TÉCNICO LISBOA

Integrated quality management systems

from institutional assessment to quality enhancement

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EAIR 39th Annual Forum
Porto, 3-6 September 2017

ORGANIZATION

TÉCNICO LISBOA

1. INTRODUCTION
2. SIQuIST (Integrated Quality Management System)
3. META EVALUATION
4. CONCLUSIONS

1. INTRODUCTION

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Facts and figures

1911

Instituto Superior Técnico was founded on 23rd May 1911 by Alfredo Bensaúde.

42%

Of students get a job before graduation.

85,7%

Of graduates get a job within six months after graduation.

11.611

Técnico has approximately 11.589 students enrolled.

2.174

Scientific publications in ISI Web of Science.

46

Spin-off companies created at Técnico since 2009.

3

Técnico has 3 campuses (Alameda, Taguspark and CTN).

3

Técnico provides accommodation in 3 student residences.

24,79%

Of international students attend a Doctoral degree.

1. INTRODUCTION

LEGAL REQUIREMENTS HEIs

- ✓ **adopt quality assurance policies and procedures**
- ✓ develop a quality culture
- ✓ **promote and implement a strategy for continuous enhancement of quality**

PRIORITIES FOR QAS

- ✓ extend the scope of assessment
- ✓ **clarify the consequences of assessment**
- ✓ internationalize the assessment process
- ✓ **require tangible results**

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2. SIQuIST: timeline

2. SIQuIST: certification

National Agency certification 2013 – 6 years

AUDIT AREAS	RESULTS
Teaching and Learning	*DEVELOPING* *Substantial Development*
Research and Development	*DEVELOPING* *Substantial Development*
Links to Society	*DEVELOPING* *Substantial Development*
Information System	CONSOLIDATED Very Advanced
Human Resource Management Policies	*DEVELOPING* *Substantial Development*
Support Services	*DEVELOPING* *Substantial Development*
Publication of relevant information to stakeholders	*DEVELOPING* *Substantial Development*
Internationalisation	*DEVELOPING* *Substantial Development*

2. SIQuIST: model

SIQuIST

Continuous improvement of the quality of the school
Evaluation of the degree of accomplishment of Tecnico Lisboa mission
Criteria and indicators of performance

