



CATOLICA
— UNIVERSIDADE | PORTUGAL

Quality Manual

Version 08– april 2026

	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

Table of Contents

I. Abbreviations and acronyms	1
II. UCP's Senior Governance and Management Bodies	3
III. UCP Organic Units (faculties, institutes and schools)	4
IV. UCP Coordination Units	5
V. Internal focus groups	5
VI. UCP Research Centres	6
VII. Consulting and Scientific Services Transfer Units	7
VIII. Associated Entities	9
IX. Participated Entities	9
1. Technical introduction	10
2. Background	11
3. Presentation of Universidade Católica Portuguesa	14
3.1. Mission, Values and Vision	15
3.2. Organisational Structure	16
4. Principles of UCP's Quality System	18
4.1. Guiding Principles for the Development and Improvement of Internal Quality Management Systems (A3ES)	20
4.1.1 Objectives	21
5. Quality Policy	23
6. Stakeholders	24
7. The Macroprocess Approach	26
7.1. Institutional strategy for quality	26
7.2. The Macroprocesses	27
7.3. Processes, Subprocesses and Operational Activities	29
7.4. Quality Cycle	31
7.5. Technical Procedures	33
8. Quality System Structure and Responsibilities	34
8.1. UCP Quality Council	35
8.2. Vice-Rector for the Quality System	36
8.3. UCP Quality Committee	36

Prepared by /Date  EQ 29/04/2026	Checked by /Date  VR MM 29/04/2026	Approved by /Date/Signature   ComQ 29/04/2026	i
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

8.4.	Organic Unit Quality Committee	39
8.5.	Quality Representatives.....	39
8.6.	Continuous Improvement.....	40
8.7.	Quality Team	40

List of tables

Table 1:	List of abbreviations and acronyms.	1
Table 2:	UCP's Senior Governance and Management Bodies (figure 1)	3
Table 3:	UCP Organic Units.....	4
Table 4:	UCP Coordination Units.....	5
Table 5:	Internal focus groups.	5
Table 6:	UCP Research Centres.	6
Table 7:	Consulting and Scientific Services Transfer Units.....	7
Table 8:	Associated entities at Universidade Católica Portuguesa.	9
Table 9:	Participated Entities.	9
Table 10:	Schedule alignment of UCP planning and assessment cycles.	32
Table 11:	Technical Procedures	33

List of Figures

Figure 1:	Governing Bodies and Higher Administration of the UCP.	17
Figure 2:	UCP Organisation chart (march 2026).	17
Figure 3:	Structuring the Fundamental General Principles according to the PDCA cycle (A3ES).	21
Figure 4:	Stakeholders of UCP's Quality System.	24
Figure 5:	The Studio University. Promoting wisdom for a new humanity (Source: UCP SDP (2026–2030)).	26
Figure 6:	UCP QS – Macroprocess Diagram.....	28
Figure 7:	Hierarchy of Interrelated Activities in the UCP QS	30
Figure 8:	UCP quality cycle.	32
Figure 9:	QS Organisational Chart	35

Prepared by/Date EC 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	ii
--	---	---	----

	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

I. Abbreviations and acronyms

Table 1: List of abbreviations and acronyms.

Abbreviation	Full name
A3ES	Agency for Assessment and Accreditation of Higher Education
AI ²	Agency for Research and Innovation
AVEPRO	Agency for the Evaluation and Promotion of Quality in Ecclesiastical Faculties
CARE	Católica REsearch
CASUS	Católica for Sustainability
CATCH	Católica TeaCH
CI	Research Centre(s) (R&D Units)
ComQ UO	Organic Unit Quality Committee
ComQ UCP	Quality Committee of Universidade Católica Portuguesa
CQ UCP	Quality Council of Universidade Católica Portuguesa
CRB	Braga <i>Campus</i>
CRP	Porto <i>Campus</i>
CRV	Viseu <i>Campus</i>
DGEEC	Directorate-General for Education and Science Statistics
EHEA	European Higher Education Area
EI	Institutional Structures
ENQA	European Association for Quality Assurance in Higher Education
EQ	Quality Team
ESG	Standards and Guidelines for Quality Assurance in the European Higher Education Area
EUA	European University Association
HEI	Higher Education Institution(s)
IES, I.P.	Portuguese Agency for Higher Education (Public Institute)
IM	Information for Management
KPI	Key Performance Indicator
OA	Operational Activity(ies)

Prepared by /Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	1
--	--	---	----------

	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

Abbreviation	Full name
OU	Organic Unit (faculty, school, or institute)
PI	Stakeholders
QP	Quality Plan
QR	Quality Report
QS	Quality System
RJAES	Legal Framework for Higher Education Assessment
RJIES	Legal Framework for Higher Education Institutions
RJIIC	Legal Framework for Scientific Research Institutions
SC	Study Cycles
SDP	Strategic Development Plan
SP	Strategic Projects
UC	Curricular Unit
UCP	Portuguese Catholic University

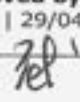
Prepared by /Date  ComQ 29/04/2026	Checked by /Date  VR MM 29/04/2026	Approved by /Date/Signature   ComQ 29/04/2026	2
--	--	---	---

	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

II. UCP's Senior Governance and Management Bodies

Table 2: UCP's 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
	President's Team
	Financial Management Council
	Fiscal Council

Prepared by /Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	3
---	---	--	---

	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

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

Table 3: UCP Organic Units.

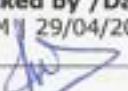
Denominação	Apresentação
FFCS	Faculty of Philosophy and Social Sciences
FT	Faculty of Theology
FCH	Faculty of Human Sciences
ESB	Faculty of Biotechnology
FCEE (CLSBE)	Católica Lisbon School of Business and Economics
FD	Faculty of Law
EL-FD	Faculty of Law - Lisbon School ¹
EP-FD	Faculty of Law - Porto School ¹
CGSL	Católica Global School of Law ¹
EA	School of Arts
IEP	Institute for Political Studies
FEP	Faculty of Education and Psychology
FEG (CPBS)	Católica Porto Business School
FCSE	Faculty of Health Sciences and Nursing
EE-L	School of Nursing (Lisbon)
EE-P	School of Nursing (Porto)
ISDC	Institute of Canon Law
IGOS	Institute of Management and Health Organisations
FMD	Faculty of Dental Medicine
FM	Católica Medical School

¹ For the purposes of the Quality System, these are considered separate OUs.

Notas:

The OUs are organised in chronological order of creation.

Within the UCP QS, the Organic Units considered are 19 (the FD is not considered, only its three Schools).

Prepared by /Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026 	4
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

IV. UCP Coordination Units

Table 4: UCP Coordination Units.

Denominação	Apresentação
CADOS	Católica DOctoral School

V. Internal focus groups

Table 5: Internal focus groups.

