Sheet – Mission – University Social Responsibility
FC_PES	Characterisation Sheet – Resources – People
FC_ECF	Characterisation Sheet – Resources – Economic-Financial
FC_INF	Characterisation Sheet – Resources – Infrastructures
FC_POG	Characterisation Sheet – Transversal – Global Targeting
FC_COI	Characterisation Sheet – Transversal – Convergence & Innovation
FC_SUS	Characterisation Sheet – Transversal – Sustainability
FC_GOM	Characterisation Sheet – Governance and Improvement

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**Table 14:** Technical Procedures for Stakeholder Management.

Management System Document Reference	Document title
PI_UCP	Stakeholders and Consultation Tools

**Table 15:** Technical Procedures for Document Management

Management System Document Reference	Document title
GD_SQ	Document Management

## 7.7. Description of Indicators

Each Macroprocess, Process and Subprocess sheet identifies SDP indicators and other relevant impact indicators.

## 7.8. Monitoring and Continuous Improvement Activities

Each Process sheet identifies recommended steps for monitoring and continuous improvement of each process.


The framework for improvement activities for the UCP Quality System is detailed in a separate document.

**Table 16:** Technical Procedures for the Management of Improvement Activities.

Management System Document Reference	Document title
AM_UCP	Framework for improvement activities for the UCP Quality System

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## 8. Quality System Structure and Responsibilities

### Framework

The Quality System supports the institutional strategic goals in combination with the existing governance and management structures.

The body that presides over the Quality System (QS) at the institutional level is the UCP Quality Council (UCP QC), responsible for all decisions related to the QS, namely its principles and tools, approval of the UCP Quality Report, and also for submitting the UCP Quality Plan to the Board of Trustees.


This body is assisted by the UCP Quality Committee (UCP QCOM), which prepares the directives of the Quality Council and monitors and ensures the proper functioning of the QS. The UCP Quality Committee may undertake its responsibilities in plenary form or as permanent or ad-hoc subcommittees. The permanent subcommittees will monitor the nine Mission, Resources and Transversal Macroprocesses and the Governance and Improvement Macroprocess.

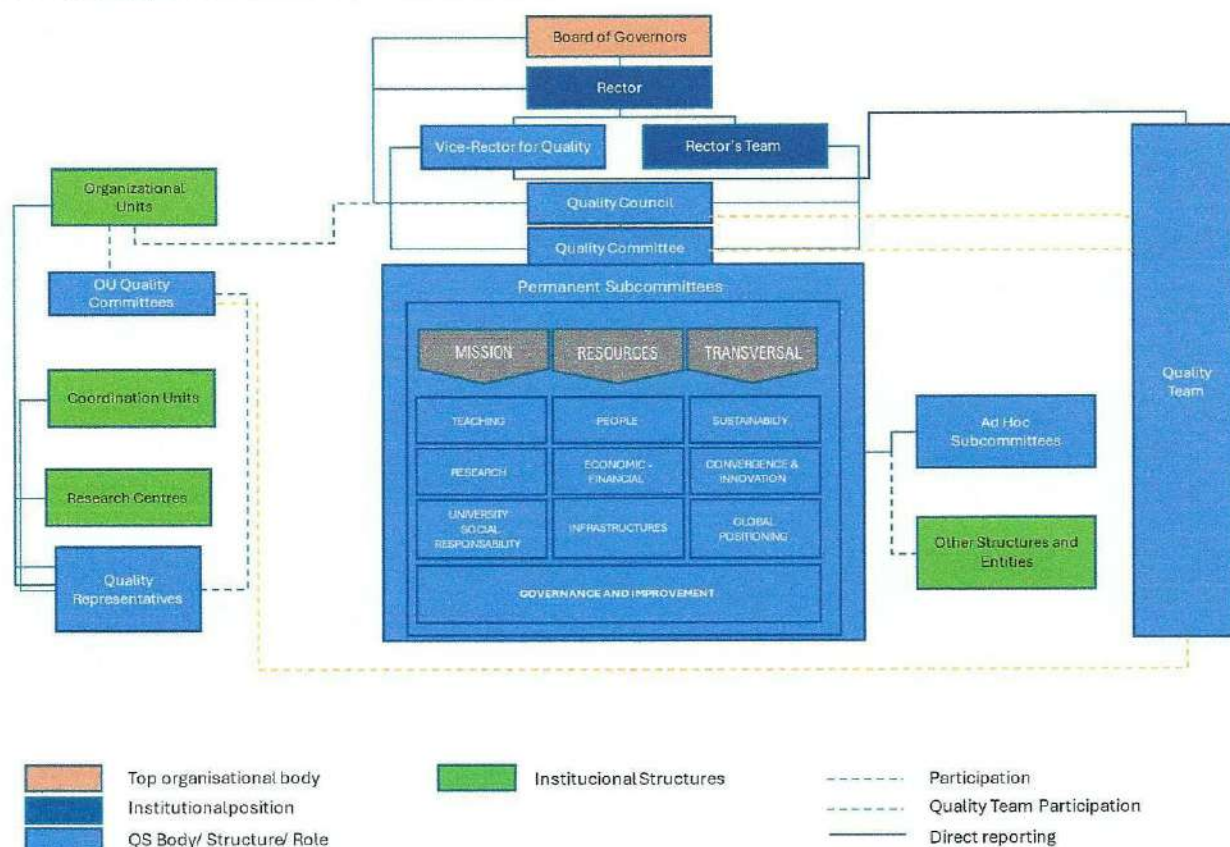
The mandates in these bodies have the same duration of the cycles of quality assessment and planning of UCP's activity, namely five years, except where there is explicit reference to the contrary.