Quality improvement processes

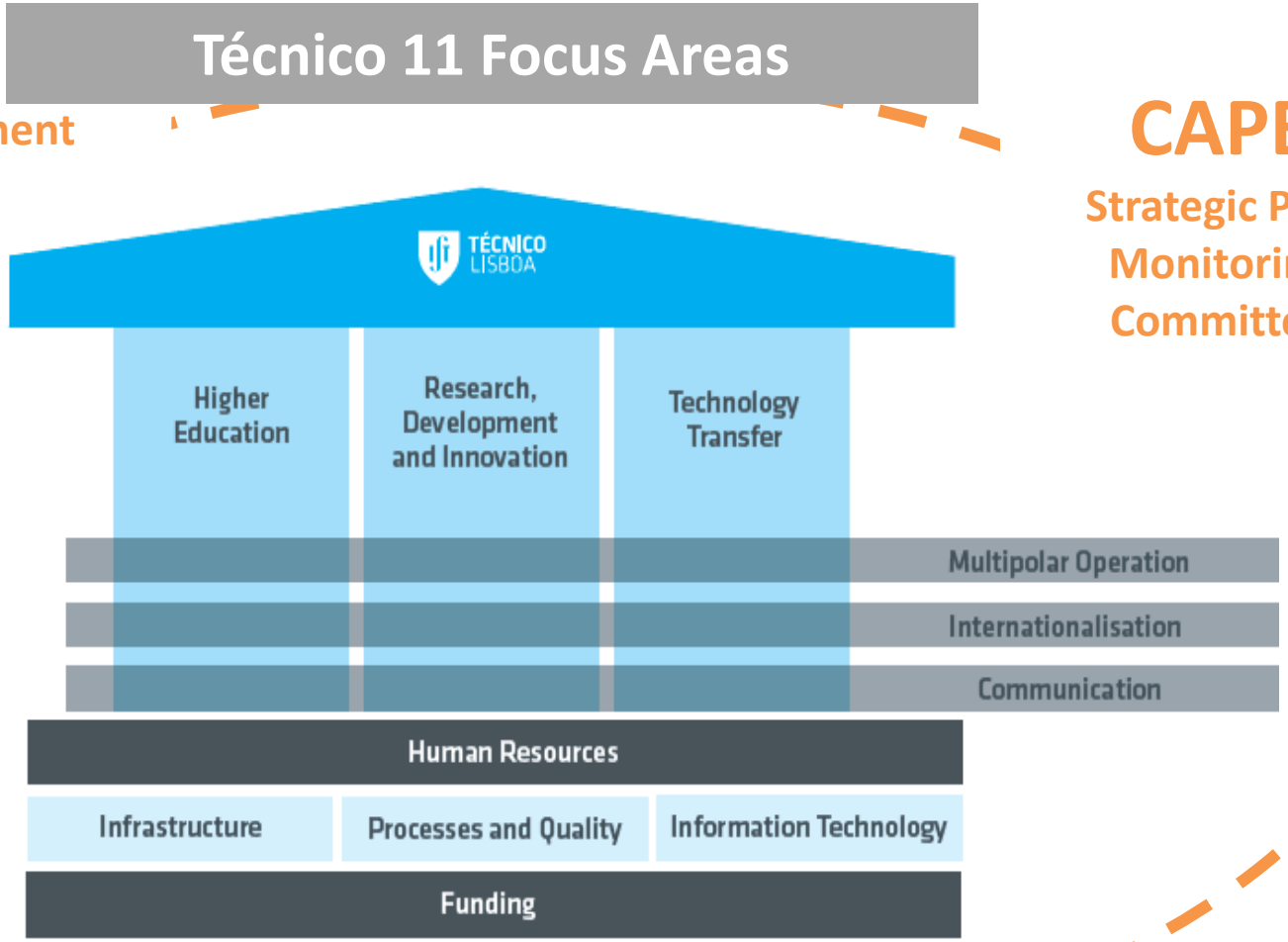
- ✓ Self evaluation
- ✓ External evaluation

- ✓ **Cyclical review of institutional results**
- ✓ **Overall assessment of Tecnico Lisboa mission and strategic objectives**