Denominação	Apresentação
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 (Headquarter and RCs)	Student Associations at Universidade Católica Portuguesa
-----	University Pastoral Teams
-----	Chaplaincies

Prepared by /Date BQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	5
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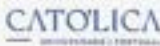
	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

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

Prepared by / Date ED 29/04/2026 	Checked by / Date VR MM 29/04/2026 	Approved by / Date / Signature ComQ 29/04/2026  	6
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

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
Promotor	Mentoring Professional	CEA/CLSBE
OPPP	Public-Private Partnership Observatory for Portugal	CEA/CLSBE
CTIE	Centre for Technological Innovation & Entrepreneurship	CUBE/CLSBE
CRB	Centre for Responsible Business & Leadership	CUBE/CLSBE
BMDLab	Business Model Design Lab	CUBE/CLSBE
BIU	Behavioral Insights Unit	CUBE/CLSBE
CORE	Centre for Consumer Wellbeing & Retail Innovation	CUBE/CLSBE
Food Behaviour Lab	Food Behaviour Lab	CUBE/CLSBE
PROSPER	Centre of Economics for Prosperity	CUBE/CLSBE
CEBE	Centre 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 Centre	CITAR/EA
CCR	Centre for Art Conservation and Restoration	CITAR/EA

Prepared by/Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	7
---	--	--	---

	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

Denominação	Apresentação	UID/Escola
Cuidar*te	Centre for Psychological Care and Specialized Training	CEFH/FFCS
SAME	Education Improvement Support Office	CEDH/FEP
SCB	Scientific Services in Biotechnology	CBQF/ESB
CINATE	Centre for Innovation and Technological Support	CBQF/ESB
EBRI	European Biotechnology Research Institute	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
Centro de Dislexia Viseu	Viseu Dyslexia Centre	IGOS
Centro de Hiperatividade e Perturbações do Comportamento	Hyperactivity and Behavioural Disorders Centre	IGOS
HNL	Human Neurobehavioral Laboratory	CEDH/FEP
Centro de Pareceres	Centre for Legal Opinions	CEID/FD
Centro de Arbitragem	Arbitration Centre	CEID/FD
ODUE	Arbitration Centre	CEID/FD

Nota: This table can be consulted at: https://www.ucp.pt/research-and-innovation/innovation/knowledge-transfer-and-consulting-services?set_language=en

Prepared by/Date BQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	8
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

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 S. José

IX. Participated Entities

Table 9: Participated Entities.

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

Prepared by /Date BQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026 	9
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
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1. Technical introduction

The content of this document applies to the entire UCP, in a transversal and comprehensive manner. Responsibility for implementing the provisions contained herein lies with all members of the University and extends to all external stakeholders who collaborate with the institution.

The purpose of this document is to present the fundamental parameters of UCP's Quality System, framed within the University's specific context and set out in a structured manner. To this end, a general contextualisation of the institution is provided within the legal, regulatory, and statutory framework in which it operates. The institution is therefore introduced, including its mission, values, and vision, as well as its organisational structure. The guiding principles of the Quality System and UCP's Quality Policy—which underpins the relationship with both internal and external stakeholders, also identified herein—are likewise described. The Quality System is then presented through its macroprocess approach, in terms of institutional strategy and the Quality cycle, identifying the existence of indicators, monitoring and continuous improvement actions, and the associated procedures. This is followed by a description of the organisation of the System in terms of its organic and functional structure, with assigned responsibilities. Finally, this Manual also sets out the documentation requirements of the Quality System.

Notes:

- This document enters into force on the date of its approval.
- The Quality System is subject to ongoing improvement; therefore, this document shall be revised whenever necessary.
- Various units/services are consulted during the drafting, approval, and revision of the document.
- Any revision of the contents entails an update of the document version.
- Only one controlled original of the Quality Manual exists, held by the "Continuous Improvement" Directorate.
- All printed copies shall be considered uncontrolled copies.
- The document is locked for printing.
- Controlled copies are held by the "Continuous Improvement" Directorate.
- A version of this Manual is available in English.

The document is available for consultation, with open access, on the University's website via the following link: <https://www.ucp.pt/pt-pt/catolicainstitucional/o-sistema-da-qualidade-da-ucp-sq-ucp>

Prepared by/Date BQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature CornQ 29/04/2026  	10
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		Version:	08
		Date:	29/04/2026
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2. Background

The quality of an institution reflects the degree to which the services it provides are aligned with the mission it seeks to fulfil. In order to realise their mission, institutions define which activities they must undertake, which resources they will employ, how these will be used, and which results they aim to achieve. In this context, the quality of higher education institutions is understood as a dynamic and continuous process, arising from the interaction between the various institutional actors, organisational contexts, and the environments of learning, research, and engagement with society. The Portuguese Catholic University (UCP) adopts a Quality approach that renders visible the operations designed to support its Mission.

A quality system aims to create mechanisms and procedures that simultaneously ensure, internally, the promotion of process improvement in alignment with the institution's mission and, externally, compliance with the requirements of transparency and accountability to society. Under Article 17(1) of the Legal Framework for Higher Education Quality Assurance (RJAES), higher education institutions are responsible for defining, implementing, and developing quality assurance policies and practices, as well as for fostering an institutional culture oriented towards the continuous improvement of their performance. **Quality assurance systems should not be regarded as merely procedural or bureaucratic mechanisms, nor as autonomous structures detached from institutional life, but rather as systems integrated into the practices, processes, and organisational culture of the institution.**

UCP's Quality System (QS) seeks to respond to the need for management systems capable of addressing the internal and external complexity within which it operates. Accordingly, the UCP QS accompanies the institution's strategic planning and its implementation, ensuring the introduction of the necessary improvements that emerge from close monitoring. Thus, through the production of information, the promotion of reflection, and the assessment of the extent to which objectives have been achieved, the QS performs a supporting role in strategic orientation, decision-making, and institutional management, monitoring resources, activities, and results.

The Quality System of the Portuguese Catholic University (UCP QS) was established in 2018, within the legal framework and evolving dynamics of the national and European higher education sector, in which the Agency for Assessment and Accreditation of Higher Education (A3ES), aligned with the European Association for Quality Assurance in Higher Education (ENQA) and with the recommendations of the Bologna Process aimed at creating the European Higher Education Area, has been certifying institutional quality systems since 2012. The development of the UCP QS has been guided by objectives of quality assurance and continuous improvement, and it is certified by A3ES (AINST2022 – second cycle of institutional evaluation).

In February 2021, a revision of the UCP QS was undertaken, establishing the following principles:

- The UCP QS is inseparable from the Strategic Development Plan (SDP) in the planning, monitoring, evaluation, and integration of institutional improvement.

Prepared by /Date ED 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	11
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
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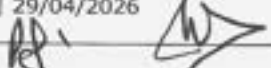
- The UCP QS now articulates the dimensions underpinning UCP's strategic development. At the time of the 2021–2025 SDP, it came to incorporate the dimensions of the strategic pillars relating to Mission, Resources, and Cross-cutting Areas.
- The UCP QS now makes explicit, within its structure, a process-based approach.

The strategic importance of the UCP QS for the institution was reinforced through its integrated articulation with the 2021–2025 Strategic Development Plan, from which point it came to incorporate the monitoring and management of the Strategic Plan. The QS began to encompass the institutional macroprocesses of UCP's SDP (2021–2025).

In 2026, in connection with the development of the new SDP for the 2026–2030 five-year period, a further revision of UCP's Quality System was undertaken. Maintaining the process-based approach and the quality principles of the system in force, the QS was aligned with the purposes and structure of the 2026–2030 SDP.

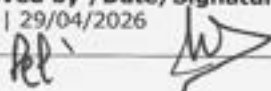
The UCP QS is governed by the civil (European and Portuguese) and ecclesiastical normative and legislative framework, namely:

- Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) [ESG 2015.pdf](#);
- Guiding Principles for the Development and Improvement of Internal Quality Management Systems (SIGQ) in Higher Education Institutions in Portugal (2026) (<https://a3es.pt/wp-content/uploads/Principios-Orientadores-SIGQ.pdf>);
- The Bologna Process and the creation of the European Higher Education Area;
- Law No. 49/2005 of 30 August, which amended the Basic Law of the Education System (Law No. 46/86 of 14 October), namely in matters relating to higher education;
- Law No. 38/2007 of 16 August, amended by Law No. 94/2019, which approves the Legal Framework for the Assessment of Higher Education;
- Decree-Law No. 74/2006 of 24 March, amended by Decree-Law No. 107/2008 of 25 June, 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 No. 65/2018 of 16 August, by Decree-Law No. 27/2021, which approves the legal framework for higher education degrees and diplomas, and by Decree-Law No. 13/2022 of 12 January, which approves the Legal Framework of Public Police Higher Education and establishes its organisation and specificities within the context of the national public higher education system;
- Law No. 62/2007 of 10 September, which establishes the Legal Framework of 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 strengthens polytechnic education by amending the Basic Law of the Education System and the legal framework of 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;

