UNIVERSIDADE Đ
COIMBRA

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**MANAGEMENT SYSTEM
MANUAL**

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Abbreviations and acronyms

A3ES - Agência de Avaliação e Acreditação do Ensino Superior (Agency for Assessment and Accreditation of Higher Education Institutions)

AS – Área Sensível (Sensitive Area)

AUC – Arquivo da Universidade de Coimbra (Archive of the University of Coimbra)

BCSUC – Biblioteca das Ciências da Saúde da Universidade de Coimbra (Health Sciences Library of the University of Coimbra)

BGUC – Biblioteca Geral da Universidade de Coimbra (General Library of the University of Coimbra)

BP – Boa Prática (Good Practice)

CAUC - Colégio das Artes (College of Arts)

CD25A – Centro de Documentação 25 de Abril (25th of April Documentation Centre)

DCom – Divisão de Comunicação (Communication Division)

DPDIA – Divisão de Proteção de Dados e Informação Administrativa (Data Protection and Administrative Information Division)

DPGD – Divisão de Planeamento, Gestão e Desenvolvimento (Planning, Management and Development Division)

DPQ – Divisão de Promoção da Qualidade (Quality Promotion Division)

DRI – Divisão de Relações Internacionais (International Relations Division)

EUC – Estádio Universitário de Coimbra (Coimbra University Stadium)

EURASHE - European Association of Institutions in Higher Education

FCDEFUC - Faculdade de Ciências do Desporto e Educação Física (Faculty of Sports Science and Physical Education)

FCT - Fundação para a Ciência e a Tecnologia (Foundation for Science and Technology)

FCTUC - Faculdade de Ciências e Tecnologia (Faculty of Science and Technology)

FDUC - Faculdade de Direito (Faculty of Law)

FEUC - Faculdade de Economia (Faculty of Economy)

FFUC - Faculdade de Farmácia (Faculty of Pharmacy)

FLUC - Faculdade de Letras (Faculty of Arts and Humanities)

FMUC - Faculdade de Medicina (Faculty of Medicine)

FPCEUC - Faculdade de Psicologia e de Ciências de Educação (Faculty of Psychology and Education Sciences)

GAJ – Gabinete de Apoio Jurídico (Legal Support Office)

GAPRG – Gabinete de Auditoria e Prevenção de Riscos de Gestão (Management Risk Prevention and Auditing Office)

I&D - Investigação e Desenvolvimento (Research and Development)

ICNAS - Instituto de Ciências Nucleares Aplicadas à Saúde (Institute of Nuclear Sciences Applied to Health)

IES – Instituição de Ensino Superior (Higher Education Institution)

IIIUC - Instituto de Investigação Interdisciplinar (Interdisciplinary Research Institute)

IQNet – The International Certification Network

IUC – Imprensa da Universidade de Coimbra (Coimbra University Press)

JBUC – Jardim Botânico da Universidade de Coimbra (Botanical Garden of the University of Coimbra)

MCTES – Ministério da Ciência, Tecnologia e Ensino Superior (Ministry of Science, Technology and Higher Education)

MCUC – Museu da Ciência da Universidade de Coimbra (Science Museum of the University of Coimbra)

MSG - Manual do Sistema de Gestão (Management System Manual)

NC – Não Conformidade (Nonconformity)

NMAR – Núcleo de Marketing (Marketing Unit)

NTUC – Núcleo de Turismo da Universidade de Coimbra (Tourism Unit)

OM – Oportunidade de Melhoria (Opportunity for Improvement)

PDCA – *Plan, Do, Check; Act*

PEA.UC – Plano Estratégico e de Ação da Universidade de Coimbra (Strategic and Action Plan of the University of Coimbra)

PI – Parte(s) Interessada(s) (Stakeholder(s))

PPRGCIC – Plano de Prevenção de Riscos de Gestão, Corrupção e Infrações Conexas (Plan for the Prevention of Management Risks, Corruption and Related Infractions)

RJAES - Regime Jurídico da Avaliação do Ensino Superior (Legal Regime of Assessment of Higher Education)

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

SASUC - Serviços de Ação Social da Universidade de Coimbra (Social Services of the University of Coimbra)

SGA – Serviço de Gestão Académica (Academic Management Service)

SGF – Serviço de Gestão Financeira (Financial Management Service)

SGIP – Serviço de Gestão das Instalações e Património (Facilities Management and Heritage Service)

SGRH – Serviço de Gestão de Recursos Humanos (Human Resources Management Service)

SGSIIC – Serviço de Gestão de Sistemas e Infraestruturas de Informação e Comunicação (Information and Communication Systems and Infrastructures Management Service)

SG.UC - Sistema de Gestão da Universidade de Coimbra (Management System of the University of Coimbra)

SIGQ – Sistema Interno de Garantia da Qualidade (Internal Quality Assurance System)

SPGI – Serviço de Promoção e Gestão da Investigação (Research Promotion and Management Service)

TAGV – Teatro Académico de Gil Vicente (Gil Vicente Academic Theatre)

TUJE - Tribunal Universitário Judicial Europeu (University, Judicial and European Court)

UC - Universidade de Coimbra (University of Coimbra)

UC_D – Núcleo de Ensino a Distância (Distance Learning Unit)

UECAF - Unidade de Extensão Cultural e Apoio à Formação (Cultural Extension and Training Support Unit)

UNESCO - United Nations Educational, Scientific and Cultural Organization

UO - Unidade Orgânica (Organic Unit)

I. INTRODUCTION

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Quality Management is defined as a governance principle of the University of Coimbra (UC) in its Statutes (MCTES, 2019).

The University of Coimbra has been developing a system that supports the institution's global management by aligning planning, monitoring, assessment and improvement processes, in order to produce information that supports decision-making, therefore fostering a culture of quality.

The University of Coimbra's Management System (SG.UC) encompasses an articulated set of policies, processes, documents, information systems and other instruments to support the planning, execution, monitoring, assessment, analysis and improvement of the activities carried out by the University, with a view to achieving the overall satisfaction of the different stakeholders (PI), and excellence in all of the institution's areas of activity.

This system ensures that process improvement is fostered internally, while externally seeking to meet the requirements for reporting performance to society, an essential aspect in the operation of higher education institutions (IES).

After a long journey, initially limited to administrative processes and monitoring teaching activities, the SG.UC has evolved, especially since 2008, to gradually become the support system to the UC's strategic and operational management, common to all of the UC's structures.

This system is aligned with the guidelines for internal quality assurance systems in IESs and the requirements of ISO 9001:2015. The system further promotes a process approach, supported by the PDCA cycle (*Plan, Do, Check, Act*), as well as the application of risk-based thinking.

The SG.UC is certified by:

- *The International Certification Network* (IQNet), in accordance with the ISO 9001:2015 standard[1];
- The Agency for Assessment and Accreditation of Higher Education Institutions (A3ES).

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[1] The scope of certification according to the international standard ISO 9001:2015 is described in this Manual, in a separate chapter below.

II. PRESENTATION OF THE MANAGEMENT SYSTEM MANUAL

1. Objectives

The Management System Manual (MSG) has as its **general objectives**:

- To describe the SG.UC's organisational model, based on process approach, the PDCA cycle and risk-based thinking;
- To describe and communicate the UC's Quality Policy, highlighting its alignment with the institution's strategic management;
- To describe the commitment of the UC's top management toward the SG.UC's implementation and improvement;
- To describe in general terms the cycle of planning, monitoring, assessment, analysis and improvement applied to institutional processes;
- To define the guidelines for the implementation of the strategy for the institution's improvement, in order to globally foster a culture of quality.

2. Structure

This manual is organised into 6 parts, as follows:

- **Chapter I. Introduction –** briefly describes the institutional commitment to implement a quality management system and the SG.UC's trajectory;
- **Chapter II. Presentation of the Management System Manual –** presents the document's structure, as well as the responsibilities for its preparation and approval. It also explains the model for content revision and version control, as well as the MSG's scope of application;
- **Chapter III. Presentation of the University –** describes the Mission, Vision and Values of the UC, its organisational structure and governing bodies. It briefly presents the UC's educational, scientific and cultural project;
- **Chapter IV. UC Management System –** describes the institutional policy for quality and the SG.UC's organisation, management and operation model, based on the PDCA cycle, process approach and risk-based thinking;
- **Chapter V. References –** includes the bibliography mentioned throughout the MSG;
- **Chapter VI. Appendices –** includes: 1) the table of SG.UC Processes, with the identification of the reference and name of each Process, Process Manager(s), and its objectives; 2) the table illustrating the articulation between the Strategic and Action Plan (PEA), the general lines of the Quality Policy and the SG.UC's Processes; 3) the table illustrating the articulation between the actions of the Quality Plan and the SG.UC Processes; 4) the MSG's table of revisions, indicating the approval date and the motives for the document's revision.

3. Preparation and approval

The Management System Manual is prepared/updated by the head of the Quality Promotion Division (DPQ) and approved by the member of the Rector's team responsible for quality. During the preparation and approval of the MSG, several units/services of the UC may be consulted, whenever necessary. Before each new version is approved, it is examined by the Quality Council, which gives its advice (cf. Rectory Regulation).

The provisions of the MSG will come into effect on the date of its approval.

4. Content revision and version protocol

The MSG is reviewed annually, preferably during the first semester. This regular revision notwithstanding, and bearing in mind that the SG.UC is under permanent development and improvement, the MSG may be revised extraordinarily whenever needed, namely following changes/developments in terms of: 1) internal and external policies and guiding documents; 2) the UC's organic structure; 3) the SG.UC's Process Map; 4) the UC's external assessment processes; 5) the management of risks and opportunities; 6) the internal reflection and improvement processes.

Content revision implies issuing a new version of the document, duly identified and approved by the member of the Rector's team responsible for quality.

There is only one controlled original of the Management System Manual, under the responsibility of the DPQ. All printed copies are considered uncontrolled copies.

This Manual is freely accessible and available for consultation on the UC's website. The DPQ is responsible for its publication.

5. Scope of application

The provisions of the MSG must be applied across the whole University of Coimbra, and are therefore compulsory for all units/services of the institution, as they constitute a solid basis for their global improvement. The implementation of these provisions shall be ensured by the University's management and directors, as well as by all teaching, research and technical staff, with the involvement of other stakeholders, especially students, whenever appropriate.

III. PRESENTATION OF THE UNIVERSITY

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The University of Coimbra is a public institution of higher education. With more than seven centuries, the University material and immaterial heritage is unique, a fundamental piece in the history of European and world scientific culture, recognised by the United Nations Educational, Scientific and Cultural Organization (UNESCO) as world heritage.

The main historical milestones of the institution are summarised at http://www.uc.pt/sobrenos/historia.

1. Mission, Values and Vision

Under the terms of Article 2 of its Statutes (MCTES, 2019) the UC's **Mission** is as follows:

1 - The University of Coimbra is an institution of creation, critical analysis, transmission and dissemination of culture, science and technology which, through research, teaching and the provision of services to the community, contributes to economic and social development, to the defence of the environment, to the promotion of social justice and enlightened and responsible citizenship, and to the consolidation of sovereignty based on knowledge.

2 - The University has the duty to contribute to:

a) The public understanding of humanities, arts, science and technology, promoting and organising actions to support the dissemination of humanistic, artistic, scientific and technological culture, by providing the necessary resources for these purposes;

b) Developing activities connecting to society, namely the dissemination and transfer(s) of knowledge, as well as boosting the economic potential of scientific knowledge;

c) Promoting the effective mobility of teachers and researchers, students and graduates, both nationally and internationally, namely within the European Higher Education Area and within the Community of Portuguese-Speaking Countries.

The **Values**, identified in the Strategic and Action Plan (UC, 2019), are the following:

Freedom of opinion; Tolerance; Excellence; Equality; Freedom; Scientific humility; Sustainability; Right to difference and non-discrimination; Recognition and promotion of merit; Cooperation; Openness to the World; Innovation; Dialogue; Stimulation of creativity; Interaction of cultures; Independence; Social responsibility; Inclusion; Ethics; Valuing people; Tradition; Intellectual rigour; Contemporaneity; Academic solidarity.

The **Vision**, evident in the Strategic and Action Plan (UC, 2019), advocates:

To be internationally recognised as a research university, where the production of high quality knowledge influences the educational process and increases the sharing of knowledge with society, responding to the problems that belong to each and every one of us and unreservedly contributing to sustainable development.

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2. Structure and governing bodies

With its facilities distributed across three different centres, the UC's structure includes organic units of teaching and research, organic units of research and units and services essentially aimed at supporting the University's scientific, pedagogical, cultural, sports, administrative, social and community relationship activities.