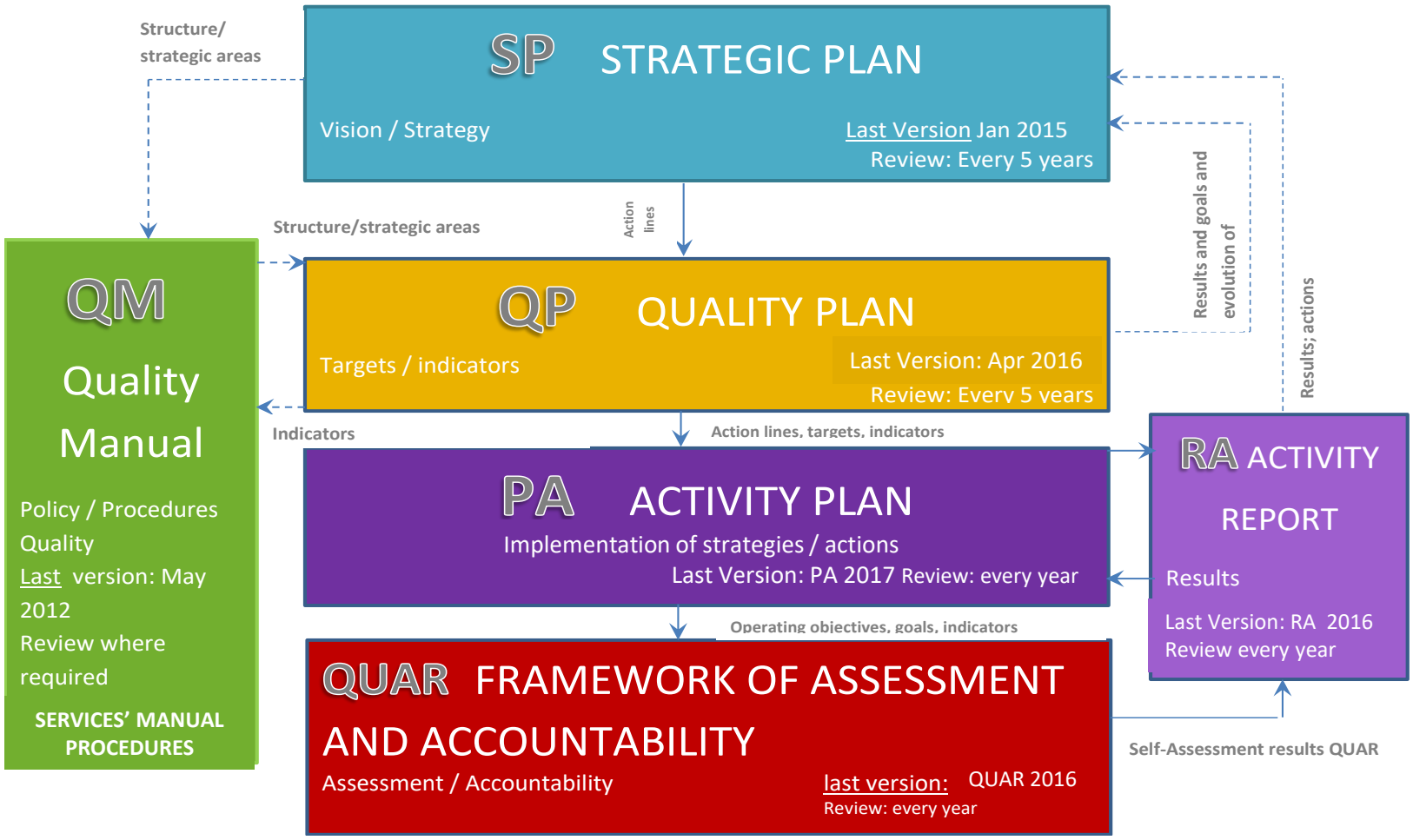
2. SIQuIST: structure & coordination

CGQ
Quality Management Council

CAPE
Strategic Plan Monitoring Committee



2. SIQUIST: support documents



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PROCESSES AND QUALITY
action lines

- ✓ Identification/consolidation/dissemination of good institutional practices
- ✓ Review/implementation of evaluation processes for Departments, Research Units and Laboratories
- ✓ Consolidation of Education assessment processes
- ✓ Consolidation of staff/faculty internal assessment
- ✓ Redefinition/optimization of administrative processes
- ✓ Alignment and monitoring Técnico Lisboa positioning in international rankings

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Are we doing the *RIGHT THINGS* the *RIGHT WAY*?

QUALITY PLAN

KPI - Key Performance Indicators

- *Quality Indicators:*
  - *Process indicators measuring expectations, perceptions, satisfaction, improvement, impact*
- *Progress Indicators:*
  - *Informative indicators measuring results, achievements, outcomes, success*