At the intermediate institutional level, the bodies of UCP's QS are the Quality Committees of Organic Units (ComQ UO), one per Unit. These bodies ensure that the entire institution is covered by the Quality System.

At the operational level of the Organic Units, the functions of the QS are ensured by the bodies in operation (e.g., Pedagogical Councils, Scientific Councils, the bodies of the Research and Service Units) and by those responsible for the activities under assessment.

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**Figure 9: QS Organisational Chart**

## 8.1. UCP Quality Council

### Composition


- President
- Rector's Council (Vice-Rectors, Pro-Rectors and Administrator);
- Four Deans of Organic Units
- The two Directors of the Coordination Unit (CADOS) and Research Centres;
- Two individual members, external to UCP, both national and international;
- An Ethics Ombudsman and an Equality and Inclusion Ombudsman;
- Quality Team Coordinators (advisory role).

### Appointment

- By virtue of the positions already held, when applicable;
- The Deans of the represented Organic Units are nominated within the scope of CATCH (Católica TeaCHing) and appointed by order of the President;
- The Directors of the Coordination Unit (CADOS) and of the represented Research Centres are nominated within the scope of CARE (Católica REsearch) and appointed by order of the President;
- External Members are appointed by order of the President (preference will be given to renowned academics with experience in institutional governance and the

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implementation of Quality Systems with past experience in the European Higher Education system).

### Responsibilities

- To independently adjudicate on proposals from the President or from the Quality Committee, regarding changes to the Quality System, Policies, Principles and Tools;
- To promote reflection on the results of the assessment cycles carried out and the observable progression of the results in relation to the previously approved Quality Plans;
- To ratify the UCP Quality Report on an annual basis, and submit it to the Board of Trustees;
- To deliberate on the proposed UCP Quality Plan, to be submitted, for approval, to the Board of Trustees together with the Strategic Plan, or the corresponding Interim Statement.
- To approve the five-yearly periodic reviews of the Quality Manual.

## 8.2. Vice-Rector for the Quality System

Responsibility for the Quality System is formally delegated by the President to a Vice-Rector (Vice-Rector for the Quality System). The Vice-Rector performs this role in close cooperation with the members of the Rector's Council in charge Macroprocess as part of the UCP QS, who are responsible for ensuring the quality cycle of each of the Macroprocesses.

He or she has the following responsibilities:


- To monitor and supervise the functioning of the Quality System throughout the University;
- To coordinate the managers for the Planning, Monitoring, Assessment and Quality Improvement Cycles of the different Macroprocesses at institutional level;
- Ensure the institutional alignment of the Quality System;
- Guide the Quality Team.

## 8.3. UCP Quality Committee

### Composition (Plenary)

- Vice-Rector for the Quality System
- Members of the Rector's Council in charge of roles corresponding to UCP QS Macroprocesses, as dictated by the distribution of responsibilities;
- Quality Representatives for all Organic Units;
- A Quality Representative of the Coordination Unit;
- A Quality Representative for Research Centres;
- Process Managers;
- Quality Team

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### Appointment

- By virtue of the positions already held, when applicable;
- The representative for the quality of the Research Centres is nominated within the scope of CARE (Católica REsearch) and appointed by order of the President.