The **organic units of teaching and research** include the Faculty of Arts and Humanities (FLUC), the Faculty of Law (FDUC), the Faculty of Medicine (FMUC), the Faculty of Science and Technology (FCTUC), the Faculty of Pharmacy (FFUC), the Faculty of Economics (FEUC), the Faculty of Psychology and Education Sciences (FPCEUC), the Faculty of Sports Sciences and Physical Education (FCDEFUC), the Interdisciplinary Research Institute (IIIUC) and the College of Arts (CAUC). These may include Research and Development (R&D) units, which may or may not be their own legal entities.

The **organic units of research** include the Institute of Nuclear Sciences Applied to Health (ICNAS) and the University, Judicial and European Court (TUJE).

The **Cultural Extension and Training Support Units** (UECAF) include the General Library (BGUC), the Archive (AUC), the Press (IUC), the Science Museum (MCUC), the 25th of April Documentation Centre (CD25A), the Gil Vicente Academic Theatre (TAGV), the University Stadium (EUC), the Health Sciences Library (BCSUC) and the Botanical Garden (JBUC).

The **Rectory** is the central support service to the governance of the UC, including the Administration, the Special Projects and other bodies, such as the Observatories, the Quality Council and the Ethics Commission. The Administration includes in its structure the Direct Support Service to the Governing Bodies, which operates under the direct dependence of the Rector, the Management Support Service (which includes, for example, the Quality Promotion Division) and the Common Services Centre. In addition, the University also has the **Social Services** (SASUC), with administrative and financial autonomy, whose mission is to develop university social action.

Detailed information on the **organic structure** can be found at:

- UC - https://www.uc.pt/sobrenos/estatutos
- Rectory - https://www.uc.pt/governo/reitoria/
- SASUC - https://www.uc.pt/sasuc/sobre-nos/estrutura-organica/

The organisation charts of other UC units/services are also available in the respective websites.

The **governing bodies of the University** are: the General Council, the Rector and the Management Council.

The governing bodies of the Social Services are: the Rector, the Social Action Council and the Social Services Management Board.

Detailed information on these bodies can be found at https://www.uc.pt/sasuc/sobre-nos/orgaos-de-governo/.

Governing body	Summary of the main responsibilities
General Council	Electing the Rector; assessing the Rector's and the Management Council's acts; proposing initiatives it deems necessary for the UC's proper operation; approving changes to the UC's Statutes, after hearing the Senate.
Rector	Preparing and presenting proposals to the General Council for the medium term strategic plan, general guidelines, annual activities plan and report, consolidated budget and annual accounts, and for the creation, transformation or extinction of organic units; taking the necessary measures to guarantee the quality of teaching, research, development and innovation; supervising the management of academic and pedagogical affairs and human resources, as well as the administrative and financial management of the UC and the Social Services; exercising disciplinary power.
Management Council	Carrying out the University's administrative, patrimonial, financial and human resources management.

Detailed information on these bodies can be consulted at http://www.uc.pt/governo/orgaos. Additionally, the detailed composition and competences of the UC's governing bodies and its units is contained in the Statutes of the University of Coimbra (MCTES, 2019), available at http://www.uc.pt/sobrenos/estatutos.

3. Educational, scientific, and cultural project

Considering the mission stipulated in its statutes, the UC has as its strategic guidelines research & innovation, teaching, societal challenges and internationalisation.

Research and innovation take place within the scope of the R&D units and projects and are located in the fields of Health Sciences, Exact Sciences, Natural Sciences, Engineering and Technology Sciences, Arts and Humanities and Social Sciences. Information about the R&D units can be consulted at https://www.uc.pt/iii/research_centers/centros_investigacao.

In order to bring together teams and promote interdisciplinarity with multidisciplinary approaches, capable of responding to societal challenges in alignment with the priorities of Horizon Europe and the United Nations Agenda 2030, the UC defined a set of strategic areas that bring together critical mass and existing capacity for the development of research excellence, based on the capacity of the R&D units. There are 5 strategic areas: Health; Climate, energy and mobility; Natural resources, agri-food and environment; Digital, industry and space; Heritage, culture and inclusive society. Additional information on the strategic areas may be consulted at https://www.uc.pt/iii/areas_estrategicas. Additionally, the UC's R&D units evaluated by the Foundation for Science and Technology (FCT) actively contribute to the production of knowledge that originates scientific publications in leading journals in various specialties. In terms of research & innovation, the UC's vision in the Strategic and Action Plan (UC, 2019) is: '*Investing judiciously and unequivocally in the conditions necessary to increase the quality and quantity of international level knowledge production with high impact on society*.'

Regarding **teaching**, the UC's mission is to ensure an educational offer that provides excellent academic training, and fosters the development of scientific and technical skills, as well as the capacity for design, innovation and critical analysis by students and graduates, supported by the constant creation of knowledge. The training provided in the 10 teaching and research

units encompasses all university training and teaching activities, aimed not only at conferring academic degrees (bachelor, integrated master, master, doctorate), as well as non-degree training. Teaching is adapted to the demands of the labour market, it is internationalised, and maintains research & innovation at its core. The UC's scientific quality, based on the work developed in the R&D units, is reflected in a broad, up-to-date and certified offer of training programmes, at all levels of higher education. Information on the UC's educational offer can be found at https://apps.uc.pt/courses. In teaching, the UC's vision in the Strategic and Action Plan (UC, 2019) is: '*Rationalising the pedagogical offer in light of "Bologna" in a logic of efficiency and close coordination with research, by promoting student-centred teaching for the acquisition of skills, developing innovative pedagogical projects capable of increasing the quality of the teaching-learning process and promoting the attraction of new audiences'*.

The strategic guideline concerning **societal challenges** is comprehensive, and favours the sharing of knowledge and effective contribution in providing answers to any problems and concerns for society at large. In addition to the activities developed in the Organic Units (UO) and SASUC, the Rectory and the UECAF have an essential role in fostering a connection to society, by promoting initiatives and projects for the UC's community and for the community in general, by making peerless bibliographic and museological collections available to all, and by actively contributing to the promotion of sports, culture, heritage and knowledge, in close articulation with the world of business, with the UC's alumni, and with the numerous national and international collaborative networks in which the UC participates. Information on the activities and projects aimed at answering societal challenges can be found at www.uc.pt, specifically in the UC News area. In terms of societal challenges, the UC's vision in the Strategic and Action Plan (UC, 2019) is: '*Creating conditions to act, react and interact with society in its different aspects by means of knowledge sharing and open science, thus contributing to the sustainable development in line with the United Nations 2030 Agenda'*.

Internationalisation is part of the UC's identity matrix, and common to the other mission pillars. Consequently, the UC promotes internationalisation in research & innovation, in teaching and in societal challenges through a strategic and massive investment in three key aspects - political, scientific, and people. Information on the UC's internationalisation strategy can be found at https://www.uc.pt/internacional.

Regarding internationalisation, the UC's vision in the Strategic and Action Plan (UC, 2019) is: '*Asserting the global position of the University of Coimbra concerning the different mission pillars, by intensifying its presence in international networks, seeking strategic partnerships and maintaining its leadership within the scope of the Lusophone community'*.

In short, the UC's educational, scientific and cultural project responds to the challenges IESs are currently facing. Through its units and services, the UC ensures the: a) production and dissemination of scientific knowledge conducive to its affirmation as a centre of excellence in its fields of knowledge; b) promotion of quality training that favours the subsequent insertion of graduates into working life, as well as the integration of new audiences within the paradigm of lifelong learning; c) provision of quality services, through the application of the knowledge produced, with the aim of strengthening the capacity for intervention with the community; d)

promotion of conditions for educational success and social development of its students, with special attention paid to diversity and integration.

IV. UC MANAGEMENT SYSTEM

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The SG.UC encompasses an articulated set of policies, regulations, processes, documents, information systems and other instruments supporting the **planning, execution, monitoring, assessment, analysis and improvement** of the activities carried out at the University of Coimbra, with a view to achieving the overall satisfaction of the different stakeholders, and excellence in all of the institution's areas of activity.

1. Guiding documents

The SG.UC is guided by European standards concerning quality in higher education, while naturally complying with the other national determinations regarding IESs and their assessment.

It has as its reference the recommendations and provisions contained in the following **documents**:

Table 1: Guiding documents of the SG.UC

External	Legal Regime of Assessment of Higher Education (RJAES), approved by Law no. 38/2007, of 16 August and amended by Law no. 94/2019, of 4 September
	Legal Regime of Higher Education Institutions (RJIES), approved by Law no. 62/2007, of 10 September
	Standards and Guidelines for Quality Assurance in the European Higher Education Area, EURASHE, Brussels, 2015
	Framework for Internal Quality Assurance Systems in Higher Education Institutions, A3ES, Lisbon (October 2016 version, adapted from the European Standards and Guidelines 2015)
	NP EN ISO 9001:2015 – Quality management systems - Requirements, Portuguese Institute of Quality, Caparica, 2015
	NP EN ISO 9000:2015 – Fundamentals and vocabulary, Portuguese Institute of Quality, Caparica, 2015
	NP EN ISO 9004:2019 – Quality management. Quality of an organisation. Guidelines to achieve sustained success, Portuguese Institute of Quality, Caparica, 2019
	NP ISO 31000:2018 – Risk management. Guidelines, Portuguese Institute of Quality, Caparica, 2018
Internal	Statutes of the University of Coimbra, published in the appendix to Normative Order No. 43/2008, in the Diário da República, II Series, no. 169, of 1 September, 2008 and amended and republished by Normative Order No. 8/2019, in the Diário da República, II Series, no. 55, of 19 March, 2019
	Regulations of the University of Coimbra, available at https://www.uc.pt/regulamentos.

2. Quality Policy

Article 8 of the Statutes of the University of Coimbra (MCTES, 2019) reflects the relevance of **Quality Management** for the institution, which is expressed as **one of its principles of governance**.

Consequently, the Strategic and Action Plan (UC, 2019) establishes as a vision for the Quality axis '*Consolidating the high quality standards of the University of Coimbra in its wide range of fields, by simplifying and modernising procedures and improving efficiency in all the processes*.'

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When defining the Quality Policy, the UC takes as its reference the applicable legislation and the institution's mission, as well as considering the needs and expectations of stakeholders, risks and opportunities, and material and human resources at its disposal. Thus, the **Quality Policy currently in effect, approved in June 2023,** is structured around seven lines that represent the UC's commitment, namely its top management, with the improvement and promotion of a culture of quality common to the whole institution, with the effective involvement of the most relevant stakeholders:

1 | To foster the involvement of the whole academic community, namely the students, in a strategy of differentiation through quality, ensuring the efficacy of the Quality Management System;

2 | To experience the UC as a premier Lusophone and European university where knowledge and innovation are built, in an alliance oriented towards new societal challenges, opening its centuries-old heritage and traditions to the world;

3 | To ensure the quality and continuous improvement of its offer of education and training, by bringing students' skills in line with the demands of advanced training and the labour market;

4 | To reinforce the connection between Teaching - Research - Transfer(s) of knowledge, by promoting collaboration between the University and society's economic, social and cultural fabric;

5 | To provide the UC with the most advanced forms of specialised services to the community, by recognising the value of knowledge, economic and social development, and innovation;

6 | To foster the commitment between the organisation and its workers, by promoting participative internal communication and reinforcing individual skills;

7 | To foster the organisation's sustainable management of resources, the well-being of its people, and its social responsibility.

The adequacy of the Quality Policy is annually evaluated by the UC's Quality Council.

3. Scope

The SG.UC is implemented through the action of all units and services of the University of Coimbra, with the aim of promoting a culture of quality across the various organisational processes, and contributing to excellence in all areas of activity.

The scope of the SG.UC includes the following Processes:

External Relations Management; Academic Management; Human Resources Management; Innovation Management; Financial Management; Infrastructure Management; Sustainability Management; Information Systems Management; Social Action Management; Research and Development Management; Teaching and Learning Management; Communication Management; Project Management; Open Science Management; Administrative Information and Data Protection Management; Legal Support Management; Sports Activity Management;

Cultural Activity Management; Strategies for the Promotion of Employability Management; Educational Innovation and Distance Learning Management; Heritage and Tourism Management; Document Management; UC Governance; Planning, Assessment and Improvement.

i. Scope of the ISO 9001:2015 Certification

The **scope of the ISO 9001:2015 certification**, narrower than the scope of the SG.UC, corresponds to the following Processes:

External Relations Management; Academic Management; Human Resources Management; Innovation Management; Financial Management; Infrastructure Management; Sustainability Management; Information Systems Management; Teaching and Learning Management; Communication Management; Project Management; Legal Support Management; Sports Activity Management; Strategies for the Promotion of Employability Management; Document Management; Planning, Assessment and Improvement.