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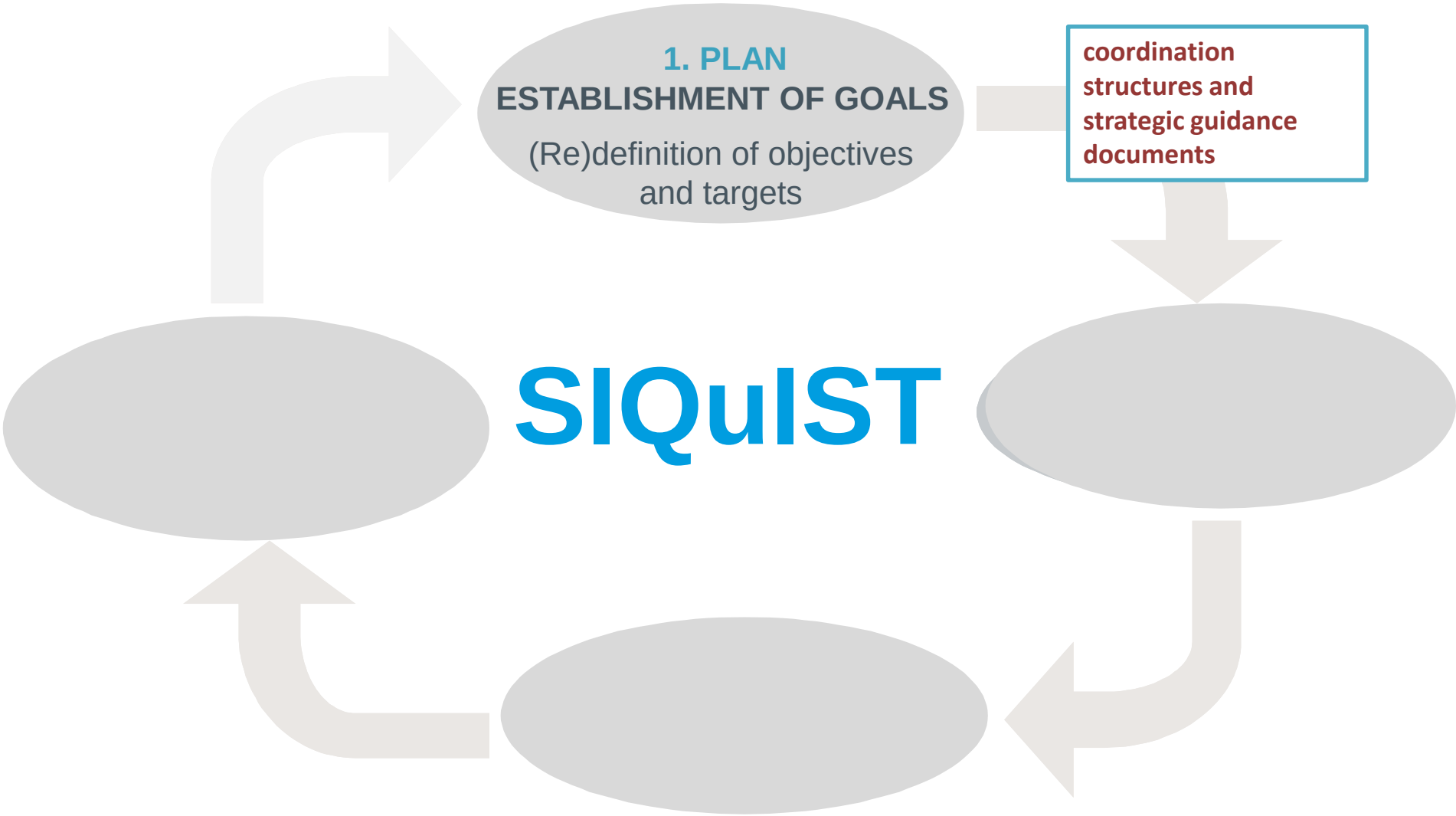