Prepared by/Date BQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026 	12
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

- 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 20 April, amended by Law No. 157/99 of 14 September, which approves the Statute of the Scientific Research Career, and by Decree-Law No. 373/99 of 18 September, which amends the basic monthly remuneration of staff in higher education teaching careers and the scientific research career;
- Decree-Law No. 57/2016 of 29 August, amended by Law No. 57/2017 of 19 July, which approves a recruitment scheme for doctorate holders aimed at stimulating scientific and technological employment across all fields of knowledge;
- Institutional Assessment Manual for Higher Education 2022 (A3ES) (<https://a3es.pt/wp-content/uploads/Manual-para-o-Processo-de-Avaliacao-Institucional-no-Ensino-Superior-2022.pdf>);
- Self-Assessment Report 2022 (A3ES) (<https://a3es.pt/wp-content/uploads/Guiao-para-a-Elaboracao-do-Relatorio-de-Autoavaliacao-Institucional-2022.pdf>)
- della Santa Sede per la Valutazione e la Promozione della Qualità delle Università e Facoltà Ecclesiastiche (AVEPRO).

Prepared by /Date EO 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026 	13
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		Version:	08
		Date:	29/04/2026
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Scope:	Quality System Management Documents.		

3. Presentation of Universidade Católica Portuguesa

The UCP, established in 1967 by decree of the Holy See, is constituted as a Higher Education Institution of humanistic orientation.

Furthermore, in accordance with its Statutes (of 8 September 2023, published pursuant to Decree-Law No. 128/1990 of 17 April, ratified and approved by Decree of the Congregation for Catholic Education of 11 October 1993 (N.132/79/15), with the amendments introduced and approved by the Dicastery for Culture and Education on 28 April 2023, published in the Diário da República, 2nd series, No. 185, in Notice No. 18383/2023 of 22 September 2023), Chapters I and II establish that UCP is responsible for contributing to the protection and development of the human person in accordance with the principles of Christian humanism, as well as to the preservation and enhancement of its cultural heritage, through research, teaching, and services rendered to the community at local, national, and international levels.

UCP seeks to be a university that leads in the global production of knowledge for the common good and in the education of today's students for tomorrow's challenges. Its mission is to serve the country through innovative research and internationally oriented, excellent teaching, guided by sustainability and inspired by the spirit underpinning Christian humanistic education.

It is a multi-campus institution with a clear international vocation, committed to promoting high-quality education and holistic formation, the advancement of knowledge and leading research, and innovation in the service of the common good. Notwithstanding the diversity arising from its decentralised structure, it presents itself as a single academic and administrative institution, headquartered in Lisbon.

Its Organic Units (OUs) — Faculties, Institutes or Schools — when located outside the Headquarters, are integrated into three Regional Centres (RC), Braga, Porto, and Viseu, and carry out their work with due regard for their connection to the local context in which they operate.

In addition to the OUs, UCP comprises Research Centres (R&D Units), centres for external service provision and study, as well as Offices and Support/Corporate Services for the activities carried out at UCP, which may either be integrated within the OUs or fall under the direct authority of the President or the Regional Centres.

Prepared by /Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	14
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

3.1. Mission, Values and Vision

MISSION

To educate people, cultivate knowledge, and transform the country and the world through the excellence of example.

VALUES

Responsible Autonomy

Integral Ecology

Transformative Education

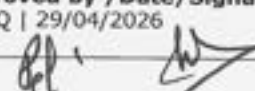
Experimentation with Integrity

New Humanism

VISION

To contribute to the strengthening of a Europe of knowledge, promoting excellence through teaching inspired by Christian humanistic principles and through research capable of transforming the lives of individuals and the planet.

To empower a new generation of leaders, guided by wisdom and the flourishing of the human person, serving communities, the country, and humanity, while respecting their diversity.

Prepared by /Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026 	15
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

3.2.Organisational Structure

The UCP constitutes, under the law, a legal person of public utility, endowed with the capacity to acquire, dispose of, contract, and appear in court, and is an institution of the Portuguese Episcopal Conference, created by the decree *Lusitanorum Nobilissima Gens* of the Sacred Congregation for Catholic Education, having been recognised by the Portuguese State in 1971 pursuant to the Concordat between Portugal and the Holy See.

The legal framework governing UCP is set out in Decree-Law No. 307/71 of 15 July, revised by Decree-Law No. 128/90 of 17 April. The Concordat between the Holy See and the Portuguese Republic of 18 May 2004, in Article 21, recognises that UCP carries out its activities in accordance with Portuguese law, while respecting its institutional specificity, safeguarded in particular by Article 180 of Law No. 62/2007 of 10 September, known as the Legal Framework of Higher Education Institutions (RJIES).

The current **Statutes of UCP, promulgated in 2023**, provide for the following governing bodies, as shown in Figure 1:

- **Senior Hierarchical Bodies:**
 - Dicastery for Culture and Education: exercises jurisdiction over UCP, either directly or through the Grand Chancellor.
 - Portuguese Episcopal Conference: maintains, guides, and supervises UCP.
- **Individual Governing Bodies:**
 - High Chancellor: by virtue of office, the Patriarch of Lisbon.
 - President: responsible for the academic and administrative management of the University.
- **Collegiate Bodies:**
 - Board of Trustees: oversees institutional activities and the governance and administration of UCP.
 - Academic Council: examines and debates matters related to the University's academic and scientific activity, as well as budget execution and the functioning of its campuses.
 - President's Team: advises the President in the governance of the University on all matters the President chooses to submit to it.
 - Financial Management Council: monitors the administration of the University's patrimonial and financial assets.
 - Fiscal Council: issues an opinion on UCP's financial statements.

The definition of responsibilities and the composition of these bodies may be consulted in UCP's Statutes.

Prepared by /Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	16
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

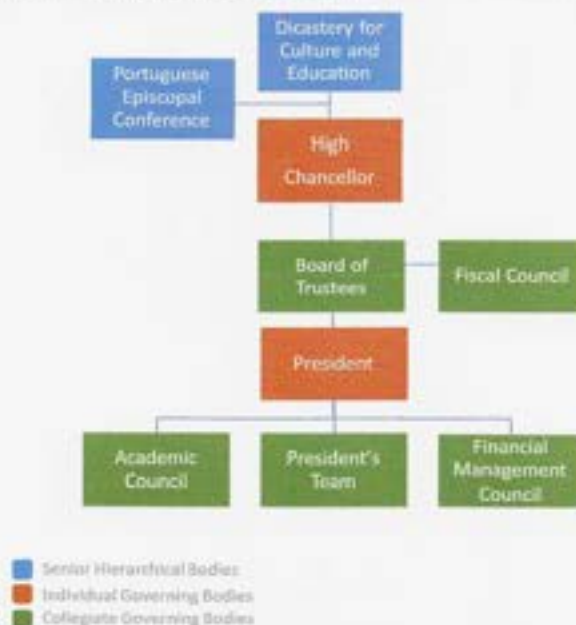


Figure 1: Governing Bodies and Higher Administration of the UCP.