Regarding the **functional limits of the scope of certification**, these currently correspond to the following structures: *Quality Promotion Division; Planning, Management and Development Division; Management Risk Prevention and Auditing Office; Financial Management Service; Human Resources Management Service; Research Promotion and Management Service; Legal Support Office; Administrator Support Office; Academic Management Service; Communication Division; Marketing Unit; Employability Promotion Center; Facilities Management and Heritage Service; Information and Communication Systems and Infrastructures Management Service; International Relations Division; UC Business; Faculty of Arts and Humanities; Faculty of Law; Faculty of Medicine; Faculty of Sciences and Technology; Faculty of Pharmacy; Faculty of Economy; Faculty of Psychology and Educational Sciences; Faculty of Sport Sciences and Physical Education; Interdisciplinary Research Institute; College of Arts; Coimbra University Stadium.*

As for the **physical limits of the scope of certification**, these are located at the 3 UC campi in Coimbra, with the headquarters located in the Paço das Escolas.

4. Process Map

The Process Map[2] presented in the following figure globally represents the structure of the SG.UC, and is in line with the guiding strategic reference framework of the UC's Strategic and Action Plan (UC, 2019). Therefore, at the UC, Processes are classified as follows:

Table 2: Classification of SG.UC processes

Management Processes	They define the strategic guidelines to be applied by the Core and Support Processes; they include the UC's governance activities, as well as the planning, monitoring, assessment, analysis and improvement of all the institution's activities.
Core Processes (service provision)	They ensure the fulfilment of the missions of the University of Coimbra - research & innovation, teaching and societal challenges – considering the needs of students, teachers, researchers, technicians and society.
Support Processes	They support the implementation of the management and service provision Processes, by ensuring the availability of the necessary resources.
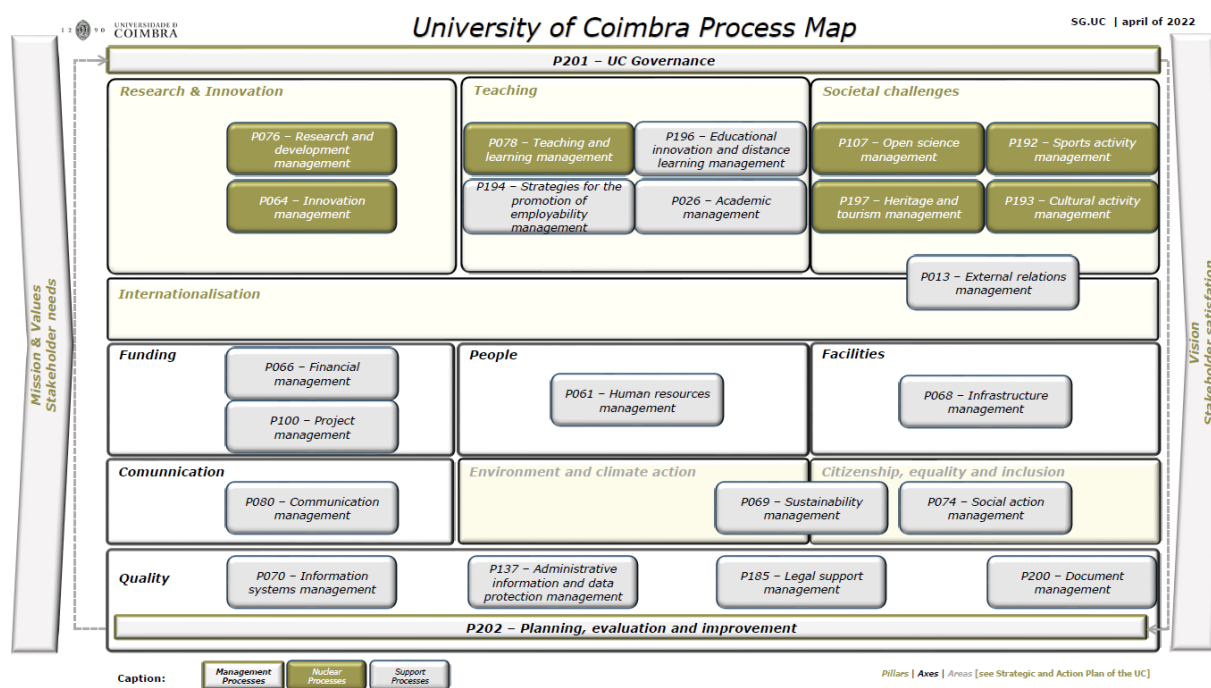
Figure 1: UC process map

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[2] A Process comprises a set of interrelated activities that, through the use of resources, transform input elements into output eolements, i.e., contribute to achieving a common goal, translated into a good or service that adds value and contributes to the achievement of the UC's missions.

5. Institutional strategy for improvement

At the UC, the institutional strategy for improvement is an integral part of the institution's strategic management. The initiatives of the Strategic and Action Plan are aligned with the Quality Policy and the Processes of the SG.UC, in turn, contribute towards achieving these initiatives. Table 3 presents the articulation between the lines of the Quality Policy and the pillars, axes and areas of the Strategic and Action Plan (UC, 2019).

Table 3: Articulation between Quality Policy guidelines and the pillars, axes and areas of the PEA.UC

QUALITY POLICY GUIDELINES	PILLARS, AXES AND AREAS OF THE PEA.UC									
	Research & Innovation	Teaching	Societal Challenges	Internationalisation	People	Quality	Facilities	Funding	Communication	Sustainability and Social Responsibility
1 | *To foster the involvement of the whole academic community, namely the students, in a strategy of differentiation through quality, ensuring the efficacy of the Quality Management System;*										
2 | *To experience the UC as a premier Lusophone and European university where knowledge and innovation are built, in an alliance oriented towards new societal challenges, opening its centuries-old heritage and traditions to the world;*										
3 | *To ensure the quality and continuous improvement of its offer of education and training, by bringing students' skills in line with the demands of advanced training and the labour market;*										
4 | *To reinforce the connection between Teaching - Research - Transfer(s) of knowledge, by promoting collaboration between the University and society's economic, social and cultural fabric;*										
5 | *To provide the UC with the most advanced forms of specialised services to the community, by recognising the value of knowledge, economic and social development, and innovation;*										
6 | *To foster the commitment between the organisation and its workers, by promoting participative internal communication and reinforcing individual skills;*										
7 | *To foster the organisation's sustainable management of resources, the well-being of its people, and its social responsibility.*										

For a better description of the institutional strategy for improvement, Appendix 2 presents how each of the 46 strategic guidelines of the PEA (UC, 2019) is articulated with the 7 Quality Policy guidelines and with the 24 Processes of the SG.UC.

This governance model stimulates an alignment between the strategic, management and operational aspects, promoting a process approach, the PDCA cycle and the management of risks and opportunities as broad-reaching elements common to the workings of the entire UC.

6. Stakeholders

The mapping of UC stakeholders (PI) is regularly reviewed as part of the definition of a new PEA and, if necessary, reviewed annually when the SG.UC Processes are updated. Currently, the stakeholders in the SG.UC are considered to be those shown in the following figure.

STAKEHOLDERS

INTERNAL

Research Fellows
UC Workers Commission
Coordinators of Courses/CE
Managers, appointed or in service commission
Teachers
Students accommodated in University Halls of Residence
Students under other UC social support (FAS and PASEP)
Students under the International Student Statute
Scholarship Students
Students in mobility programs
Students with special status (sportive/cultural/associative activities)
Students with special needs
Doctoral Students
Students of foreign nationality
Students in humanitarian emergency / refugees
Students in IN and OUT mobility programmes
National students
Science Managers (may include managers and researchers for Science Communication)
Researchers
Researchers in charge of projects
UC governing bodies (General Council, Rector and Rectoral Team, Management Board)
Other UC bodies (Senate, Student's Ombudsman, Single Auditor, Quality Council, Ethics Committee)
Quality Council, Ethics Committee)
Technological and Services Platforms
Special Projects and Observatories
UC Old Students Network
Network / Student Associations with headquarters in Casa da Lusofonia
Rectory / UC Administration
UC Social Services
Direct support services to the UC governing bodies
Technicians
Units of Cultural Extension and Training Support
Teaching and Research Organic Units

EXTERNAL

Agency for Assessment and Accreditation of Higher Education
Erasmus+ National Agency
Former students
National and International APSFL, to which UC is associated
Coimbra Academic Association
Cultural and Sports Associations
Avenues
BioCant
International Student Applicants
National Student Applicants
Candidates to public functions/fellowships in the UC
Coimbra Hospital and University Centre
Competence Centres
Technology and Interface Centres (including technology clusters and parks)
Clients of specialised services
External Collaborators (may include teachers, researchers or technicians)
European Commission
Media
UI&D Coordinators
Graduates from other higher education institutions
Teachers from other national and international higher education institutions
Employers of UC graduates
Companies/industry
Supervisory bodies
Federative bodies
Funding bodies
Training entities
Partner entities of consortiums, protocols, etc.
Subsidiary private law entities
Students from other higher education institutions
Pre-university students
Pre-university students' families
Undergraduate students' families
External trainers
External suppliers
Foundation for Science and Technology (FCT)
Secondary education institutions
National and international higher education institutions
National Institute of Administration, IP (INA)
Pedro Nunes Institute
Visiting Researchers
Junior Companies
Associated Laboratories
Ministry of Science, Technology and Higher Education (MCTES) - regulatory authority
Students Groups
Central, local and regional administration bodies (ADSE, CIM-RC, DRAP-C, CCDR-C,
AT, CGD, DGAEP, DGEEC, INCM, MAI, SS, ...)
Certification bodies
Non-Governmental Organisations
Trade Union Organisations
Other units participated by the CU
Other service providers
Informal networks for strategic reflection and promotion of Research and Innovation
National and International Networks of IES
University cooperation networks
Student hostels and residential homes in Coimbra
General Secretariat for Education and Science - regulatory authority
Society
Spin-offs and start-ups
Technicians from other national and foreign IESs
Retired workers (teachers, researchers and technicians)
R&D units
Tourist Circuit visitors

Figure 2: UC Stakeholders

The UC intends to meet the expectations of these PIs by periodically evaluating their needs (explicit and implicit) and satisfaction.

In order to properly manage this process, an analysis was carried out to ascertain the power that each of these PIs has on SG.UC Processes (power), and the capacity they have to influence them (interest).

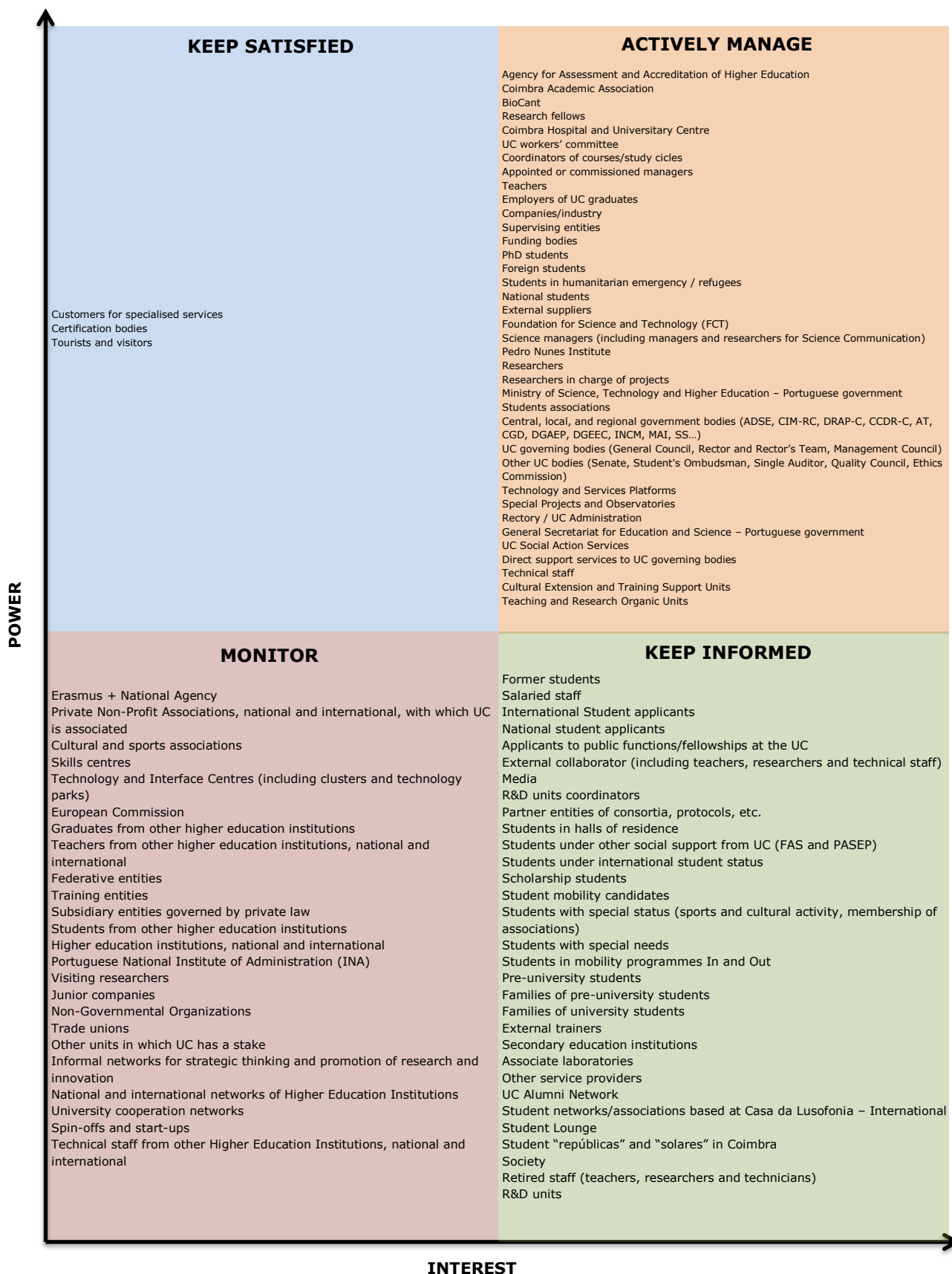Figure 3 illustrates the result of this exercise.