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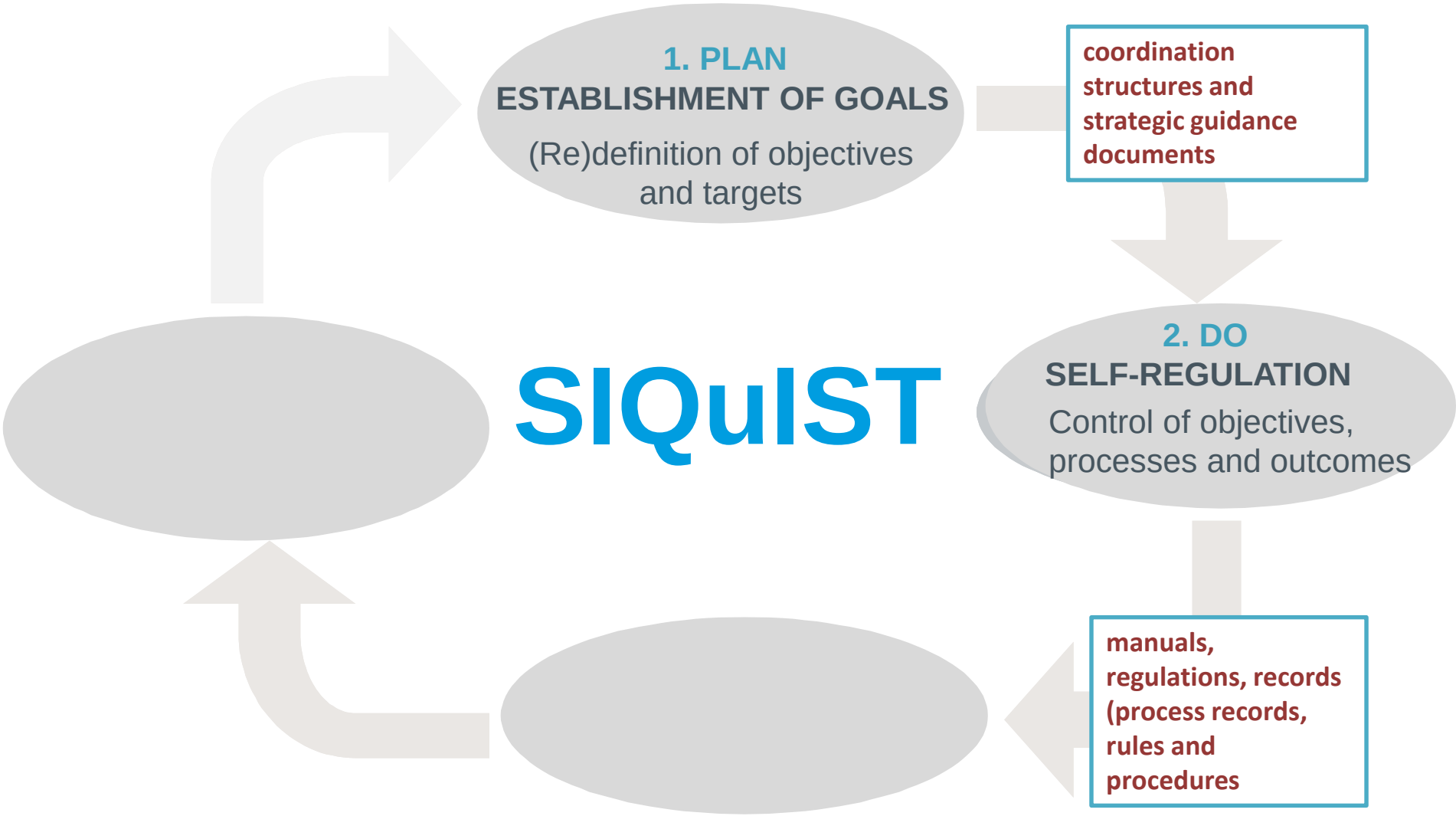