### Composition (Permanent Macroprocess Subcommittees)

- Members of the Rector's Council in charge of roles corresponding to UCP QS Macroprocesses, as dictated by the distribution of responsibilities – with at least one Vice-rector;
- At least two Quality Representatives;
- Process Managers;
- Members from the Quality Team.

In addition, members external to the Committee may be called upon to participate, namely:

- Representatives of structures relevant to the processes
- Other invited members, including students and members external to UCP.

### Appointment

- According to the distribution of responsibilities;
- Quality Representatives are selected during a plenary meeting of the Quality Committee;
- External participants do not require appointment, as they are invited to participate in ad hoc meetings only.

### Composition (Ad Hoc Subcommittees)

- At least one member of the Rector's Council, with at least one Vice-Rector;
- At least two Quality Representatives;
- Members from the Quality Team;




In addition, members external to the Committee may be called upon to participate, depending on the purpose.

### Appointment


- According to the distribution of responsibilities;
- Quality Representatives are selected during a plenary meeting of the Quality Committee;
- External participants do not require appointment, as they are invited to participate in ad hoc meetings only.

### Responsibilities (Plenary)

- To prepare and approve proposals for quality promotion and assurance, as well as tools and procedures associated with the Quality System;
- To prepare the UCP Quality Report proposal (institutional level), to be submitted to the Quality Council for ratification;
- To prepare the UCP Quality Plan proposal (institutional level), to be submitted to the Quality Council for deliberation;
- To approve the annual revisions (or as often as justified) of the Quality Manual;

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- To respond to institutional requests regarding quality;
- To monitor and propose actions to mitigate strategic risks;
- To manage the Governance and Improvement Macroprocess in all its applications;
- To organise and streamline Ad Hoc and Permanent Subcommittees, defining their constitution and schedule.

#### Responsibilities (Permanent Macroprocess Subcommittees)

- To prepare proposals for quality promotion and assurance specific to the MP;
- To prepare proposals for Quality System tools and procedures specific to the MP;
- To respond to requests for quantitative or qualitative data specific to the MP (i.e., "Information Officers" by Process) within the scope of monitoring (including SDP);
- To prepare the Quality Report and the Macroprocess Quality Plan annually, incorporating the specific members of the Committees of the Organic Units;
- To prepare Macroprocess quality policy proposals, as applicable;
- To insure the updating and communication of Macroprocess and associated Processes' parameters;
- To define and ensure the implementation of:
  - Interaction with stakeholders;
  - Risk assessment and respective mitigation;
  - Alignment with benchmarks and requirements;
  - Application of continuous improvement tools and audits;
  - Specific documentation.

#### Responsibilities (Ad Hoc Subcommittees)

*E.g., for institutional responses:*

- Propose responses to institutional requests, regarding assessment and accreditation, whether internal or from Regulatory Agencies or others.

*E.g., Quality Forums:*


- Advisory bodies created for specific purposes by the UCP Quality Committee, or by its Permanent Subcommittees, which defines its constitution and schedule;
- To inform, communicate, test and/or validate topics relevant to the Quality System.

## 8.4.Organic Unit Quality Committee

#### Composition

- Dean of the Organic Unit;
- Chair of the Scientific Council;
- Chair(s) of the Pedagogical Council(s) or Committee(s);
- Director(s) of Research Center(s), should they exist as part of the Organic Unit;
- Directors of Knowledge Transfer Units in the Organic Unit;
- Quality Representative;
- One to two members external to UCP (with professional activity in Portugal and/or other countries);
- A student representative from the Organic Unit.

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- Other members of the Unit and external members may be called on, to promote a critical reflection on the results of the assessment cycles carried out.

### Appointment

- By the Organic Unit;
- Whenever there is an appointment or a change, this will be communicated to the Board and to the Quality Committee.

### Responsibilities

- To organise and create the necessary conditions for the Planning, Monitoring, Assessment and Quality Improvement Cycles of the Core Unit;
- To prepare the Organic Unit Quality Report and Quality Plan, structured by Macroprocesses – these will subsequently be submitted for consideration by the Scientific Council and the Pedagogical Council, which will issue a formal opinion;
- To monitor and ensure the assessment and improvement cycles of the various Macroprocesses in the Organic Unit;
- To analyse proposals for the creation of new study cycles and improvement actions, as regards legal requirements and other regulations defined within the scope of the Quality System;
- To organise the Organic Unit's accreditation processes.