POWER

INTEREST

KEEP SATISFIED

Customers for specialised services
Certification bodies
Tourists and visitors

ACTIVELY MANAGE

Agency for Assessment and Accreditation of Higher Education
Coimbra Academic Association
BioCant
Research fellows
Coimbra Hospital and Universitary Centre
UC workers' committee
Coordinators of courses/study cicles
Appointed or commissioned managers
Teachers
Employers of UC graduates
Companies/industry
Supervising entities
Funding bodies
PhD students
Foreign students
Students in humanitarian emergency / refugees
National students
External suppliers
Foundation for Science and Technology (FCT)
Science managers (including managers and researchers for Science Communication)
Pedro Nunes Institute
Researchers
Researchers in charge of projects
Ministry of Science, Technology and Higher Education – Portuguese government
Students associations
Central, local, and regional government bodies (ADSE, CIM-RC, DRAP-C, CCDR-C, AT, CGD, DGAEP, DGEEC, INCM, MAI, SS…)
UC governing bodies (General Council, Rector and Rector's Team, Management Council)
Other UC bodies (Senate, Student's Ombudsman, Single Auditor, Quality Council, Ethics Commission)
Technology and Services Platforms
Special Projects and Observatories
Rectory / UC Administration
General Secretariat for Education and Science – Portuguese government
UC Social Action Services
Direct support services to UC governing bodies
Technical staff
Cultural Extension and Training Support Units
Teaching and Research Organic Units

MONITOR

Erasmus + National Agency
Private Non-Profit Associations, national and international, with which UC is associated
Cultural and sports associations
Skills centres
Technology and Interface Centres (including clusters and technology parks)
European Commission
Graduates from other higher education institutions
Teachers from other higher education institutions, national and international
Federative entities
Training entities
Subsidiary entities governed by private law
Students from other higher education institutions
Higher education institutions, national and international
Portuguese National Institute of Administration (INA)
Visiting researchers
Junior companies
Non-Governmental Organizations
Trade unions
Other units in which UC has a stake
Informal networks for strategic thinking and promotion of research and innovation
National and international networks of Higher Education Institutions
University cooperation networks
Spin-offs and start-ups
Technical staff from other Higher Education Institutions, national and international

KEEP INFORMED

Former students
Salaried staff
International Student applicants
National student applicants
Applicants to public functions/fellowships at the UC
External collaborator (including teachers, researchers and technical staff)
Media
R&D units coordinators
Partner entities of consortia, protocols, etc.
Students in halls of residence
Students under other social support from UC (FAS and PASEP)
Students under international student status
Scholarship students
Student mobility candidates
Students with special status (sports and cultural activity, membership of associations)
Students with special needs
Students in mobility programmes In and Out
Pre-university students
Families of pre-university students
Families of university students
External trainers
Secondary education institutions
Associate laboratories
Other service providers
UC Alumni Network
Student networks/associations based at Casa da Lusofonia – International Student Lounge
Student "repúblicas" and "solares" in Coimbra
Society
Retired staff (teachers, researchers and technicians)
R&D units

Figure 3: UC Stakeholders - power/interest analysis

The responsibility for promoting a culture of quality in the UC is shared by the various PIs, especially by those in the 'Actively manage' quadrant, who are involved in defining, implementing, evaluating, analysing and improving the SG.UC in different ways. The PIs also help determine risks and opportunities, which helps define not only the scope of the SG.UC and the institutional strategy, but also each requirement that needs to be fulfilled for each Process.

7. Structures and levels of responsibility

The definition, implementation, management and improvement of the SG.UC presupposes the following levels of responsibility:

Table 4: SG.UC structures and levels of responsibility

Level of responsibility	Structure	Composition	Competences
Strategy	Senate	Rector, presiding; directors of all the UOs; 1 student from each teaching and research UO; 2 representatives of the technical staff.	A consultative body tasked with assisting the Rector in the management of the University of Coimbra, namely quality management.
Strategy	Quality Council	Rector, presiding; vice-rector in charge of Quality, where applicable; student ombudsman; directors/sub-directors of the UOs and UECAFs; UC administrator and deputy administrator appointed by him/her; SASUC administrator; director of the Management Support Service; DPQ head of unit; DPQ senior technician appointed by the President; 2 student representatives, appointed by the President.	A consultative body tasked with assisting the Rector in the quality management. Acts in the approval, dissemination and monitoring of compliance with the UC Quality Policy (as stipulated in the Rectory Regulation).
Strategy	Element of the Rector's team in charge of Quality	Not applicable.	Defining and communicating the SG.UC strategic guidelines, ensuring that they are understood and that they materialise into the implementation and improvement of Processes. Promoting the awareness of PI requirements and the importance of improvement. Approving the Management System Manual. Validating the UC Quality Plan, before its presentation to the General Council. Approving the annual self-assessment report of the SG.UC. Approving the internal audit programme and the planning of consultation processes.
Strategy	Top Management	Rector's team; directors of UOs and UECAFs; UC administrator; SASUC administrator.	Implementing the UC's strategy for quality, as well as the provisions of this Manual, while taking the legal and normative requirements into account. Assigning responsibilities and authorities for the implementation, management and improvement of Processes. Approving and following up on those Processes under its management, ensuring the necessary conditions for their adequate implementation. Promoting the sharing of organisational knowledge.
Strategy	Observatory of Pedagogical Activities	Coordinating Committee (Vice-rector/s responsible for academic affairs, research, and external relations and alumni; student ombudsman; 2	Supporting the UC in the development of its strategy for pedagogical quality, innovation and good practices across the different levels and study cycles on offer. Following up on and monitoring the students' academic career in order to promote equal opportunities, academic success, and the acquisition of consolidated knowledge. Developing

Level of responsibility	Structure	Composition	Competences
		teachers' representatives; 2 students' representatives; head of the DPGD division; head of the DPQ unit); Technical support Committee; Specialised Committees; External advisory Committee.	systems for monitoring, tracking and analysing pedagogical activities at the UC. Following up, monitoring and promoting interaction dynamics between teaching, research and societal challenges at the UC. Contributing to national and international reflection on educational policies in higher education.
Strategy	Scientific Council	Director of the UO, presiding; representatives of career teachers and researchers; representatives of recognised and positively evaluated research units, under the terms of the law.	Deciding on teaching service assignment. Proposing the composition of juries for academic examinations and competitions. Performing the other acts established in the law regarding the teaching and research career and the recruitment of teaching and research staff. Reviewing the UO's scientific activities plan and report. Pronouncing itself on the creation of study cycles and approving the plans of study cycles being taught. Proposing, after a favourable two-thirds majority vote of its members in full exercise of their functions, the granting of honorary doctoral degrees and other honorific titles or distinctions. Proposing or pronouncing itself on the creation of school prizes. Deciding on proposals for the removal of the Director, before its submission to the Rector. Drawing up its own regulations.
Strategy	Pedagogic Council	Director of the UO, presiding; teachers and students' representatives.	Approving the student achievement assessment regulations. Promoting regular surveys on the pedagogical performance of the UO, as well as their analysis and dissemination. Promoting the assessment of teaching staff pedagogical performance, as well as its analysis and dissemination. Pronouncing itself on the creation of study cycles and the plans of the study cycles being taught. Pronouncing itself on the prescriptions regime. Pronouncing itself on the academic calendar and on exam timetables. Pronouncing itself on the creation of school prizes. Assessing complaints regarding pedagogical issues and proposing the necessary measures. Pronouncing itself on pedagogical guidelines and teaching and assessment methods. Assisting the Director in defining and implementing an active policy of pedagogical quality, with the purpose of: providing a favourable environment for teaching and learning; promoting school success. Assisting the Director in the promotion of the students' participation in scientific research activities, in the organisation and support of professional training stages, in the preparation of international mobility programmes for students, and in the integration of new students.
Strategy	UC Self-assessment Committee	Vice-rector in charge of A3ES; a designated member by each of the 10 teaching and research UO; UC administrator; SASUC administrator; SAG director; head of the DPQ unit; 2 student representatives.	Managing and strategic follow-up of the institutional assessment processes and the SG.UC. Approving the planning and methodology to be applied in self-assessment, promoting the involvement of PIs. Approving the self-assessment guide and following up on subsequent phases of the institutional assessment processes and of the SG.UC.
Strategy	Study cycle's self-assessment committee	Coordinator of the study cycle; 2 student representatives; 2 teacher representatives.	Following up on the annual cycle of monitoring and assessment of the study cycle's pedagogical quality. Preparing and following up on the study cycle's self-assessment and external assessment.
Management	DPQ	Elements of the DPQ team, including the head of unit.	Functionally coordinating the application of the SG.UC principles, accompanying the implementation of the quality strategy across the whole of the UC. Promoting and following up on the implementation of existing quality management requisites. Realising the articulation between the SG.UC and the management subsystems of the remaining units. Raising awareness for quality management, its improvement and its application in the UC's daily existence. Managing the network of quality facilitators of the SG.UC. Providing technical and administrative support to the UC's Quality Council and to the UC's Self-assessment Commission. Reporting to top management on the performance of the SG.UC and its Processes.