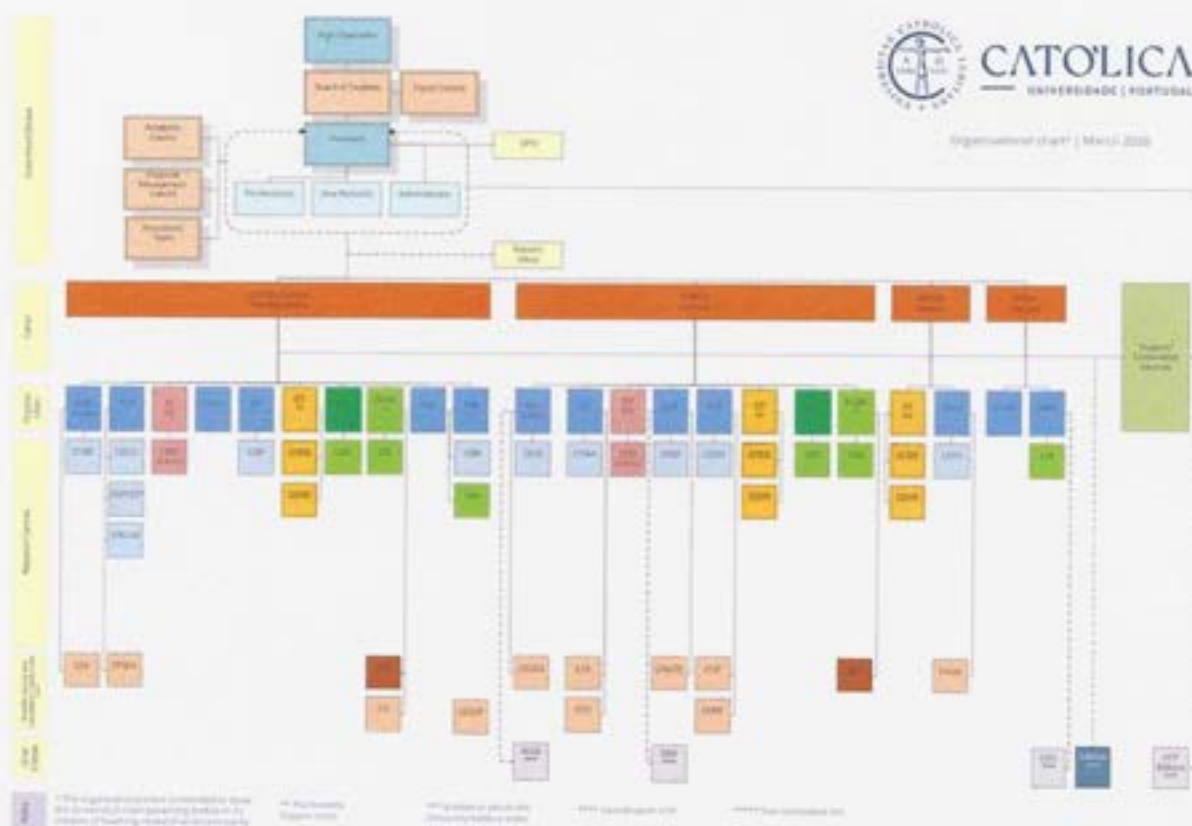
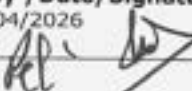
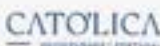


Figure 2: UCP Organisation chart (march 2026).

Prepared by/Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026 	17
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

4. Principles of UCP's Quality System

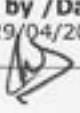
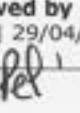
The UCP QS is guided by a set of organisational and operational principles, namely:

- A. Design of the QS in alignment with UCP's principles and values, its strategic orientation, its positioning, its internal organisation, and its mission of teaching, research, and service to the community;
- B. Comprehensive institutional scope, covering the entire institution, including the Headquarters and the three Regional Centres, all Organic Units, Support/Corporate Services, and all dimensions of institutional activity;
- C. Inclusive character of the system, insofar as it incorporates the perspectives and assessments of the various Stakeholders who constitute the University's internal community, as well as those who, being external, have an interest in UCP's activities;
- D. Establishment of a dedicated governance structure with a clear distribution of competences within the system and articulated with the existing governance and management structure. The individuals responsible—determined by virtue of their institutional roles—are predominantly those already holding positions within the University, assuming responsibility for the evaluation cycles and, in coordination with the established governance and management structure, ensuring their translation into policies and improvement actions;
- E. Single, unified dimension of the QS, aimed at building a shared vision and ensuring comparability across Organic Units, Research Centres, and Support/Corporate Services, based on:
 1. In the Guiding Principles of the QS document-management system set out in the document "Document Management of the QS" (Table 11: Technical Procedures).
 2. In References and Regulatory Frameworks:
 - i. General regulations governing the monitoring, evaluation, and continuous-improvement cycles of the QS;
 - ii. Quality best practices recognised in the university context;
 - iii. International quality standards;
 - iv. Higher-education ranking indicators;
 - v. Legal requirements, with emphasis on sustainability (at all levels), transparency, integrity, and governance;
 - vi. Guiding Principles for the Development and Improvement of Internal Quality Management Systems (SIGQ) in Higher Education Institutions in Portugal, issued by A3ES.
 3. In the Instruments:
 - i. Monitoring, analysis, and evaluation instruments for resources, activities, results, and impact, produced for the different organisational and analytical levels (including key performance indicators, application and processing procedures, stakeholder surveys, and reporting templates);
 - ii. Organisation of the documentary system and the single formal archive of the QS.

Prepared by /Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	18
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

4. In alignment with operational structures and the involvement of teams.
- F. Risk Management, which shall include mechanisms for identifying sources of uncertainty — and their mitigation — that may affect dimensions of the quality of services provided, as well as the definition of minimum thresholds for resources and observed quality, and the mandatory procedures for addressing negative levels in the established indicators (quality-assurance mechanisms);
- G. Use of standardised information bases (constructed in accordance with established and auditable rules and procedures, common to all internal bodies of the University, relating to the collection, recording, and provision of information), which enables alignment between the information supplied externally and that which feeds internal quality-management processes;
- H. Clear definition of the Quality Policy and of the commitments to be undertaken within the institutional and sustainable process of continuous improvement;
- I. Management Control and Review, including the annual review, covering all processes and based on information obtained through Evaluation and Continuous Improvement;
- J. Existence of a culture of planning, evaluation, and continuous improvement, grounded in information systems that support decision-making, as well as in mechanisms of internal scrutiny and monitoring (developed and applied by UCP) and external scrutiny (developed and applied by external entities), implying:
 1. Planning with defined targets and Strategic Projects established by the Board of Trustees and the President's Team, integrated respectively into the SDP and the QP, and reviewed, when necessary, in emerging situations;
 2. Semi-annual monitoring is integrated into the reporting of the SDP, without prejudice to the process-level monitoring carried out within the QS;
 3. Review and Improvement following Monitoring, with improvement actions being proposed, managed, and monitored within the QS, and whose effectiveness is regularly assessed as part of the Monitoring process.
 4. Cyclical internal and external evaluations, both through audits and through the annual Quality Reports (of the Organic Units and of UCP as a whole), with the primary objective of assessing the introduction of improvements and defining actions aimed at enhancing the performance of processes, the QS, and UCP.

Prepared by /Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	19
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

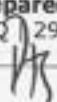
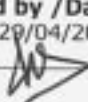
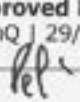
4.1. Guiding Principles for the Development and Improvement of Internal Quality Management Systems (A3ES)

The Guiding Principles for the Development and Improvement of Internal Quality Management Systems (SIGQ) — also referred to as the Fundamental General Principles (A3ES, February 2026) — presented here are intended to support Higher Education Institutions in the design, consolidation, and enhancement of their SIGQ. They do so while respecting institutional diversity, university and polytechnic autonomy, and the different stages of maturity of existing systems.

These principles are conceived as flexible and non-prescriptive reference points, designed to guide institutional reflection and the promotion of good practices.