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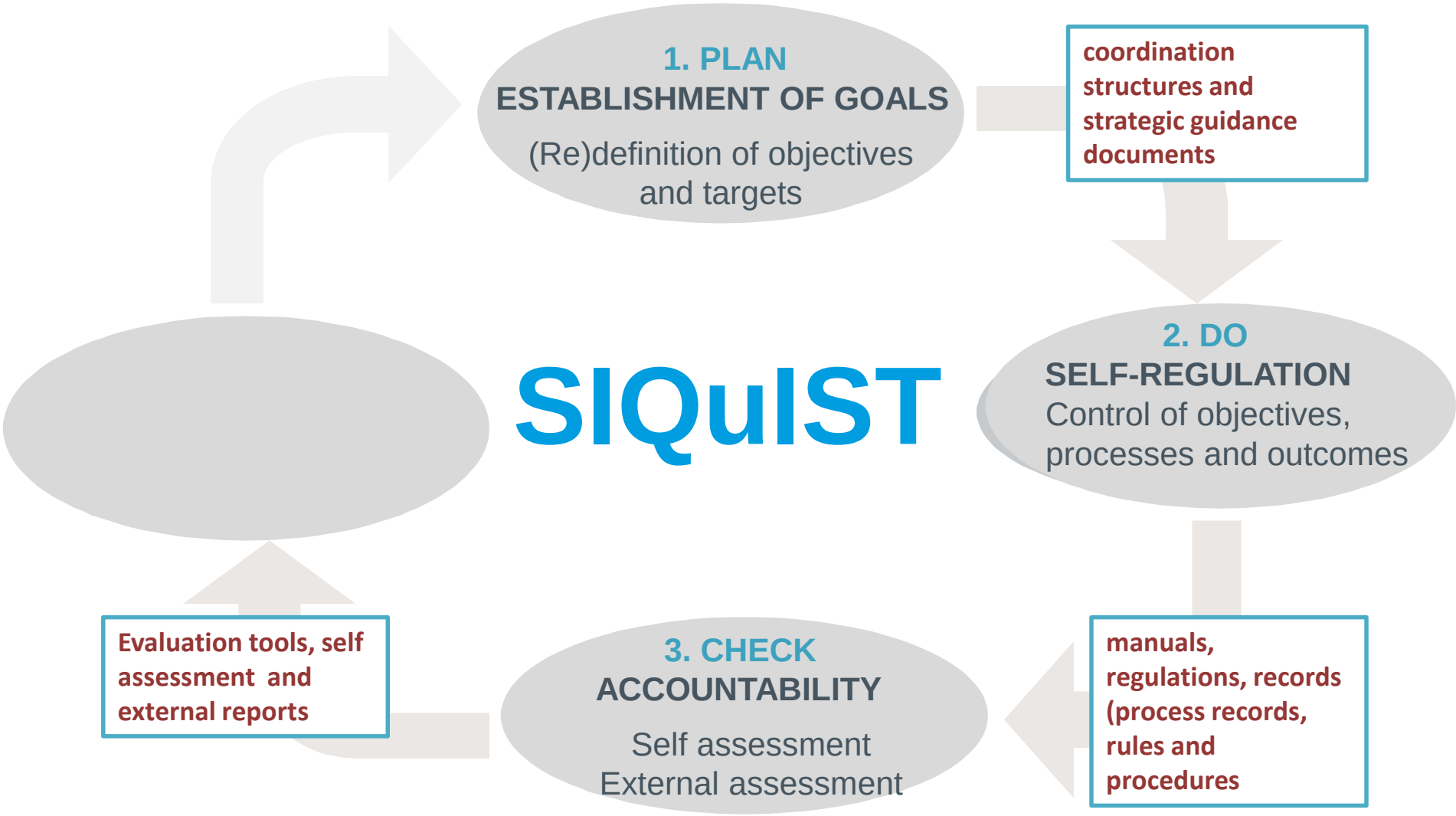