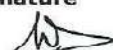
#### 8.4.1. Other responsibilities of Organic Units

In Organic Units, where there is more than one Pedagogical Council, the conditions for representation for transversal principles provided for by the Quality System for the entirety of UCP shall apply. In Organic Units in which the Board of Directors guarantees, in its constitution, the representation of the different activities carried out by the Unit (teaching, research, university social responsibility), it may take on the role of the Quality Committee of the Organic Unit. In this case, a semi-annual meeting will be scheduled, and any ad hoc meetings as required, to be devoted to the Quality System and corresponding responsibilities. For these meetings, other members of the Unit and external members may be called to promote a critical reflection on the results of the assessment cycles carried out.


### Study Cycle Quality Assessment Structure

It is necessary to ensure that Quality Reports are prepared, for each study cycle, by working groups whose composition is, invariably:

- Programme Coordinator
- One student per curricular year;
- One lecturer per curricular year (lecturers should be teaching Curricular Units (UCs) of the degree for at least two years, convening, between them, UCs of the main scientific areas and all curricular years of the degree.);
- One to two elements external to UCP (external partners who take part in the degree, such as Internship Hosts, members of juries, external mentors,

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representatives of associations or professional orders, teachers, should be invited from among the degree's graduates). Representation of international experience should be sought.

When multiple degrees with common components are part of the same Organic Unit, the number of lecturers and students can be jointly selected for the relevant degrees the courses involved, thus ensuring the representation of all scientific areas by the lecturers, and of all curricular years and areas of specialization by students.

### Research and Innovation Quality Assessment Structure

Cycles for planning and regular assessment of the quality of research and innovation are established, as provided for in the Legal Framework of Research and Technological Development Institutions, with a Monitoring Committee with external members (and with work experience in institutions outside the country). These procedures and their respective documentation form part of the assessment cycles of the Organic or institutional Units, carried out within the scope of the Quality System. The Scientific Council and middle-level managers (e.g., line or project coordinators) of the Research Unit, as well as its researchers, should be associated with this process.

In all units, and regardless of the existence of a Research Unit, the research component must be considered as the result of the activity of teaching staff, reflecting the more straightforward relationship between research and the available graduate study cycles.

External members of the Research Unit's Monitoring Committee can be invited as external members of the Quality Committee of the Organic Unit, enabling a global and sustained perspective.

Similarly, knowledge transfer units must define and implement assessment and improvement cycles in accordance with common principles, with possible minor adaptations, particularly for the smaller among these units.


The Quality of Research and Innovation in each Organic Unit is monitored and assessed by the respective Dean through productivity indicators and is a component of the annual assessment cycles within the Organic Unit.

## 8.5. Quality Representatives

Each Organic Unit has one Quality Representative. There is one Quality Representative for all Research Centres. The same applies for all Coordination Units (one Representative). Their responsibilities are:

- To promote the QS in their organisation (whether Organic Units, Research Centres, or Coordination Units), by appointment of the respective Coordinating Team;
- To cooperate with the Quality Team, liaising with it on a regular basis, with the purpose of effectively implementing the Governance and Improvement Macroprocess, as well as applying other Macroprocesses;
- To promote the involvement of all stakeholders of the organisation in the Quality System and in other, broader dynamics;

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- *(For Organic Units only)* To support the Quality Committee of the Organic Unit in its tasks, and to represent the respective Organic Unit in the UCP Quality Committee.

### Appointment

- By the respective organisation/structure;
- Whenever there is an appointment or a change, this will be communicated to the Board and to the Quality Committee.

## 8.6. Quality Team


The Quality Team (QT) includes members who work exclusively in the QS, as well as members who perform advisory functions to the Macroprocesses. The QT managers report to the Vice-Rector of the QS and, in a specialized manner, to the members of the Rector's Council in charge of Macroprocesses within the scope of the UCP QS, who are responsible for ensuring the respective quality cycles. This team must ensure the development and operation of the different technical components of the QS. To this end, it will act in close collaboration with the Quality Representatives and other bodies.

Responsibilities include:

- To support the bodies of the Quality System;
- To support the UCP Quality Committee in the preparation of drafts of the UCP Quality Report and the UCP Quality Plan;
- To organise and support the implementation of the processes necessary for the proper functioning, assessment, and certification of the Quality System;
- Prepare proposals for revisions to the Quality Manual, to be submitted to the Quality Committee;
- To maintain and develop the procedures described in the Quality Manual;
- To cooperate in the implementation of Quality System processes, supporting assessment cycles and the functioning of different committees;
- To ensure specifications and identify any needs for updating the Quality System's information system, in conjunction with UCP's IT systems;
- To prepare in-depth studies on the university or its context;
- To produce statistical and descriptive information, based on assessment results, for all institutional levels;
- To communicate and disseminate the Quality System's transversal results.