Strategic scope for promoting and managing Quality (QM) at institutional level	1st principle	Adopt a strategic and comprehensive approach to managing quality across the various areas of the HEI, involving internal and external stakeholders in a structured and transparent manner, including employers, institutional partners, civil-society organisations, and local communities, in accordance with the mission and context of the HEI.
	2nd principle	Engage students as active partners and, simultaneously, as beneficiaries of the SIGQ.
	3rd principle	Mobilise teaching staff, researchers, and technical-administrative personnel to deliver high-quality learning and research experiences, as well as to develop activities associated with the HEI's third mission, promoting the production, dissemination, and transfer of knowledge, innovation, and the creation of social value.
Quality evaluation and corresponding standards, primarily applicable to Teaching and Learning	4th principle	Use data to inform and evaluate quality.
	5th principle	Participate in external evaluation, ensure the follow-up of accreditation processes, and contribute to the improvement of educational provision, scientific research, and other institutional activities.
Modes of implementing quality strategy and policies and their continuous improvement, applicable to all mission areas of HEIs	6th principle	Design, approve, develop, and revise study programmes.
	7th principle	Ensure the connection between Teaching, Research, and Internationalisation.
	8th principle	Operationalise partnerships with other HEIs and national or international organisations.
	9th principle	Intervene in the recruitment, selection, and admission of students, as well as in their academic pathways, supporting them throughout the process so that they may reach their full potential.

The Fundamental General Principles that frame the development and improvement of Internal Quality Management Systems (IQMS) in Higher Education Institutions (HEIs) are

Prepared by /Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	20
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

structured according to a logic of continuous improvement, which can be understood in an integrated manner through the **PDCA cycle (Plan-Do-Check-Act)**.

This approach highlights the coherence between the strategic definition of quality, the implementation of institutional policies and processes, the systematic monitoring of performance, and the adoption of improvement actions, reinforcing the dynamic, evolutionary, and non-merely procedural nature of the SIGQ.



Figure 3: Structuring the Fundamental General Principles according to the PDCA cycle (A3ES).

4.1.1 Objectives

The objectives are to ensure high academic quality in student education, research, and innovation, as well as in the interaction of Higher Education Institutions with society, by valuing the social, cultural, economic, and territorial impact of their activities — including knowledge transfer, community services, and the promotion of active citizenship.

At the same time, they propose the identification of key actions that represent essential good practices for their implementation.

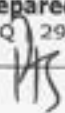
They therefore cover several dimensions of institutional life, including: quality policy; design, approval, evaluation, and monitoring of educational provision; teaching and learning practices; human and material resources required for the quality of teaching and learning; the relationship between teaching, research, and internationalisation; public information and accountability.

Prepared by/Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	21
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

Higher Education Institutions may use these Guiding Principles for the following purposes, depending on the stage of development of their IQMS:

- Plan, develop, and implement their IQMS.
- Review and/or update IQMS already in operation.
- Introduce improvements in teaching and learning methods, ensuring the evaluation of students' learning experience and of programmes promoting academic success, well-being, and the prevention of dropout.
- Ensure a progressively qualified academic and technical staff, committed to providing services that support quality.
- Define principles, policies, and practices of Social Responsibility, including the promotion of inclusion, equity, and academic and student diversity, upholding non-discrimination as well as environmental sustainability.
- Promote and strengthen the link between teaching and research.
- Promote and strengthen engagement with society (third mission).
- Review and adjust internationalisation policies, aligning them with teaching and research policies.
- Ensure the effective participation of all stakeholders and promote dynamic evaluation of the various activities, always with the aim of ensuring high levels of feedback and continuous improvement of performance across the HEI's activities.
- Foster ongoing and participatory reflection on the mechanisms associated with the SIGQ, with the objective of deepening, adjusting, and updating these mechanisms, and improving and innovating the structure of the IQMS itself and its constituent processes.
- Promote the public affirmation of the IQMS in order to demonstrate the continuous progress made by the HEI to ensure the quality of its functioning.

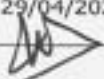
Prepared by/Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature CornQ 29/04/2026  	22
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

5. Quality Policy

UCP's quality policy is structured around a set of strategic guidelines for quality and improvement, aimed at ensuring a Quality System grounded in the principles of inclusiveness, integrity, freedom, sustainability, interdisciplinarity, unity, and impact:

1. Promote an institutional **culture of quality** based on a strategy of continuous improvement across all University activities, supported by a transversal, aligned, and accountable commitment, and grounded in the transparency of each individual's contribution to the whole;
2. Engage all **stakeholders**, internal and external, with particular emphasis on the academic community, supported by mechanisms for assessing stakeholder needs, expectations, and satisfaction;
3. Foster space **for human wholeness** for the entire UCP community, promoting integral education oriented towards global reality and grounded in the principles of truth and respect for people and the environment;
4. Establish the conditions for fulfilling the University's **Mission**, sustained by the three pillars of Learning and Teaching, Research and Innovation, and Responsibility and Impact, embracing the principles of Christian humanism within an autonomous framework that respects diversity and encourages free thought;
5. Align Services with the fulfilment of UCP's Mission, promoting an institution grounded in values, **focused on value creation**, globally considered and individually assessed;
6. Promote and enable a future-oriented vision centred on **empowering a new generation of leaders, focused on wisdom and human flourishing, serving communities, the country, and humanity**, while respecting their diversity;
7. Ensure **institutional robustness and visibility, both internally and externally**, enabling UCP's pioneering and leading contribution to major transformative projects in Portuguese society, capable of generating or enhancing significant improvements in the common good.

Prepared by /Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026 	23
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

6. Stakeholders

UCP identifies the relevant Stakeholders (SH) listed in Figure 4. These SH operate at different organisational and regional levels, with varying breadth and depth of impact. The development of the University's activity relies on their involvement in the QS, which incorporates mechanisms for assessing their needs, expectations, and satisfaction. UCP is committed to improving the forms and frequency of SH engagement within the UCP QS, recognising their diversity and considering organisational levels and processes.