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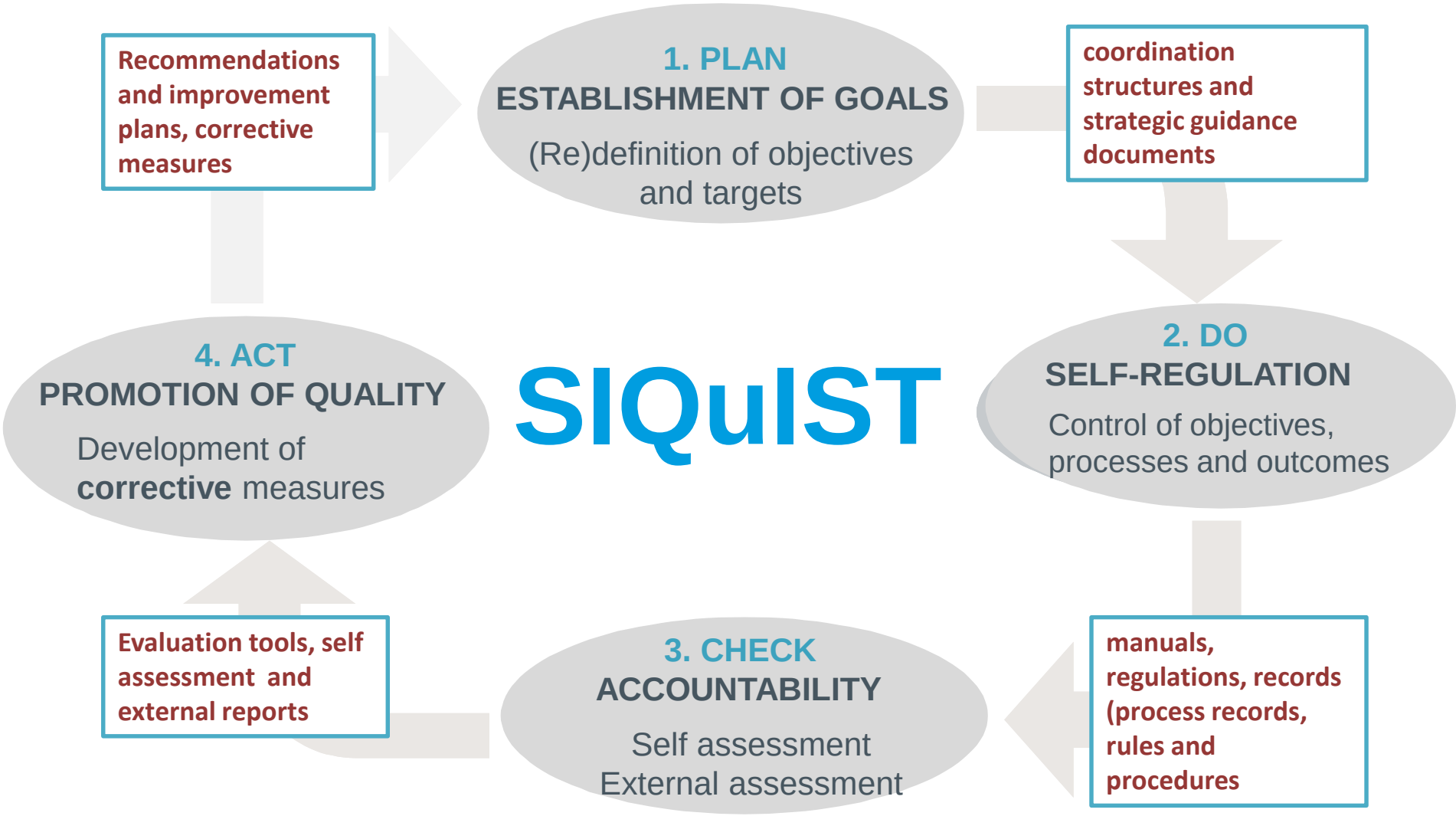