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## 9. Documentation requirements

The UCP QS encompasses an integrated set of processes, documents, systems, and other tools to support the planning, monitoring, assessment, and improvement of the activities developed. The System is based on a relationship of trust with stakeholders. The main objective is the sustainability of the institutional positioning in UCP's with continuous improvement.

The UCP Quality Cycle provides for documentary elements at all three levels (strategic, management and operational).

- **Quality Plans:** interconnected set of quality policies and approved measures, such as Strategic Initiatives and Improvement Actions, at the appropriate institutional levels (UCP and UO). These documents are an integral part of the UCP QS and the Strategic Plans of the Organic Units;
- **Quality Reports:** these result from critical reflection, given the quality policies and approved measures, based on the analysis of the information for management that is made available. They include proposals for corrective, improvement, and innovation measures. They are prepared at all levels of institutional activity covered by the QS (UCP and UO);
- **Information for Management:** consists of 1) quantitative information and indicators, aggregated by the Quality Team as part of the monitoring of the Strategic Development Plan; and 2) monitoring information on the improvement measures or strategic initiatives taken and their impact.


Each evaluation intends to attain a global perspective that analyses both the quality results of the more operational levels (i.e., degrees, research, services, ...) and the quality assessment of Organic Units and of UCP itself.

This global perspective entails a vertical integration, where the results of the analysis and assessment of the quality of the different activities are integrated into the Quality Reports of the Organic Units and Support Services. These, in turn, will be analyzed and reflected on together at the institutional level of UCP.

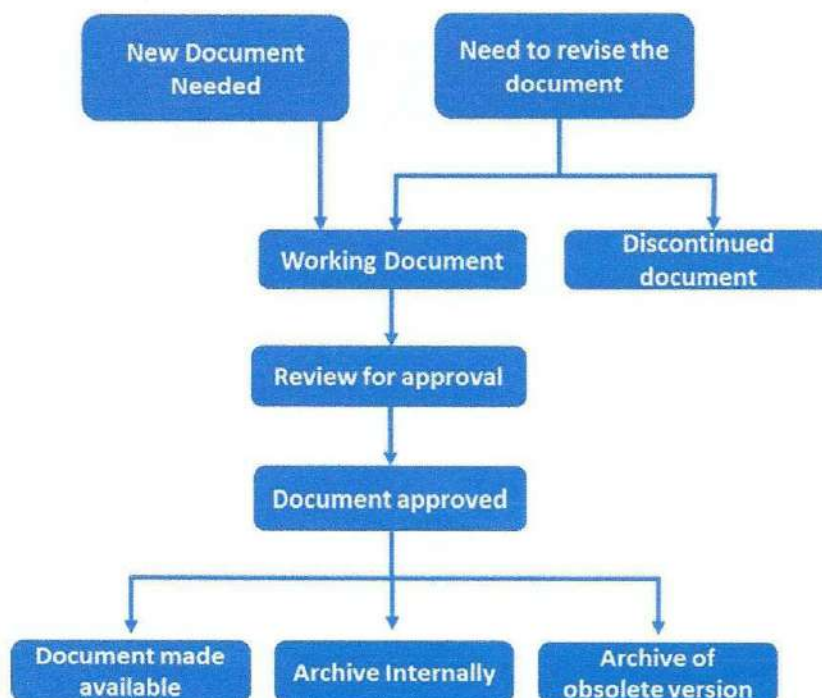
At the same time, a horizontal integration is also intended, that reflects the interdependence between the different types of activity. In the case of Organic Units, the interdependence between teaching, research and social responsibility must be integrated through Teaching that is grounded on Research. To this must be added the support offered by the Resource Axis in its three dimensions of People, Infrastructures and Economic-Financial, which is an undeniable element of UCP's operation. In a transversal way, and underlining the institution's cultural commitment, are the concerns of global positioning, convergence and innovation, and sustainability. At the institutional level, and in all these dimensions, the quality cycles will need to reflect the complementarity and interdependence between Organic Units.

The management of the life cycle of documents is represented in Figure 10. The operational definition is described in the "Document Management" document (Table 15).

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The record of the documents' editing history is available in "HD\_UCP" the file referred to in the "Document Management" document (Table 15).



**Figure 10:** Document life cycle

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