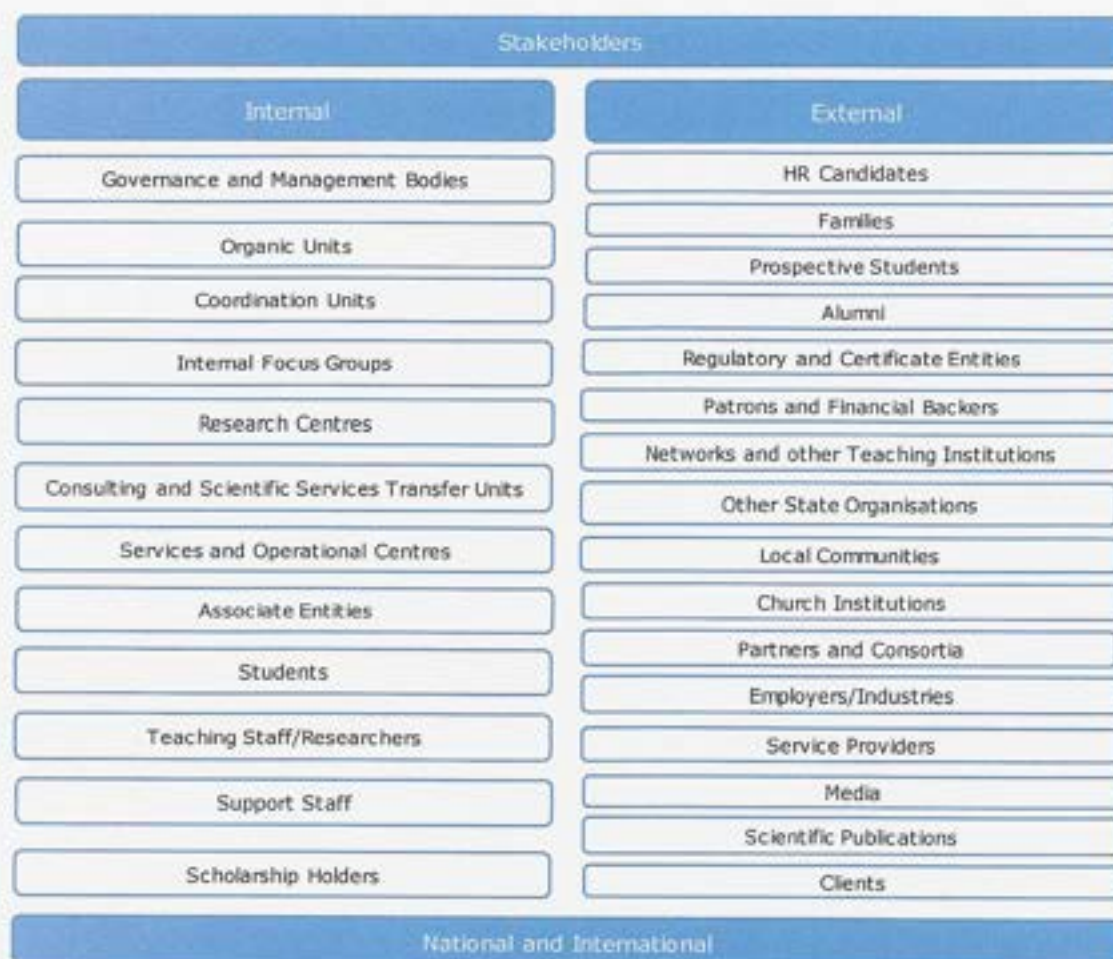


Figure 4: Stakeholders of UCP's Quality System.

The Stakeholders are grouped by typologies (Figure 4), according to shared characteristics. The full list is provided in the document "Stakeholder Impact Matrix" (Table 11 – Technical Procedures).

Prepared by/Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	24
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

Interaction with stakeholders must follow **general foundational principles**:

- Formal interaction (e.g., audits and implementation of standards) or through the process-related functions of the QS.
- Formal assessment of satisfaction and needs may be carried out through short surveys, with periodicity and format defined by each process, as well as through meetings, workshops, forums, or committees created for this purpose.
- Surveys and consultation instruments are monitored by the QS and integrated into the relevant process, as described in the document "Stakeholders and Consultation Instruments" (Table 11 – Technical Procedures).
- Process-based interaction generates less structured inputs arising from normal operational contacts, which are communicated to the QS.
- Needs and satisfaction assessed by institutional areas and communicated to the QS, which reports them institutionally through a mechanism to be defined.

Prepared by /Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026 	25
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

7. The Macroprocess Approach

7.1. Institutional strategy for quality

The Institutional Strategy and Policy for Quality represent guiding lines defined by top management for the fulfilment of UCP's mission.

The UCP Strategic Development Plan 2026–2030 (SDP UCP 26–30), approved by the Board of Trustees on 20 March 2026, "**The Studio University: Promoting wisdom for a new humanity**", provides inspiration for the Universidade Católica Portuguesa, grounded in a renewed Vision and resulting from a joint reflection with internal and external stakeholders.



Figure 5: The Studio University. Promoting wisdom for a new humanity (Source: UCP SDP (2026–2030)).

UCP considers three Axes in its Strategic Development Plan 2026–2030 for structuring its institutional strategy:

- Axis "Mission" – This axis comprises three dimensions that constitute the structural pillars guiding the University's identity, mission, and institutional development model.
 - Learning and Teaching
 - Research and Innovation
 - Responsibility and Impact

Prepared by/Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	26
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

- Axis "Transversal" applies across all University activities and includes the following dimensions:
 - Global Positioning
 - Sustainability
- Axis "Transformation" integrates three dimensions that structure the University's specific vision for transformation as a global institution of learning, and its distinctive model for developing knowledge.
 - Studio University
 - Integral Ecology
 - Campuses of the Future / *Campus Veritati*

UCP's SDP 26–30 is also organised around six Strategic Priorities:

1. Pedagogical Transformation and Technological Literacy
2. New Humanities
3. Science for Society
4. Smart and Sustainable Campuses
5. Longevity and Innovation
6. Culture of Care

Strategic Priorities are materialised through Strategic Commitments, which guide the action of the three dimensions of the Mission axis — Learning and Teaching, Research and Innovation, and Responsibility and Impact — as well as the two dimensions of the Transversal axis — Sustainability and Global Positioning.

The UCP Quality Plan 2026–2030 (QP UCP 26–30) integrates a set of Strategic Projects (SP) that enhance and drive the implementation of the strategy established in the UCP Strategic Development Plan 26–30. The Strategic Projects included in the QP UCP 26–30 operationalise the purposes of the defined Strategic Commitments and Priorities.

Each SP is aligned with the 17 Sustainable Development Goals (SDGs) defined in the United Nations 2030 Agenda.

The QP UCP 2026–2030 is intended to serve as an instrument that brings together the necessary and desirable institutional-level actions for achieving the Vision defined in the SDP UCP 2026–2030. These two documents — SDP UCP 26–30 and QP UCP 26–30 — therefore constitute the strategic and planning foundation of UCP.

7.2. The Macroprocesses

The Macroprocesses represent the major areas of action within the institution.

The UCP Quality System is organised into six macroprocesses: five corresponding to the dimensions of the Axes of the UCP Strategic Development Plan 2026–2030, and one dedicated to Governance and Improvement.

- Corresponding to UCP's Mission Axis:
 - **Learning and Teaching**

Prepared by / Date EQ 29/04/2026 	Checked by / Date VR MM 29/04/2026 	Approved by / Date / Signature ComQ 29/04/2026 	27
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CATOLICA UNIVERSIDADE INSTITUTO	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

- **Research and Innovation**
- **Responsibility and Impact**
- Corresponding to UCP's Transversal Axis:
 - **Global Positioning**
 - **Sustainability**
- The **Governance and Improvement** macroprocess integrates the institutional commitments at the level of the Quality Policy and establishes the standards for planning, monitoring, and reviewing all QS processes, in order to ensure appropriate system oversight and guarantee continuous improvement.

The dimensions of the Transformation Axis do not constitute QS Macroprocesses, as they are expressed through transformative practices, cultures, and projects considered within the UCP Quality Plan 26–30.

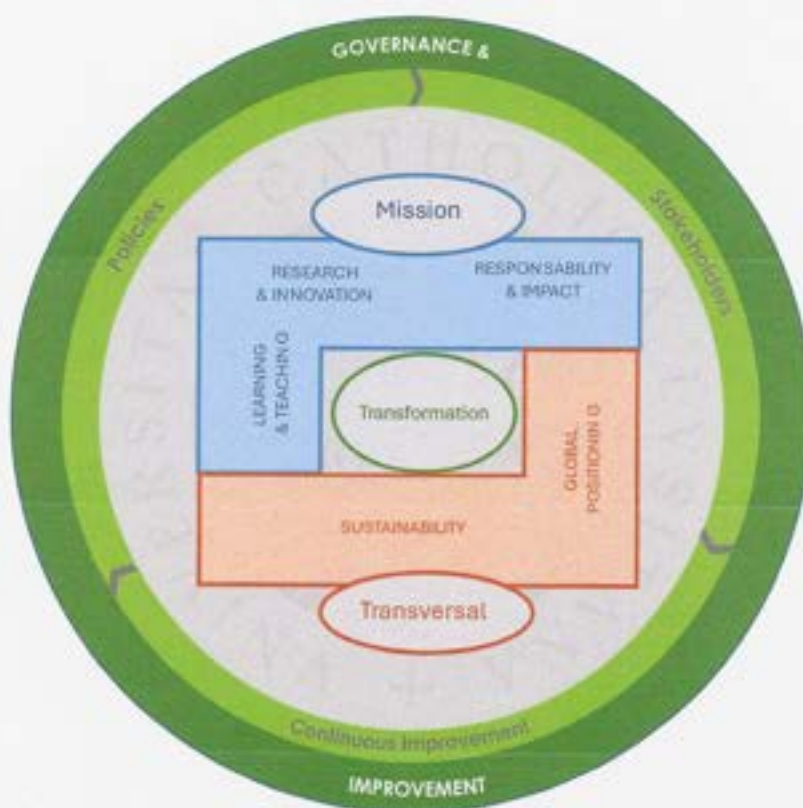


Figure 6: UCP QS – Macroprocess Diagram.