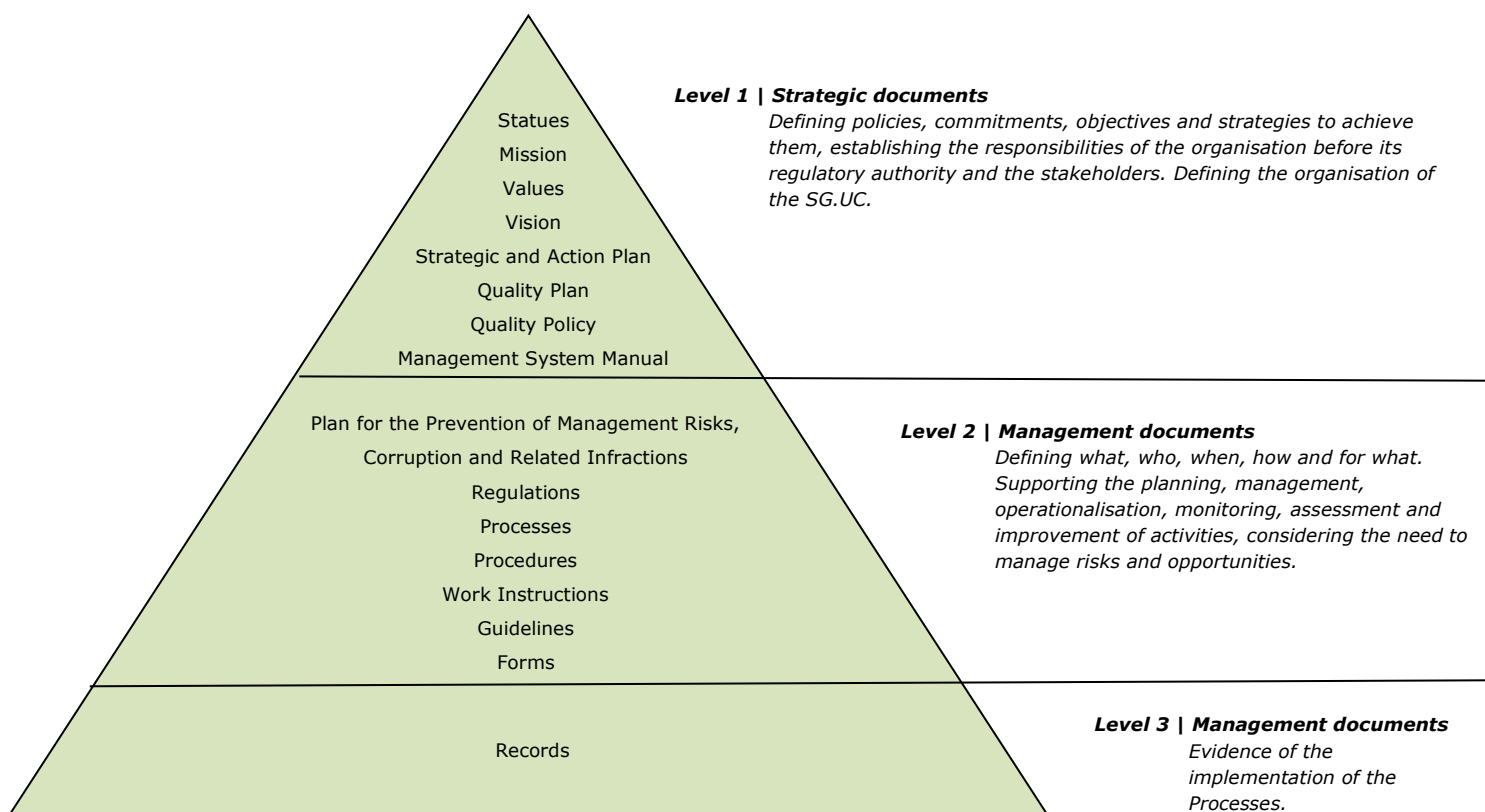| Level of responsibility	Structure	Composition	Competences
Management	Middle managers and equivalent (process managers)	Coordinators of study cycles and R&D units; directors; heads of division and coordinators of the rectory, administration and SASUC, coordinators of special projects and of the management support services of the UOs.	Functionally managing Processes, developing planning, monitoring, assessment and improvement activities within the scope of the units they coordinate. Promoting the sharing of organisational knowledge. Safeguarding the integrity of the SG.UC when faced with changes in context. Monitoring the Processes they coordinate in order to achieve the planned results. (These are defined for the SG.UC in the attached table, and in this case the manager is assumed to be the manager of the area indicated).
Implementation	Quality Facilitators	Elements of the DQ network.	Supporting the head of the respective unit/department as part of activities contributing to the promotion of a quality culture in the UC - planning, monitoring, assessment and improvement of Processes, in the mission and support areas.
Implementation	Internal auditors	Elements of the internal auditors' group.	Carrying out internal quality audits, integrated in the audit programme approved by higher entities.
Implementation	UC students, teachers, researchers and technical staff	Not applicable.	Applying the quality policy. Identifying and implementing improvement proposals, carrying out the several activities assigned to them in that regard, in accordance with what is described in this Manual and other SG.UC documentation.
Implementation	External stakeholders	Not applicable.	Participating, whenever appropriate, in the planning, assessment, analysis and improvement processes of the SG.UC.
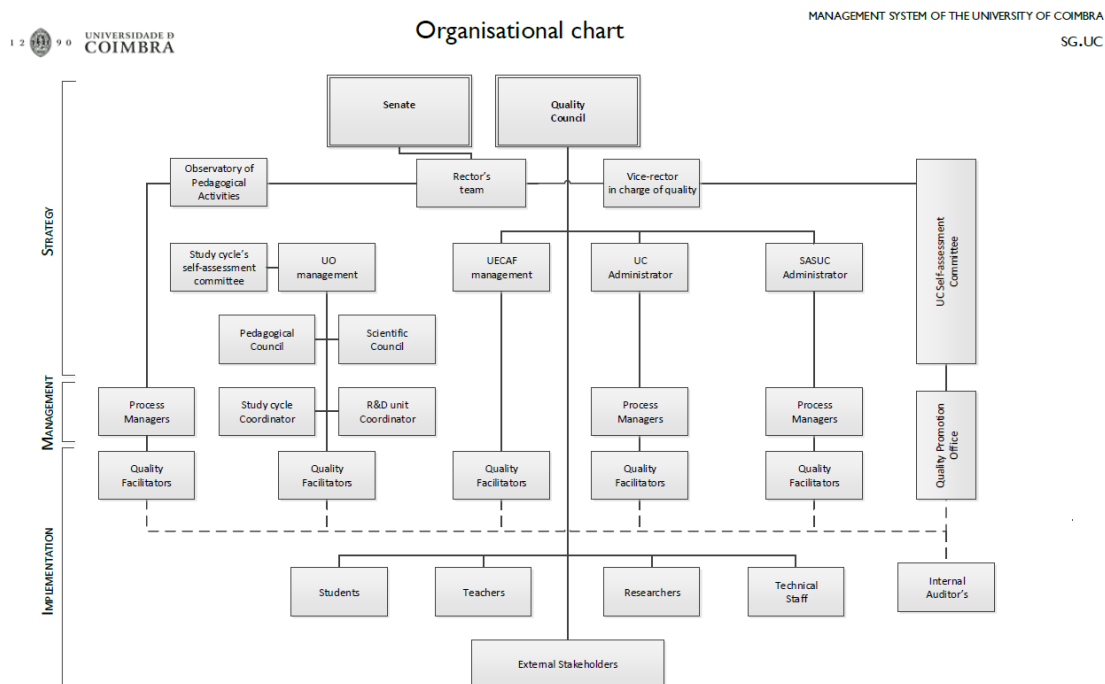
Figure 4: SG.UC organisational chart

The previous figure, the organisational chart of the SG.UC, schematically represents the main structures responsible for the strategy, management and implementation of the UC Management System.

The responsibilities and authorities applicable to each SG.UC Process are defined in the internal regulations, in the delegation of responsibilities and in the procedures, work instructions and guidelines available in the Services Organisation Manual (MOS|UC[3]).

8. Documents of the SG.UC

The SG.UC applies a process approach which includes several levels in its document structure, as shown in figure 5.

Level 1 | Strategic documents
Defining policies, commitments, objectives and strategies to achieve them, establishing the responsibilities of the organisation before its regulatory authority and the stakeholders. Defining the organisation of the SG.UC.

Statues
Mission
Values
Vision
Strategic and Action Plan
Quality Plan
Quality Policy
Management System Manual

Level 2 | Management documents
Defining what, who, when, how and for what. Supporting the planning, management, operationalisation, monitoring, assessment and improvement of activities, considering the need to manage risks and opportunities.

Plan for the Prevention of Management Risks, Corruption and Related Infractions
Regulations
Processes
Procedures
Work Instructions
Guidelines
Forms

Level 3 | Management documents
Evidence of the implementation of the Processes.

Records

Figure 5: SG.UC document structure

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[3] Reserved access archive, requiring authentication with UC credentials.

9. Application of SIGQ frameworks and ISO 9001 requirements

The SG.UC follows the guidelines stipulated in the A3ES framework for internal quality assurance systems (SIGQ) in higher education institutions, as well as the requirements of the ISO 9001:2015 Standard. The following table identifies the SG.UC[4] processes that support the application of the guidelines stipulated in these documents.

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[4] The designation of the SG.UC Processes can be found in the appendices. Only their codification is shown in the following table.

Table 5: Articulation between SIGQ references, ISO 9001 requirements and SG.UC Processes

SIGQ Framework			ISO 9001 Requirements	P013	P026	P061	P064	P066	P068	P069	P070	P074	P076	P078	P080	P100	P107	P137	P185	P192	P193	P194	P196	P197	P200	P201	P202
I. Policy for quality assurance	1	Adoption of policy for quality assurance and the pursuit of quality objectives	4. Context of the organisation 5. Leadership 6. Planning	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
II. Quality assurance in core processes of the institutional mission	2	Conception and approval of the training offer	8. Operationalisation		■									■									■			■	■
II. Quality assurance in the core processes of the institutional mission	3	Student-centred teaching, learning and assessment	8. Operationalisation											■									■			■	■
II. Quality assurance in the core processes of the institutional mission	4	Student admission, progression, recognition, and certification	8. Operationalisation		■																					■	■
II. Quality assurance in the core processes of the institutional mission	5	Ongoing monitoring and periodic review of courses	9. Performance assessment 10. Improvement																							■	■
II. Quality assurance in the core processes of the institutional mission	6	Research and development	8. Operationalisation				■						■			■										■	■

SIGQ Framework			ISO 9001 Requirements	P013	P026	P061	P064	P066	P068	P069	P070	P074	P076	P078	P080	P100	P107	P137	P185	P192	P193	P194	P196	P197	P200	P201	P202
II. Quality assurance in the core processes of the institutional mission	7	Inter-institutional and community collaboration	8. Operationalisation	X			X			X							X			X	X			X		X	X
II. Quality assurance in the core processes of the institutional mission	8	Internationalisation	8. Operationalisation	X																						X	X
II. Quality assurance in the core processes of the institutional mission	9	Human resources	7. Support 8. Operationalisation			X																				X	X
II. Quality assurance in the core processes of the institutional mission	10	Material resources and services	7. Support 8. Operationalisation	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
III. Information management and dissemination	11	Information management	8. Operationalisation 9. Performance assessment 10. Improvement								X															X	X
III. Information management and dissemination	12	Public information	7. Support 8. Operationalisation												X											X	X
IV. Periodic external assessment	13	The cyclical nature of external quality assurance	9. Performance assessment 10. Improvement																							X	X

10. Process approach, risk and opportunity management and improvement cycle

The SG.UC promotes the planning, execution, monitoring, assessment and improvement of the activities of the University of Coimbra, in the mission and support areas, organising them in interrelated Processes that work as a coherent system.

Consequently, the SG.UC ensures that the following are well identified:

1) the Processes necessary to carry out the UC's activities, considering its missions, the needs of the PIs, the strategic initiatives and the Quality Policy;

2) the risks and opportunities underlying these activities, seeking to avoid or minimise the former and take advantage of the latter;

3) the sequence and interaction of these Processes, summarised in table 6.

Table 6: Main interactions between SG.UC Processes

	Name	P013	P026	P061	P064	P066	P068	P069	P070	P074	P076	P078	P080	P100	P107	P137	P185	P192	P193	P194	P196	P197	P200	P201	P202
P013	External relations management	■	X		X	X		X			X	X											X	X	X
P026	Academic management	X	■		X	X		X		X		X								X			X	X	X
P061	Human resources management			■				X						X									X	X	X
P064	Innovation management	X			■			X			X			X						X			X	X	X
P066	Financial management	X	X	X		■		X															X	X	X
P068	Infrastructure management						■	X														X	X	X	X
P069	Sustainability management							■															X	X	X
P070	Information systems management							X	■					X									X	X	X
P074	Social services management		X					X		■													X	X	X
P076	Research and development management	X			X			X			■			X									X	X	X
P078	Teaching and learning management	X	X					X				■								X	X		X	X	X
P080	Communication management							X					■										X	X	X
P100	Project management				X			X			X			■									X	X	X
P107	Open science management							X							■							X	X	X	X
P137	Administrative information and data protection management							X								■							X	X	X
P185	Legal support management							X									■						X	X	X
P192	Sports activity management							X										■					X	X	X
P193	Cultural activity management							X											■				X	X	X
P194	Strategies for the promotion of employability management		X		X			X				X								■			X	X	X
P196	Educational innovation and distance learning management							X													■		X	X	X
P197	Heritage and tourism management							X														■	X	X	X
P200	Document management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	■	X	X
P201	UC governance	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	■	X
P202	Planning, assessment and improvement	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	■

P202 | Im0001_06

Table 6 allows us to identify the main interactions between SG.UC Processes by determining the input Processes (i.e. Processes whose outputs are inputs to subsequent Processes) and the output Processes (i.e. Processes whose inputs arise from the outputs of previous Processes). The process approach endorsed by the UC is based on the ***PDCA cycle - Plan, Do, Check, Act*** – as a means of improving efficiency, effectiveness and quality of the activities developed in the institution. This means that for each Process of the SG.UC, the following are determined:

- The objectives to be achieved and when they are to be achieved;
- The scope;
- The Process Managers;
- Responsibilities and authorities;
- The inputs and outputs;
- The activities necessary to achieve the defined objectives;
- The sequence and interactions between activities;
- The objectives/indicators to be monitored;
- The resources (means necessary to achieve results, including knowledge and information);
- The risks and opportunities;
- The actions to address risks and opportunities;
- The control, measurement and monitoring methodologies;
- The methodologies for assessment, reflection and improvement.

Risk-based thinking underlies the management of the Processes of the SG.UC. It makes it possible to determine any factors that may cause deviations from planned results in terms of strategic objectives and the operational objectives of each Process. Globally, at the level of the SG.UC, it is an integral part of the planning, assessment and improvement cycle.

The intention behind this model is that risk management, applied in the context of each SG.UC Process, contributes to the creation of value and to the adequate development of the institution's activities, through the implementation of preventive controls, while minimising negative effects and taking advantage of any possible opportunities.

11. Articulation between the SG.UC and management subsystems

Considering the size and complexity of the UC's organisational structure, the SG.UC provides for the possibility of **management subsystems** in UOs and the SASUC, whenever these are deemed necessary for the proper functioning and management of these structures.