MAPPING OF QUALITY MECHANISMS IN HIGHER EDUCATION

	Sub-processes	*What to do? Plan according to set objectives* **Strategic coordination and guidance** *(identify coordination structures and strategic guidance documents*	*How to do? Carry out as planned, according to set rules and procedures* **Performance rules and procedures** *(identify documents - manuals, regulations, ... - which set performance rules and procedures)*	*How to assess? Monitor and assess results* **Assessment and control instruments** *(identify result monitoring and assessment mechanisms)*	*How to improve? Promote continuous improvement* **Improvement plans** *(identify improvement plans, with any preventive and/or corrective measures)*	**INDICATORS** Characterisation (AR)	**INDICATORS** Quality (impact/ recognition)
STRATEGIC	Improvement of Academic Success	**Structures** - Vice-President for Academic Affairs of the Governing Board - Scientific Board - Pedagogical Council, - SC Coordinators - Mobility coordinators - Academic Office ... **Strategic documents** - Strategic Plan - Quality Plan - Activity Plan - IST By-Laws ...	**Legislation** - Framework Law of Educational System - Legal Regime of Higher Education Assessment - Award of degrees and diplomas - Regulations for Registration Foreign Diplomas ... **IST Documents** - Study plans (OJ) - Academic Guide 1st, 2nd and 3rd cycles - Service procedure manual - Tutor Manual ...	**Internal** - Faculty performance assessment surveys - Course Unit and faculty audits - Annual Self-assessment reports of Study Programmes - Admission characterisation studies of new students - Final-year student surveys regarding their academic path - Technical and administrative service assessment surveys - Activity Report ... **External** - Assessments of the Portuguese Accreditation Higher Education Agency (A3ES) - Assessment of the Order of Engineers under the award of the EUR-ACE seal of quality	- Recommendations and Reports of the Study Programmes - Audit Improvement Plans - Recommendations of the External Assessment Committees - Activity Plan ...	1. No. of programmes 2. No. of students enrolled 3. No. of course units 4. No. of Graduates 5. % of women 6. No. of study programes with RD&I 7. No. of MOOC ...	8. Vacancy staffing rate 9. Student admission average 10. Dropout rate 11. Survival rate 12. Average completion time of the Study Programme 13. Average pass rate in Course Units ...
	Development of digital contents and e-learning platform						
	Increase in attractiveness of MSc and PhD degrees						
	Improvement of flexibility of curricular and mobility of national and international students						
	Promotion of lifelong learning						
	Streamlining educational offer						
OPERATIONAL	Creation, review and closure of study cycles						
	Creation, review and closure of SC						
	Preparation of academic activity						
	Selection, admission and registration of students						
	Performance of academic activity and award of academic degree						
	Self-assessment	***Very advanced***	***Substantial***	***Partial***	***Poor***		

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Critical and cyclical analysis of SIQuIST

- ✓ Review of current evaluation mechanisms to 3rd cycle programs
- ✓ Development information system to register scientific publications
- ✓ Disclosure of coordination structures and strategic planning documents
- ✓ Improvement of internal communication (Departments and RD&I Units)
- ✓ Improvement of working conditions/communication/motivation of staff
- ✓ Implementation of improvement plans for better infrastructures
- ✓ More and better evaluation of IT services results
- ✓ Update IST Quality Manual and Quality and Services Procedures Manuals

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BENEFITS OF SIQUIST CERTIFICATION

CREDIBILITY
+ visibility of SIQuIST, inside and outside the institution

CONSOLIDATION
+ development of SIQuIST, new documents and supporting tools

COMMITMENT
+ awareness and engagement of governing bodies concerning quality issues in quality assurance

RESPONSIBILITY AND SHARING
+ involvement/shared responsibilities between support services and management structures in a joint reflection

COMMUNICATION AND TRANSPARENCY
+ transparency of processes and valuable information for strategic decision making

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SIQuIST

- ✓ **SIQuIST provides** *an evaluation of all IST strategic areas, involving different stakeholders in a clear and responsible manner*
- ✓ **SIQuIST is essential** *for the institution's management, transparency, and external accreditation processes*
- ✓ **Challenges of SIQuIST** *include guaranteeing updated information and ensuring its outcomes have visible effects in the quality enhancement of the institution's processes over time*

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THANK YOU!

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