For each macroprocess, there is a Policy containing guiding principles for decision-making and action, ensuring the achievement of the defined objectives.

Responsibility for each Macroprocess lies with the President or with a Vice-Rector or Pro-Rector.

Prepared by/Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026 	28
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

7.3. Processes, Subprocesses and Operational Activities

In the UCP Quality System, each **Macroprocess** brings together an integrated set of Processes which, collectively, support the implementation of institutional policies and ensure coherence in practice.

Processes correspond to structured sets of sub-processes that directly contribute to the expected results of each Macroprocess. At the strategic level, the description of Processes provides essential management support, ensuring consistency in practices and facilitating understanding of how they contribute to institutional objectives. They also establish the organisation's responsibilities towards its stakeholders.

Responsibility for each Process lies with the Directors of the Support Service Departments, or with someone designated by the Macroprocess lead.

At the management level, **Subprocesses** detail the functional structures of the Processes, clarifying management responsibilities. This level strengthens management capacity by providing better control over critical stages and facilitating the identification of opportunities for simplification or improvement.

Responsibility for each Subprocess lies with the Directors of the Support Service Departments, or with someone appointed by the Director when the subprocesses fall within that Department; in other cases, responsibility is assigned by the Macroprocess lead.

Finally, at the operational level, **Operational Activities** constitute the process unit resulting from the breakdown of a Subprocess. They consist of an organised set of interrelated activities that produce a specific and measurable output required for fulfilling that Subprocess.

Responsibility for each group of Operational Activities lies with the Directors of the Support Service Departments, or with someone appointed by the Director when the activities fall within that Department; in other cases, responsibility is assigned by the Process lead.

Prepared by/Date  EQ 29/04/2026	Checked by /Date  VR MM 29/04/2026	Approved by /Date/Signature   ComQ 29/04/2026	29
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		



Figure 7: Hierarchy of Interrelated Activities in the UCP QS

Whenever the UCP QS Processes coincide with a Support Service Department, they are characterised by the following documents:

- Process Catalogue of the Support Service Department;
- Set of Process Flowcharts of the Support Service Department;
- Procedures Manual of the Support Service Department.

Within the Governance and Improvement macroprocess, the same applies to each Subprocess.

Operational Activities that are not part of Support Service Departments are characterised by their respective Flowchart or by another document deemed appropriate by the Macroprocess lead.

Prepared by /Date ER 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026 	30
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

7.4. Quality Cycle

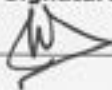
Assessments gain impact and optimize relevance when they:

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.
- **Operational Activity Manager:**
 - Responsible for ensuring that the set of activities is being carried out, confirming the observance of the workflows between them.
- **Information Manager:**
 - Responsible for obtaining the information required for monitoring the Process, or the Subprocess in the case of the Governance and Improvement MP, having access to all relevant Monitoring Instruments for this purpose, while ensuring their reliability and compliance with the intended objectives.
- **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.

Prepared by /Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	31
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CATOLICA UNIVERSIDADE (PONTIFÍCA)	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		



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 10: Schedule alignment of UCP planning and assessment cycles.

Documentos	Ciclo de Avaliação	Nível
Strategic Development Plan (SDP)	5 years	UCP
Quality Plan (QP)	5 years	UCP
SDP monitoring	Semi-annual	UCP
QP monitoring	Semi-annual	UCP
Improvement Activities monitoring	Semi-annual	UCP
Quality Report (QR)	Annual	UCP and OU
Report and Accounts	Annual	UCP

Prepared by/Date EC 29/04/2026 <i>EC</i>	Checked by /Date VR MM 29/04/2026 <i>VR</i>	Approved by /Date/Signature ComO 29/04/2026 <i>ComO</i>	32
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

7.5. Technical Procedures

Process management is achieved through a series of Technical Procedures that describe such processes and are listed in the following tables. These Technical Procedure documents are part of the UCP QS documentation.

Table 11: Technical Procedures

Referência Sistema Gestão Documental	Nome do documento
PT_AIS	Internal Audits to the UCP QS
PT_CPS	Process Catalogue (One for each Process)*
PT_DPS	Orders establishing the composition of the CQ, ComQ and Subcommittees
PT_DPI	Definition of Institutional Policies
PT_AMS	Framework for Improvement Actions within the UCP Quality System
PT_FMP	Macroprocess Characterisation Sheet (One for each MP)
PT_FPS	Process Flowcharts (One for each Process)*
PT_GDO	Document Management
PT_LPI	List of UCP Institutional Policies
PT_MPS	Process Procedure Manuals (One for each Process)*
PT_MRS	Responsability Matrix
PT_MZP	Matrix of the MP, P, SP and OA of the UCP QS
PT_RUO	Other responsibilities within the Organic Units
PT_PIA	Stakeholders and Consultation Tools
PT_PAS	Internal Audit Plan for the UCP Quality System
PT_CSQ	Main Concepts of the QS

*In cases where the Processes correspond to Corporate Directorates, these documents will be made available within the UCP Quality System as the respective Transformation Orders for those Directorates are issued.

Prepared by/Date EC 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	33
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

8. Quality System Structure and Responsibilities

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 supported by the **UCP Quality Committee** (UCP QCOM), which prepares the acts of the Quality Council and monitors and ensures the proper functioning of the QS. The UCP Quality Committee may operate in plenary form in carrying out its responsibilities or through permanent or ad-hoc subcommittees. The permanent subcommittees will monitor the six Macroprocesses: three of the Mission Axis, two of the Transversal Axis, 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 **Organic Units Quality Committees** (ComQ UO), one per Unit. These bodies ensure that the entire institution is covered by the Quality System.

At the operational level, within the Organic Units and the Support/Corporate Services, the functions of the Quality System are ensured by the bodies in operation (e.g., Pedagogical Councils, Scientific Councils, the Boards of the Research Units and the Boards of the Support/Corporate Services) and by those responsible for the activities under assessment.

Prepared by /Date EC 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	34
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

- The Directors of the Coordination Units and Research Centres represented are proposed within the scope of CARE (Católica REsearch) and appointed by President's Order;
- External Members are appointed by President's Order (preference will be given to individuals from the academic community with experience in institutional governance and in the implementation of Quality Systems, with activity in the European Higher Education Area).

Responsibilities

- To deliberate, on its own initiative or upon proposal of the President or the Quality Committee, on 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 results in relation to previously approved Quality Plans;
- To approve the UCP Quality Report on an annual basis and submit it to the Board;
- To deliberate on the proposed UCP Quality Plan, to be submitted for approval to the Board together with the Strategic Plan or its interim monitoring reports;
- To approve the five-year 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. The Vice-Rector performs this role in close coordination with the members of the President's Team responsible for areas corresponding to Macroprocesses within the scope of the UCP QS, who are responsible for ensuring the quality cycle of each Macroprocess.

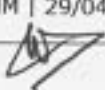
He or she has the following responsibilities:

- 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;
- To ensure the institutional alignment of the Quality System;
- To guide the functions of the Continuous Improvement Directorate.

8.3. UCP Quality Committee

Composition (Plenary)

- Vice-Rector for the Quality System;
- Members of the President's Team in charge of roles corresponding to UCP QS Macroprocesses, as dictated by the distribution of responsibilities;
- Quality Representatives of all Organic Units;
- One Quality Representative of the Coordination Units;
- One Quality Representative of the Research Centres;
- Process Owners;
- Subprocess Owners of the Governance and Improvement Macroprocess;
- All members of the Quality Team.