These management subsystems shall be aligned with the principles defined in the SG.UC, and shall provide inputs for the overall analysis of the performance of the University of Coimbra's Processes. They may have their own management manuals, appropriate to the needs and specificities of the structures and activities they support, as long as they are in line with the provisions of the UC's MSG. The implementation, management and improvement of the UC's management subsystems shall be articulated with DPQ.
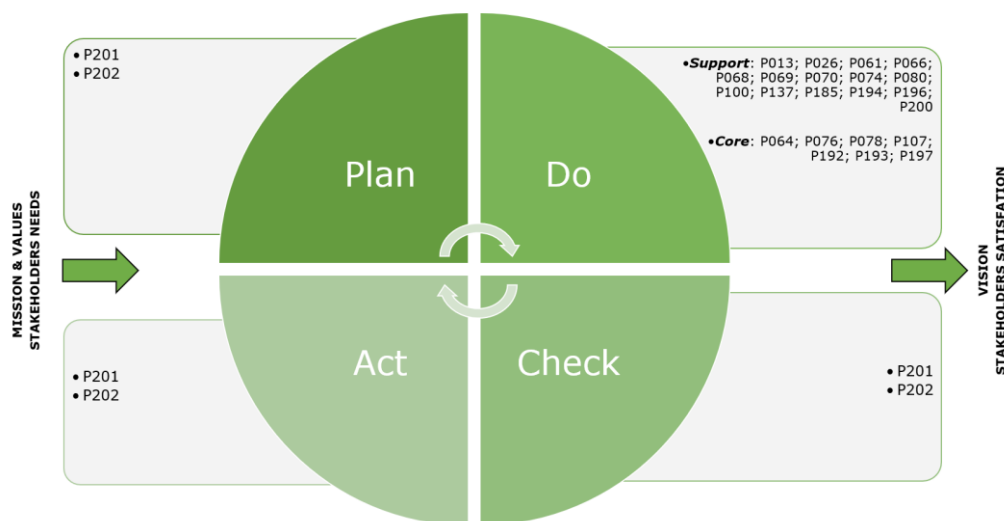
12. The PDCA cycle

The implementation of the UC's quality policy, with the involvement of various stakeholders, is based on the PDCA cycle - *Plan, Do, Check, Act,* briefly described in the following points:

➔ **Plan** – establishing the objectives of the SG.UC and its Processes, as well as the resources necessary to obtain results in accordance with the PI requirements, the normative and legal requirements, and the organisation's policies. Identifying risks and opportunities;

➔ **Do** – implementing what was planned, using the available resources and managing risks and opportunities

➔ **Check** – monitoring and, where applicable, measuring the Processes and the resulting products and services against planned policies, objectives, requirements and activities. Reporting the results. Evaluating the effectiveness of actions to address risks and opportunities;

➔ **Act** – analysing results, reflecting and undertaking actions to improve performance as required.

The organisation of the SG.UC Processes in accordance with PDCA is shown in figure 6. The cycle is applied to the system as a whole, and to each of the Processes individually.

Figure 6: SG.UC processes according to the PDCA cycle

To better understand the organisation of the SG.UC and the model used to implement the quality policy, the following briefly describes the application of the PDCA cycle in the UC.

i. Planning

Strategic Planning

The Strategic Plan (UC, 2019) is organised into pillars, axes and areas. For each pillar, axis and area, its vision is explained and its strategic guidelines established, to be followed through a set of initiatives in keeping with the defined goals. The Strategic Plan is carried out through Action Plans, to be developed under the responsibility of the Rector's Team and the various units and services of the UC, bringing together their efforts in order to ensure the transition from strategy to action. The Strategic Plan guides the outline of the Rector Team's Action Plan and the Action Plans of the various units and services, including the Quality Plan. The Action Plans, in turn, facilitate the alignment of resources, in order to satisfy the needs and expectations of stakeholders. These plans, which are more operational, include the definition of actions, timing, indicators, targets to be achieved, and those responsible for their implementation. Additional information on the UC Strategic and Action Plan can be found at www.uc.pt/planeamento.

Quality Plan

The Quality Plan, prepared in line with the PEA.UC, includes the set of priority actions aimed at the development and improvement of the UC's quality policy.

For each strategic guideline defined in the PEA.UC, corresponding actions are defined in the Quality Plan, with targets and indicators which aim to contribute to the improvement of policies, procedures and instruments for planning, monitoring, assessment and improvement of the 24 Processes of the SG.UC.

Operational Planning

How activities are to be carried out (what, who, when, how and for what purpose) is defined and included in several SG.UC documents, namely in the regulations, delegation of powers, procedures, work instructions, guidelines, project and activity schedules, among others. These documents support the operational planning of the SG.UC's Processes, their implementation, monitoring and improvement, taking into account any risks and opportunities that have been identified.

Plan for the Prevention of Management Risks, Corruption and Related Infractions

The UC's Plan for the Prevention of Management Risks, Corruption and Related Infringements (PPRGCIC) (UC, 2019) aims to identify the main areas where management failures may occur, especially acts of corruption, the risks arising therefrom, and the controls that the UC should institute in order to mitigate the probability of such occurrences. For each Process of the SG.UC, this plan identifies its associated main risks, thus upholding risk management in all areas of activity.

ii. Carrying out activities

Considering the stipulations of the Strategic and Action Plan, the Quality Plan, the Operational Planning and the PPRGCIC, the UC carries out a set of projects and activities as part of its mission and support areas. These activities ensure the implementation and control of the Processes of the SG.UC, considering the requirements of stakeholders, observing the provisions of this Manual, and the legal and regulatory requirements, both internal and external.

The execution of the activities organised in the SG.UC's Processes is supported by documented information (regulations, procedures, work instructions or guidelines), whose level of detail depends on: 1) the criticality of the Process in reaching the intended results; 2) the degree of competence and autonomy of the people involved in its execution; 3) the risks and opportunities identified; 4) the degree of automation of the Process; 5) the specific requirements of ISO 9001 and of the references for internal quality assurance systems in IESs; 6) the requirements of stakeholders and of relevant legislation.

Regarding the execution and control of these activities, particularly those that refer to the core processes[5], the UC ensures:

- That (core) service provision Processes are defined and made available, with its respective supporting documentation, in order to clarify the activities to be carried out, the results to be achieved, and those responsible;
- That relevant information is made available to stakeholders, with regards to service provision activities;
- That the necessary resources are identified and provided;
- That equipment and infrastructures supporting the activity are well maintained, in order to ensure their availability and reliability;
- That monitoring indicators are identified, characterised, and used, whenever appropriate;
- That the services provided are traceable in relation to what has already been carried out, and to the result of quality verification actions;
- That non-compliant services / in need of optimisation are identified, causes are analysed, actions for correction / improvement and validation of actions undertaken are defined.

iii. Monitoring, analysis and assessment

The UC applies several mechanisms for monitoring and evaluating the performance of its Processes. These mechanisms may be: i) Internal - developed and applied by the UC itself; ii) External - developed and applied by external entities that regularly audit/evaluate the UC. Following the development of these monitoring and assessment exercises, the UC collects information to support decision making in order to ensure defined objectives are achieved while managing risks and opportunities, with the aim of improving activities and satisfying PIs.

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[5] Core processes are identified in the UC process map presented in this Manual.

Table 7: Main monitoring and assessment mechanisms applied in each SG.UC Process

	Monitoring and assessment mechanisms	P013	P026	P061	P064	P066	P068	P069	P070	P074	P076	P078	P080	P100	P107	P137	P185	P192	P193	P194	P196	P197	P200	P201	P202
INTERNAL	Self-assessment of the SG.UC	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Internal quality audits	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Internal control audits	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Monitoring C/S/C[6]	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Monitoring IO, SA, NC, GP[7]	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Assessment of PI satisfaction	X	X	X	X	X	X		X	X		X	X		X	X	X	X	X		X	X			X
	Monitoring the degree of execution of PEA.UC actions	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Self-assessment of the UC	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Annual report of the R&D unit										X														
	Self-assessment of the course/study cycle	X	X	X	X		X	X	X					X		X	X	X	X		X	X	X	X	X
	Self-assessment of units/services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Monitoring and risk assessment	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Self-assessment of the OU	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X
EXTERNAL	A3ES – Assessment of study cycles	X	X	X		X		X		X				X											X
	A3ES - Assessment of the SG.UC	X	X	X																					X
	A3ES - Institutional assessment	X	X	X																					X
	FCT - Assessment of R&D units										X														
	Audits by funding bodies										X				X										
	Audits by supervisory and judicial control bodies		X		X																			X	
	University rankings	X	X	X		X	X	X	X	X				X										X	X
	External audits ISO 9001	X	X	X		X	X	X	X					X									X		X

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[6] Compliments, suggestions, and complaints.
[7] IO – Improvement Opportunities; SA – Sensitive Areas; NC – Non Conformity; GP – Good Practices

iv. Improvement

The data collected after applying the various internal and external monitoring and assessment mechanisms is analysed by the structures responsible, as identified in the Statutes, internal regulations and the organisational chart of the SG.UC. It is then used to support the decision-making process, with a view to defining and implementing actions to improve the Processes and the SG.UC itself. The intent is to globally promote the efficiency, effectiveness and quality of the activities developed by the UC, considering the needs of PIs, the risks and opportunities, and any internal and external requirements.

After improvement actions have been identified and recorded, an analysis of their criticality and complexity of implementation is then carried out, to classify them as strategic, management or operational actions, and to ensure their implementation according to defined priorities, available resources and internal guidelines.

The University of Coimbra is thus committed to developing a **culture of quality**, based on planning, monitoring and assessment methodologies. It aims to broaden the scope of use of management tools and technological platforms that facilitate the effective fulfilment of its missions, with the purpose of truly promoting an increase of efficiency, effectiveness and quality of the Processes, as a means of achieving high levels of excellence in all fields of action.

13. Meta-assessment of the SG.UC

In addition to cyclical external assessments, the SG.UC's performance is also evaluated by the UC itself, on an annual basis. This assessment is based on the annual self-assessment report of the SG.UC, which is prepared by the Quality Promotion Division and presented to top management. Its main goal is to assess the System's ability to act as a catalyst for improvement of the Processes and the institution.

In preparation for this annual self-assessment report, a critical analysis of the policies and instruments for planning, monitoring, assessment and improvement of the activities of the UC is carried out, in order to identify potential weaknesses and opportunities for improvement. The objective of this analysis is to progressively optimise the Internal Quality Assurance System, ensuring that it is capable of identifying risks and opportunities, to act upon the root causes of weaknesses, and to implement any necessary improvements.

Following this self-assessment and analysis, actions may be carried out to improve the performance of the SG.UC and its Processes.

14. Management documents

Various management documents are prepared in each of the Processes and in the SG.UC as part of the application of the PDCA cycle. These documents support the planning, monitoring, assessment and improvement phases, and ensure that pertinent information is reported to internal and external interested parties.

Table 8 shows the most relevant documents.

Table 8: Main management documents of the SG.UC

Document	Responsible for elaboration	Responsible for approval	Frequency of preparation/updates	Publication
Strategic and Action Plan	DPGD	General Council	Every 4 years	UC website
Quality Plan	DPQ / DPGD	General Council, after having consulted the Quality Council	Every 4 years	Restricted access website
Plan for the Prevention of Management Risks, Corruption and Related Infractions[8]	GAPRG	Rector/after Senate hearing	Every 3 years (or when necessary)	Restricted access website
Plan for equality, equity and diversity	DPGD	Rector	Every 4 years	UC webpage
PEA Monitoring Report	DPGD	General Council	Every semester	Restricted access website
Monitoring report on the Quality Plan	DPQ / DPGD	General Council	Every semester	Restricted access website
Interim Assessment Report on the Plan for the Prevention of Management Risks, Corruption and Related Infractions	GAPRG	Rector/after Senate hearing	Annual, in October	Restricted access website
Annual Assessment Report on the Plan for the Prevention of Management Risks, Corruption and Related Infractions	GAPRG	Rector/after Senate hearing	Annual, in April	Restricted access website
Management and Accounting Report	DPGD	General Council	Annual	UC website
SASUC Management and Accounting Report	SASUC	SASUC Management Council	Annual	SASUC website
Consolidated Management and Accounting Report	DPGD	General Council	Annual	UC website
Self-assessment report of the SG.UC	DPQ	Rector's team member in charge of quality	Annual	Website (summary) and restricted access website
Self-assessment report of the UO	Direction of the teaching and research UO	Rector's team member in charge of quality	Annual	NONIO
R&D Unit's activities report	Coordination of the R&D unit	n.a.	Annual	FCT Platform (restricted access)
Course/Cycle of studies self-assessment report	Coordination of the course/study cycle	UO Direction	Annual	NONIO
Monitoring report on the Plan for equality, equity and diversity	DPGD	Rector	Annual	Meeting with project team
Sustainability report	GDS	Rector	Annual	UC webpage

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[8] Under implementation, with possible deviations in scheduling

V. REFERENCES

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- *Agência de Avaliação e Acreditação do Ensino Superior (2016). Referenciais para os Sistemas Internos de Garantia da Qualidade nas Instituições de Ensino Superior. Lisboa.*
- *Instituto Português da Qualidade (2015). NP EN ISO 9001:2015 – Sistemas de gestão da qualidade – Requisitos. Caparica.*
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- *Regulations of the University of Coimbra, available at https://www.uc.pt/regulamentos*
- *Management System documents referred to throughout this Manual, available in the restricted area of the UC website, at https://apps.uc.pt/docs/dir/mos*

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VI. APPENDIXES

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Appendix 1 – SG.UC Processes

Ref.	Designation	Pillar/Axis/Area PEA.UC	Strategic responsibility [9]	Process management	Other parties involved in operational management	Description
P013	External relations management	Internationalisation; Societal challenges	VR JCS	DRI	Rectory (IC; ASL; R&D International networks); Rector's Office	Includes all activities that contribute to the internationalisation of the UC in its mission and support areas, particularly through the mobility of students, teaching staff, researchers and technicians, as well as through the establishment of partnerships and cooperation in international networks the UC is part of, including UC Alumni Network.
P026	Academic management	Teaching	VR CA	SGA	Rectory (Student Hub)	Includes all activities related to the management and organisation of degree and non-degree training, as well as support to student recruitment activities. This includes the provision of services to students, applicants and former students, as well as all academic acts carried out as part of their studies at the University, from their application to the issuing of the diploma that confirms their graduation or training.
P061	Human resources management	People	VR LN	SGRH		Includes all activities involved in planning, selecting and recruiting human resources deemed essential for the desired efficiency and effectiveness of the UC, ensuring the promotion of internal policies that guarantee the conditions for continuous professional and personal development of workers, as well as their motivation.
P064	Innovation management	Research and Innovation	R PR NM PR GF	SPGI		Includes all activities that contribute to promoting, stimulating and supporting the creation of relations, projects and partnerships between the UC and the outside world, contributing to reciprocal bonding and learning, as well as boosting the economic potential of scientific knowledge.
P066	Financial management	Funding	VR LN	SGF		Includes all activities that contribute to financial management from a perspective of asset management, budget management, procurement and internal control.

[9] R – Rector Amílcar Falcão; VR LN – Vice-rector Luís Neves; VR DL – Vice-rector Delfim Leão; VR JRS – Vice-rector João Ramalho-Santos; VR AD – Vice-rector Alfredo Dias; VR CA – Vice-rector Cristina Albuquerque; VR JCS – Vice-rector João Calvão da Silva; PR PP – Pro-rector Paulo Peixoto; PR PPS – Pro-rector Patrícia Pereira da Silva; PR GF – Pro-rector Gabriela Fernandes; PR NM – Pro-rector Nuno Mendonça; PR FG – Pro-rector Filipa Godinho; ER – Rector's team.

Ref.	Designation	Pillar/Axis/Area PEA.UC	Strategic responsibility [9]	Process management	Other parties involved in operational management	Description
P068	Infrastructure management	Facilities	VR AD	SGIP; SGSIIC	Rectory (GNI)	Includes all activities that contribute to the planning, management and maintenance of infrastructures and equipment, including the rehabilitation and upgrading of UC buildings and equipment, with a view towards ensuring the management of technological infrastructures, spaces and security.
P069	Sustainability management	Sustainability and Social Responsibility	PR PPS	Rectory		Includes all activities geared towards sustainability management in the UC, taking into account the Sustainable Development Goals.
P070	Information systems management	Quality	VR LN	SGSIIC		Includes all activities related to identifying the needs, planning and policies of Information Systems, as well as their development, management and maintenance. These include technical advisory activities for assisting in decision-making in these domains, as well as tech support.
P074	Management of social services	Sustainability and Social Responsibility	VR LN	SASUC		Includes all activities related to the provision of support to the university community in the sphere of social services, namely: attribution of social support to students (direct and otherwise); support to sport and cultural activities; access to health services and occupational safety management; access to psycho-pedagogical support and other educational support; access to housing; access to child support services and access to food; other support services.
P076	Research and development management	Research and Innovation	VR JRS	Research UOs; Teaching and Research UOs; R&D Units	Rectory (R&D International networks)	Includes all activities aimed at implementing the UC's research policy, namely those related to the creation, extinction and management of R&D units and the stimulation of scientific production, as well as articulation activities between research, teaching, and ethics.
P078	Management of teaching and learning	Teaching	VR CA	Teaching and research UO	Rectory (UC Return and Complete)	Includes all activities that contribute to defining, planning and approving the training offer and to the planning and management of the teaching activity, as well as activities aimed at defining and implementing initiatives and strategies to combat early school leaving.
P080	Communication management	Communication	VR DL	DCom; NMAR	UC Communication Group	Includes the activities centred on the improvement of an effective communication and marketing policy, promoting transparency and creating feedback mechanisms for members of the UC community and external partners, giving visibility to the achievement of the institution's statutory missions. These include activities of content production; press and media advisory services; graphical editing; marketing and targeted communication.
P100	Project management	Funding	VR JRS; VR LN	SPGI		Includes all the activities that contribute to the technical, administrative and financial management of projects and activities developed at the University within the field of research. These include research, identification and dissemination of funding programmes, community support and otherwise; promotion and specialised support for competitive funding programmes as part of research, development and institutional projects; specialised support for negotiating and contracting approved applications.

Ref.	Designation	Pillar/Axis/Area PEA.UC	Strategic responsibility 9	Process management	Other parties involved in operational management	Description
P107	Open Science management	Societal Challenges	VR DL	Rectory		Includes all activities aimed at promoting the institutional policy of open science and promoting the sharing of knowledge with the scientific community and with Society in general.
P137	Administrative information management and data protection	Quality	R	DPDIA		Includes all activities aimed at promoting compliance with General Data Protection Regulation as well as access to administrative documents and administrative information.
P185	Legal support management	Quality	R	GAJ		Includes all activities that contribute to the provision of specialised legal technical support in the various areas of activity of the Rectory and, whenever requested, to the various governing bodies of the University, its UOs and other services.
P192	Management of sport activity	Societal Challenges	PR FG	EU		Includes all activities aimed at promoting and managing sport for the UC community and for Society.
P193	Management of cultural activity	Societal Challenges	VR DL	Rectory; UECAF		Includes all activities aimed at promoting cultural and artistic action for the UC community and for Society.
P194	Management of strategies to promote employability	Teaching	VR CA PR NM	Rectory	Teaching and Research UOs	Includes all activities aimed at promoting the employability of UC graduates.
P196	Management of pedagogical innovation and distance learning	Teaching	PR PP	Rectory (UC_D; AIP_UC)		Includes all activities that promote and stimulate pedagogical innovation and distance learning training offer.
P197	Heritage and tourism management	Societal Challenges	VR AD	Rectory (NTUC); SGIP; UECAF		Includes all activities aimed at managing the University's bibliographical, archival and museological heritage and its dissemination to Society, namely through tourism.

Ref.	Designation	Pillar/Axis/Area PEA.UC	Strategic responsibility [9]	Process management	Other parties involved in operational management	Description
P200	Documental management	Quality	R	Rectory		Includes all activities for the management of internal and external correspondence, as well as the management of management and administrative process archives.
P201	UC governance	Common	ER	Rector's team; General Council; Senate; Management Council	Rector's Office – secretariat, core and support to the Rector's team; GAPRG	Includes all of the UC's governance activities, including the activities of the General Council, Management Council and Senate. It also integrates the set of activities of the Rector's Team and its support team, including activities aimed at promoting and managing participation in networks and partnerships, monitoring third-party entities with which the UC has a close relationship, namely Subsidiary Private Entities, assessing normative, legal and regulatory compliance, and interfacing activities with supervisory, inspection or judicial control bodies.
P202	Planning, assessment and improvement	Quality	R; PR PPS	DPQ; DPGD		Includes all activities that contribute to the application of the PDCA cycle in the UC, with a view to promoting a culture of planning, monitoring, assessment, analysis and improvement of the institution's processes, stimulating process approach and risk management, all as a means to ensure compliance with the stipulations of internal and external regulations, the Quality Policy and the Strategic and Action Plan.

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Appendix 2 – Articulation between the PEA.UC, the Quality Policy guidelines and the Processes of the SG.UC

Pillar/Axis/Area	Strategic guidelines	PQ Lines	SG.UC Processes
Research & Innovation	To promote interdisciplinarity through the creation of strategic areas, with multidisciplinary approaches capable of responding to societal challenges	1; 2	P076; P201
Research & Innovation	To stimulate scientific activity by strengthening the presence of the University of Coimbra in scientific networks, diversifying external funding and offering support in the search for opportunities and partnerships, in the submission of applications and in the execution of projects	1; 2	P064; P076; P100; P201
Research & Innovation	To boost scientific production and promote its dissemination, valuing intellectual property and creating incentive systems for teachers and researchers with high impact scientific activity	1; 2	P064; P076; P107; P201
Research & Innovation	To map, update and guarantee the visibility of the scientific and technological capacity installed in the University of Coimbra Group	1; 2	P064; P076; P201
Research & Innovation	To consolidate the innovation ecosystem of the University of Coimbra, supporting entrepreneurship, the incubation and acceleration of companies, based on research	1; 2	P064; P201
Teaching	To innovate and adapt pedagogical models to Education 4.0, offering excellence in the assimilation of knowledge and skills, and in the results achieved	1; 3	P078; P196; P201
Teaching	To attract the best and to boost the transversal acquisition of skills, offering students a preparation for excellence in preparation for research activities	1; 3; 4	P026; P076; P078; P201
Teaching	To expand training opportunities, responding to the needs of new groups and offering diversified and attractive programmes for lifelong learning and implementing options in the micro-credentials format	1; 3	P026; P078; P196; P201
Teaching	To strengthen permanent proximity and interaction with the business world and other entities, adjusting and co-creating training offers, ensuring work-based learning and promoting employability	1; 3; 4	P026; P078; P194; P201
Teaching	To promote the quality of doctoral training and to recruit more and better PhD students, in recognition of the third cycle's importance in the production of knowledge	1; 3; 4	P026; P076; P078; P201
Societal Challenges	To promote the interface and sharing of knowledge with businesses, other entities and society in general, actively contributing to the response to societal challenges	1; 2; 5	P064; P069; P107; P201
Societal Challenges	To develop and intensify synergies with the different agents of the city and the region, reinforcing the presence of the University of Coimbra in the territory through partnerships and collaborative networks that contribute to sustainable development	1; 2; 4; 5; 7	P069; P201
Societal Challenges	To enhance the social and cultural value of heritage and tourism, to stimulate cultural and artistic activity and to promote university sport as an element of cohesion between the academy and the region	1; 2	P192; P193; P197; P201

Pillar/Axis/Area	Strategic guidelines	PQ Lines	SG.UC Processes
Societal Challenges	To strengthen the bilateral relationship between the University of Coimbra and its alumni, as a place where ideas and experiences are shared, reinforcing the presence of the alumni	1; 2	P013; P201
Societal Challenges	To consolidate the institutional policy of open science, promoting good practices and the sharing of knowledge with the scientific community and society in general	1; 2; 4	P076; P107; P201
Internationalisation	To reinforce leadership in promoting Lusophony, its culture and identity matrix, and to strengthen relations with CPLP countries, consolidating the University of Coimbra's position as a key institution for the Portuguese language	1; 2	P013; P201
Internationalisation	To maintain the international focus on emerging economies, boosting the Coimbra Group of Brazilian Universities and deepening relations with other countries	1; 2	P013; P201
Internationalisation	To increase the attractiveness and international recognition of the University of Coimbra, intensifying its presence in networks and establishing bilateral strategic partnerships	1; 2	P013; P201
Internationalisation	To review the University of Coimbra's geostrategic definition, deepening its participation in relevant international organisations and attracting international events to the University	1; 2	P013; P201
Internationalisation	To give a strategic character to the mobility policy, promoting the academic community's international mobility, and reviewing the conditions offered to international students	1; 2	P013; P201
People	To stimulate dialogue, promote active participation and institute the Ombudsmen	1; 6	P201
People	To dignify and reassess professional careers, recruiting in a perspective of progression and rejuvenation of human resources	1; 6	P061; P201
People	To promote professional and personal training, value individual skills and enhance the functions performed	1; 6	P061; P201
People	Facilitate the reconciliation of professional, family and personal life, recognizing the efforts of workers and promoting motivation	1; 6	P061; P201
People	To be a safe and healthy university and promote the quality of life of the academic community	1; 6; 7	P068; P074; P201
Quality	To promote the revision of the statutes and foster the strategic alignment of the entities that constitute the University of Coimbra Group	1; 4	P185; P201; P202
Quality	To implement monitoring and assessment models and tools capable of responding to the new institutional challenges	1	P201; P202