Prepared by /Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	36
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

Appointment

- By virtue of the positions already held, when applicable;
- The Directors of the Coordination Units and of the Research Centres represented are proposed within the scope of CARE (CATólica REsearch) and appointed by order of the President.

Responsibilities

- To prepare and approve proposals for the promotion and assurance of quality, 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;
- 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.

PERMANENT MACROPROCESS SUBCOMMITTEES

Composition

- Members of the President's Team responsible, or co-responsible, for areas corresponding to Macroprocesses within the scope of the QS, in accordance with the Responsibility Matrix;
- At least two Quality Representatives;
- Process Managers;
- Subprocess Owners (only in the Governance and Improvement Macroprocess Subcommittee);
- Members of the Quality Team with responsibility for Macroprocesses.

External participants may also be invited to take part in the Committee, namely:

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

Appointment

- According to the distribution of responsibilities;
- Quality Representatives in each Subcommittee are proposed by the Vice-Rector responsible for the QS and confirmed by the plenary meeting of the Quality Committee;
- External participants do not require formal appointment, as they are invited to participate in ad hoc meetings only.

Responsibilities

- To prepare proposals for the promotion and assurance of quality specific to the Macroprocess;

Prepared by /Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	37
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

- To prepare proposals for instruments and procedures for the Quality System specific to Macroprocess;
- To respond to requests for quantitative or qualitative information specific to the Macroprocess (i.e., "Information Owners" per Process, or Subprocess in the case of the Governance and Improvement Macroprocess) within the scope of monitoring (including PDE);
- To prepare annually the Macroprocess chapter of the Quality Report, incorporating the specific elements of the Quality Reports of the Organic Units;
- To prepare proposals for Macroprocess quality policies, as applicable;
- To ensure the updating and communication of the Macroprocess parameters and associated Processes;
- To define and ensure the implementation of:
 - Interaction with stakeholders;
 - Risk assessment and mitigation;
 - Alignment with references and requirements;
 - Application of continuous improvement instruments and audits;
 - Specific documentation.

AD HOC SUBCOMMITTEES

Composition

- At least one member of the President's Team, including at least one Vice-Rector;
- At least two Quality Representatives;
- At least one member of the Quality Team;

External participants may also be invited to take part in the Committee, depending on the objective.

Appointment

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

Responsibilities

E.g. for institutional responses:

- To 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 define their constitution and schedule;
- To inform, communicate, test and/or validate topics relevant to the Quality System.

The Orders indicating the members of the Quality Council, the Quality Committee, and the Permanent Subcommittees are published on the UCP website, in the UCP QS section, and on the QS Intranet (SharePoint page).

Prepared by/Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	38
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

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 Centre(s), where these exist within the scope of the Organic Unit;
- Directors of Knowledge Transfer Units within the Organic Unit;
- Quality Representative;
- One to two members external to UCP (with professional activity in Portugal and/or other countries);
- One student representative from the Organic Unit;
- Other members of the Unit and external members may be invited, with a view to promoting critical reflection on the results of the assessment cycles carried out..

Appointment

- By the Organic Unit.

Responsibilities

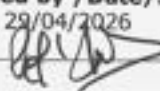
- To organise and create the necessary conditions for carrying out the Planning, Monitoring, Assessment and Quality Improvement Cycle of the Organic Unit;
- To prepare the Organic Unit Quality Report, structured by Macroprocesses – these elements shall be submitted for consideration by the Scientific Council and the Pedagogical Council;
- To monitor and ensure the assessment and improvement cycle of the various Macroprocesses within the Organic Unit;
- To verify proposals for the creation of new study cycles, regarding legal requirements and other regulations defined within the scope of the Quality System;
- To monitor proposals for Improvement Actions of the Organic Unit, as set out in the Organic Unit Quality Report;
- To organise the accreditation processes of the Organic Unit.

There are established Quality mechanisms within the Organic Units and Research Centres, as set out in a specific document (Technical Procedure).

8.5. Quality Representatives

Each Organic Unit has a Quality Representative with a seat on the Quality Committee and may designate more than one representative to participate in the UCP QS. Research Centres and Coordination Units collectively have, in each group, a Quality Representative. Their responsibilities are:

- To promote the QS within their structure (Organic Units, Research Centres, or Coordination Units), as designated by the respective Directorate(s);

Prepared by /Date EP 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026 	39
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

- To cooperate with the Quality Team, liaising with it on a regular basis, with a view to the proper implementation of the Governance and Improvement Macroprocess, as well as the application of the remaining Macroprocesses within their structure;
- To promote the involvement of all stakeholders of their structure in the Quality System and in broader organisational dynamics;
- *(For Organic Units only)* To support the Organic Unit Quality Committee in its tasks and to represent the respective Organic Unit in the UCP Quality Committee.

Appointment

- By the respective organisation/structure;
- The Directors of the Coordination Units and Research Centres are appointed, following a proposal within the scope of CARE (CATólica REsearch), by President's Order;
- Whenever there is any appointment or change, this will be communicated to the Board and to the Quality Committee.

8.6. Continuous Improvement

As a corporate Directorate within the Support/Corporate Services, it is also a structure of the UCP QS, responsible for coordinating the UCP QS, and its mission is to ensure the design, implementation, monitoring, and continuous improvement of the Quality System, in alignment with UCP's mission and strategy and with the applicable legal and regulatory frameworks. It is responsible for coordinating internal and external assessment processes, ensuring the standardisation and reliability of the system's information, providing technical support to the governance bodies, and promoting institutional articulation and stakeholder participation, thereby contributing to the consolidation of a culture of quality and continuous improvement.

It coordinates the Quality Team.

The coordination of Continuous Improvement reports hierarchically to the Vice-Rector for Quality.

8.7. Quality Team

The Quality Team (QT) brings together members who work exclusively within the QS (as part of Continuous Improvement), as well as members who perform advisory functions to the Macroprocesses. The coordination of the Quality Team is the responsibility of the Continuous Improvement Directorate.

The Quality Team reports, in a specialised manner, to the members of the President's Team responsible for the Macroprocesses within the scope of the UCP QS, who are responsible for ensuring the respective quality cycles. The Team shall ensure the development and operation of the different technical components of the Quality System. For this purpose, it will act in close collaboration with the Quality Representatives and the remaining bodies.

Prepared by /Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	40
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	QUALITY MANUAL	Reference:	MQ_UCP
		Version:	08
		Date:	29/04/2026
Purpose:	To present the basic parameters of the UCP Quality System.		
Scope:	Quality System Management Documents.		

Responsibilities include:

- To support the bodies of the Quality System;
- To support the UCP Quality Committee in the preparation of the proposal of the UCP Quality Report and the proposal of the UCP Quality Plan, as well as their respective monitoring reports;
- To support the organisation and implementation of the processes necessary for the proper functioning of the Quality System, including institutional assessment (encompassing the assessment and certification of the Quality System);
- To prepare proposals for revisions to the Quality Manual, to be submitted to the Quality Committee;
- To prepare and maintain the procedures described in the Quality Manual;
- To collaborate in the implementation of Quality System processes, supporting assessment cycles and the functioning of the different committees;
- To ensure specifications and identify needs for updating the Quality System's information system, in articulation with UCP's information systems;
- To prepare in-depth studies on the University or its context;
- To produce statistical, descriptive, and assessment-based information, at the aggregated level, for all institutional levels;
- To communicate and disseminate the transversal results of the Quality System.

Prepared by/Date EQ 29/04/2026 	Checked by /Date VR MM 29/04/2026 	Approved by /Date/Signature ComQ 29/04/2026  	41
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