Pillar/Axis/Area	Strategic guidelines	PQ Lines	SG.UC Processes
Quality	To implement innovation and modernisation projects that contribute to the simplification and improvement of administrative procedures	1	P070; P201; P202
Quality	To optimise the University of Coimbra's Management System, promoting the efficiency, effectiveness and quality of its processes	1	P137; P185; P200; P202; P201
Facilities	To map spaces and their use, as well as to draw up a long-term integrated development plan for the University's edifices, promoting efficient use	1; 7	P068; P201
Facilities	To improve infrastructure conditions, recovering and modernising spaces and promoting safety, health and quality of life	1; 7	P068; P070; P201
Facilities	To qualify and enhance the value of outdoor spaces, promoting permanent maintenance and improving accessibility	1; 7	P068; P201
Facilities	To enhance the social and cultural value of the buildings, as well as the UC's historical and museological heritage	1; 2; 7	P068; P197; P201
Funding	To strengthen fundraising and diversify funding, focusing on competitive financing and generating revenue	1; 7	P066; P100; P201
Funding	To enhance governance accountability, operational excellence and management tools	1; 7	P066; P070; P185; P200; P201
Funding	To defend the economic sustainability of higher education, so as to ensure the fulfilment of its mission before society	1; 7	P066; P069; P201
Communication	To develop an internal communication strategy, personalized and of proximity, that promotes alignment, cohesion and involvement	1; 6	P080; P201
Communication	To actively communicate the University of Coimbra's global activity, in an integrated and articulated way, reinforcing attractivity and notoriety	1; 2	P080; P201
Communication	To make the UC brand a citizen of the world, promoting an adequate management of the image and marketing actions that project its visibility and recognition	1; 2	P080; P201
Environment and Climate Action	To promote environmental and energy sustainability on the campuses of the University of Coimbra	1; 7	P069; P201
Environment and Climate Action	To encourage behavioural change by fighting waste and promoting an environmentally responsible campus	1; 7	P069; P201

Pillar/Axis/Area	Strategic guidelines	PQ Lines	SG.UC Processes
Environment and Climate Action	To adopt a green public purchasing policy and to ensure the financial sustainability of the implementation of environmental measures	1; 7	P066; P069; P201
Citizenship, Equality and Inclusion	To strengthen social action, ensuring equity and promoting academic success, improving the living conditions of the student community and fighting inequalities	1; 7	P074; P201
Citizenship, Equality and Inclusion	To combat gender inequality and ensure equal opportunities, eliminating imbalances and barriers	1; 7	P069; P201
Citizenship, Equality and Inclusion	To promote social inclusion and minority protection policies, guaranteeing the right to difference and the right to have rights, ensuring equal access and conditions for success	1; 7	P069; P074; P201
Citizenship, Equality and Inclusion	To promote enlightened and responsible citizenship, social cohesion and human rights, defending civilised and ethical principles and contributing to the integral formation of citizens	1; 7	P069; P201

Appendix 3 – Articulation between the actions of the Quality Plan and the Processes of the SG.UC

Actions of the Quality Plan	P013	P026	P061	P064	P066	P068	P069	P070	P074	P076	P078	P080	P100	P107	P137	P185	P192	P193	P194	P196	P197	P200	P201	P202
To define and implement a model for the annual monitoring and assessment of research by Strategic Area										■														
To document and integrate in the SG.UC the procedures for the promotion and dissemination of UC scientific production										■														
To document and integrate in the SG.UC the procedures for the creation, management and extinction of R&D units										■														
To optimise the model for the monitoring and assessment of pedagogic quality in the 1st and 2nd cycles											■													
To optimise the model for the monitoring and assessment of the pedagogical quality of non-degree and distance learning courses											■									■				
To optimise the model for monitoring the academic and professional trajectory of UC graduates, considering the specificities of each cycle																			■					
To optimise the pedagogical quality, monitoring and assessment model in the 3rd cycle											■													
To promote, by the end of 2021, the reformulation of the Innovation Management Process				■																				
To ensure the annual participation of the UC in the THE Impact ranking and prepare, after each cycle of data submission / disclosure of results, a report with proposals for improving the performance of the UC																								■
To develop the Sport Activity Management Process																	■							

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Actions of the Quality Plan	P013	P026	P061	P064	P066	P068	P069	P070	P074	P076	P078	P080	P100	P107	P137	P185	P192	P193	P194	P196	P197	P200	P201	P202
To develop the Cultural Activity Management Process																		▓						
To develop the Heritage and Tourism Management Process																					▓			
To define and implement the Management Process of the Alumni Network	▓																							
To define and implement a model for monitoring and evaluating the level of compliance with the institutional policy of open science														▓										
To promote at least one training action, through e-learning, on quality management in higher education institutions, for managers and technical staff of IESs in the CPLP	▓																							
To promote the participation in actions for international dissemination of the SG.UC, promoting benchmarking and the sharing of good practices in the scope of quality management in IESs																								▓
To implement and regularly update a web page dedicated to quality management at the UC, in English												▓												
To promote the translation into English of all the questionnaires evaluating the satisfaction of members of the academic community																								▓
To define and implement a model for mapping and evaluating the impact of international networks and partnerships in which UC is involved																							▓	
To promote in Coimbra an international event dedicated to quality management in higher education institutions																							▓	▓
To optimise the registration and monitoring model of teachers and researchers in mobility IN and OUT	▓																							

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Actions of the Quality Plan	P013	P026	P061	P064	P066	P068	P069	P070	P074	P076	P078	P080	P100	P107	P137	P185	P192	P193	P194	P196	P197	P200	P201	P202
To optimise the satisfaction assessment model of the academic community members who participate in international mobility initiatives	■																							
To integrate the Ombudsmen in the UC Quality Council, promoting their participation in at least 75% of the meetings held																							■	
To define and implement, by the end of 2021, a UC human resources planning procedure			■																					
To optimise the procedures and support instruments for the operational planning of human resource recruitment and selection activities in the UC			■																					
To promote annually at least one training action within the scope of quality management, at the initiative of the DPQ, dedicated to teaching and research staff			■																					
To promote annually at least one training action within the scope of quality management, at the initiative of the DPQ, aimed at the UC's quality promoters			■																					
To promote at least one annual workshop on quality management, at the initiative of the DPQ, dedicated to technical staff			■																					
To collaborate in all welcoming and integration actions for new workers, preparing the materials and organising the framing session on quality management in the UC			■																					
To develop and implement a study to evaluate the satisfaction/comfort/fulfilment of the human resources of the University of Coimbra			■																					
To include the Quality Council in the UC Statutes, clarifying its composition, competences and functioning model																							■	
To optimise and keep updated the characterisation of the calculation of indicators associated with each of the references for internal quality assurance systems in IESs, defining the model for their integration in the UC business intelligence system																								■

Actions of the Quality Plan	P013	P026	P061	P064	P066	P068	P069	P070	P074	P076	P078	P080	P100	P107	P137	P185	P192	P193	P194	P196	P197	P200	P201	P202
To ensure the annual monitoring and assessment of the impact of the administrative innovation and modernisation measures implemented in the University, preparing the necessary information for the management and accounts report and for the SG.UC self-assessment report	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
To prepare an annual self-assessment report of the UC's Internal Quality Assurance System, with a critical analysis of the development level of each of the dimensions considered by A3ES and a proposal for a development plan																								X
To prepare the proposal for the UC's SIGQ self-assessment guide, so as to prepare the renewal of its certification by A3ES																								X
To annually define and implement an action plan to put into practice the recommendations presented by A3ES, within the scope of institutional assessment																							X	
To annually prepare at least 2 new processes for the SG.UC, with the intent to integrate them in the scope of ISO 9001 certification																								X
To optimise the model of elaboration, verification, approval and control for the documents published in MOS|UC																						X		
To annually define and implement an action plan in order to carry out the preventive measures stipulated in the PPRGCIC.UC																								X
To promote the optimisation of the Building and Safety Management Process						X																		
To develop the internal quality assurance system of the UC in all its aspects, enhancing the application of the simplified assessment model of study cycles, with positive financial impact for the UC	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
To promote the execution of at least 85% of the internal audits planned, increasing the total % of targeted units																								X

Actions of the Quality Plan	P013	P026	P061	P064	P066	P068	P069	P070	P074	P076	P078	P080	P100	P107	P137	P185	P192	P193	P194	P196	P197	P200	P201	P202
To promote an Annual Meeting of the UC's Quality Facilitators																								■
To prepare and disseminate annually at least 4 newsletters for the DQ Network, with relevant issues, as part of quality management in higher education												■												
To optimise the Communication Management Process												■												
To implement a new webpage dedicated to quality management at the UC												■												
To promote the participation of the UC in the QS Stars rating, for the renewing of its global 5-star classification																								■
To optimize the dissemination model of the UC results in the university rankings												■												
To promote the definition and implementation of the Sustainability Management Process							■																	
To optimise the model for monitoring academic success, the lack thereof, and academic abandonment										■														
To optimise the Social Action Management Process									■															
To promote the application of inclusive language in all processes, procedures, working instructions, guidelines and forms of the SG.UC																						■		
To ensure the creation of a proposal for the UC Code of Ethics																							■	

Appendix 4 – Management System Manual – revision table

Version	Date	Motive
1.0	2010-12-15	Initial document.
2.0	2011-07-08	Update to the process matrix.
3.0	2011-09-01	Updated responsibilities of the Quality Facilitators.
4.0	2012-01-11	Text adjustment in light of the *Novo Acordo Ortográfico*. Specific changes to the wording, in order to make it clearer. Autonomy of Appendix I in printed form (Im0772 - Matrix of Management System processes).
5.0	2012-06-29	Integration of additional details taking into account higher education reference documents. Alteration to the structure of the document.
6.0	2012-12-18	Revision following the Administration's restructuring.
7.0	2013-02-11	Integration of a new process map. Review of the designation of some procedures.
8.0	2013-07-01	Global revision of the MSG, namely the process map, the composition of the Quality Council, and clarification of some chapters.
9.0	2013-07-31	Integration of the new quality policy approved by the Quality Council.
10.0	2014-02-20	Specific changes to the wording of point IV.2.1 Research and Development.
11.0	2014-05-25	Integration of a new version of the process map. Changes resulting from the amendment of the Administration Regulation.
12.0	2014-09-30	Revision of the Quality Policy of the University of Coimbra.
13.0	2015-02-16	Integration of the reference to the existence of management subsystems. Integration of the Botanical Garden as UECAF. Update to the Stakeholders map. Update to the chapter on structures and levels of responsibilities.

Version	Date	Motive
14.0	2016-02-25	Integration of adjustments following the publication of the new PEA and the adjustment of line 6 of the Quality Policy. Integration of the new SG.UC processes map.
15.0	20-09-2018	Global revision of the Management System Manual in view of the adaptation of the SG.UC to the new references for internal quality assurance systems in IESs and to the requirements of ISO 9001:2015, namely the implementation of risk-based thinking. Revision to the SG.UC processes map and the structures responsible for quality.
16.0	18-02-2019	Update to the UC process map (P193 - Management of interaction with the community). Update to the Stakeholders map. Integration of text regarding the scope of ISO 9001:2015 certification. Integration of the reference to PPRGCIC. Update to tables and charts that refer to the processes of the MS, in light of the revisions to the process map.
17.0	23-09-2019	Update to the UC processes map. Updating of all figures, tables and charts that refer to the processes of the MS. Updating of information regarding the organic structure of the UC, given the changes in the Rector's Office and Administration regulations. Updating of the reference documents (RJAES and ISO 9004). Other miscellaneous changes for clarification of content.
18.0	28-10-2020	Update to the information on the organic structure of the UC, following the publication of new versions of the Regulations of the Rectory and of the Administration, throughout 2020, including the creation of the Quality Promotion Office. Update to the organisational chart of the SG.UC. Update to the list of references, in order to integrate the new PEA. Integration of a note regarding the update to the UC Process Map, in progress, following the approval of the new PEA, including the Quality Plan.
19.0	26-03-2021	Annual verification of the MSG for optimisation and occasional clarification of contents. Optimisation of the description of the structures responsible for the SG.UC. Update to the MSG tables, including appendixes, after the approval of the new Process Map (which resulted from the splitting of previously existing Processes) and new versions of the Rectory and Administration organisational charts. Alterations to the MSG template.
20.0	08-11-2022	Integration of an updated Process Map. Integration of specific adjustments to the list/name of units and services, resulting from the update of the Regulations of the Rectory and Administration. Updating of the composition and competencies of the UC Quality Council. Updating of the table with the main management documents of the SG.UC.
21.0	22-06-2023	Punctual update following changes in the organic structure and the inauguration of the new rectory team. Inclusion of more detailed information on the SAS. Updated the Quality Policy, following the Quality Council meeting in June 2023.