



**Lisbon School  
of Economics  
& Management**  
Universidade de Lisboa



# Integrated Quality System Manual

MQ-01 / V20



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## 1. INTRODUCTION TO ISEG'S QUALITY MANUAL

Current European and international standards require that higher education institutions implement a quality assurance policy for the various programmes and study cycles and that they encourage an internal culture which recognises the importance of this quality, as well as environmental concerns based on the UN Sustainable Development Goals.

In addition to defining a quality and environment assurance policy and formalising the respective processes, ISEG also put in place the formal mechanisms for the approval, periodic review, and monitoring of their study cycles and other activities through the collection and effective analysis of the most relevant data.

Within the framework of quality and environment assurance, ISEG must appoint qualified and competent personnel to consistently ensure adherence to the public rules and regulations and procedures for the various aspects of its activity, with emphasis on the process of student assessment. In turn, students must have access to the adequate and necessary resources for their learning and for their insertion in the workplace.

The Quality and Environment Assurance Policy presupposes the active participation of all members of the academic community and strategic partners in the processes of analysis, reflection, and debate on the reality and the future prospects of **ISEG – Lisbon School of Economics and Management (ISEG)**, starting with the identification of the challenges facing this university.

**ISEG's** Quality Manual is a key document which defines the organisation, responsibilities, and processes that establish the guiding principles for the development of **ISEG's** Integrated Quality Management System, based on European best practices (Standards and Guidelines for Quality Assurance in the European Higher Education Area, ENQA) and national recommendations, especially the studies divulged by the Education Evaluation and Accreditation Agency (**A3ES**). This manual aims to achieve the fulfilment of **ISEG's** mission and objectives as an integral School of Universidade de Lisboa (**ULisboa**).

The Quality Manual is approved by the Dean's Office, after consultation and contributions from the Quality Council (CQ), and is published in line with the following objectives:

- Present the global architecture of **ISEG's** Integrated Quality Management System (QMS);
- Communicate **ISEG's** Quality and Environment Policy and its processes and requirements;
- Present the Integrated Quality Management System (QMS) for external purposes, such as to demonstrate its compliance with **A3ES** standards and the reference norms of the **ISO 9001** "Quality Management Systems: requirements" and **ISO14001** "Environmental management systems: requirements and guidelines for their use".

The approved Quality Manual is available to the academic community on the Intranet System and can be consulted by ISEG's stakeholders.

## 1.1 Glossary

The following meanings are considered as reference:

<b>ACCREDITATION</b>	Procedure by which a competent body for the respective accreditation formally verifies and recognises that a given product, service, programme, or entity satisfies the organisational or quality requirements which are legally or conventionally convened for the purpose. In the case of higher education, this can take the form of the accreditation of the higher education institution or of a study cycle. (Source: A3ES Glossary)
<b>CERTIFICATION</b>	Procedure by which a competent body formally attests that a product, service, programme, or entity meets certain standards. (Source: A3ES Glossary)
<b>GARANTEE OF QUALITY</b>	A comprehensive term which refers to a continuous process of evaluating the quality of a higher education system, a higher education institution, or study cycles. Being a regulatory mechanism, quality assurance focusses on both responsibility and accountability, as well as improvement, providing information and value judgments through a structured and consistent process which is based on well-established criteria. (Source: A3ES Glossary)
<b>QUALITY IMPROVEMENT</b>	Is the constant search for performance improvement, focussed on the responsibility of the higher education institution itself to make the best possible use of its institutional capacity and autonomy. (Source: A3ES Glossary)
<b>STAKEHOLDERS</b>	People or groups of people which have an interest in the activities of an institution or an organisation. Such people or groups can be internal (i.e., relative to the internal community), or external. (Source: A3ES Glossary)
<b>PROCEDURE</b>	Specified way of carrying out an activity or a process. (Source: ISO9000, 2015)
<b>PROCESS</b>	A set of interrelated and interacting activities which transform inputs into outputs. (Source: ISO9000, 2015)
<b>PRODUCT</b>	The result of a set of interrelated and interacting activities which transform inputs into outputs. (Source: ISO9000, 2015)
<b>QUALITY (Higher Education)</b>	A multidimensional, multilevel, and dynamic concept, which relates to the context of an educational model and to the institutional mission and objectives, as well as to the norms and terms of reference which are specific to a given system, institution, degree, course, programme, or course unit. Quality can accordingly take on different meanings, which are sometimes conflicting, depending on: <ul style="list-style-type: none"> <li>(i) the perspective of different stakeholders in higher education (for example, students, faculty, subject areas, the job market, society, government);</li> <li>(ii) each of their standards (inputs, processes, outputs, missions, objectives, etc.);</li> <li>(iii) the attributes or characteristics of the academic world to be assessed; and</li> <li>(iv) the historical period of the evolution of higher education.</li> </ul> (Source: A3ES Glossary)
<b>RISK</b>	The effect of uncertainty. Risk is inherent to all aspects of a quality management system. Risks exist in all systems, processes, and functions. Risk-based thinking ensures that these risks are identified, contemplated, and controlled throughout the design and use of the quality management system. (Source: ISO9000, 2015)
<b>SUSTAINABILITY</b>	Human actions and activities designed to meet the current needs of human beings, without compromising the future of future generations. In other words, sustainability is directly related to social and economic development, whilst protecting the environment and promoting the responsible use of natural resources. (Source: ISO26000, 2010)
<b>ENVIRONMENTAL MANAGEMENT SYSTEM</b>	Part of the management system used to manage environmental aspects, meet compliance obligations and address risks and opportunities (Source: ISO14001:2015)
<b>COURSE UNIT</b>	A teaching unit with its own training objectives, which is subject to registration and assessment, which results in attributing a final grade. (Source: A3ES Glossary)

Table 1 – Glossary

## 1.2 Legal and normative framework

The following laws and norms are considered as reference requirements:

<b>A3ES</b>	Decree-Law No. 369/2007, of 5 November. Manual for the Institutional Evaluation Process for Higher Education (2017). Internal Quality Assurance Systems Audit - manual for the audit process. <i>Agência de Avaliação e Acreditação do Ensino Superior</i> (2020). Quality Assurance Systems standards for Higher Education Institutions (2016). Performance Indicators to support Study Cycle Assessment and Accreditation Processes, Cláudia Sarrico (Coord.), 2010, <i>Agência de Avaliação e Acreditação do Ensino Superior</i> . Comparative Analysis of European Processes for the Evaluation and Certification of Internal Quality Assurance Systems, Sérgio Machado dos Santos, 2001, <i>Agência de Avaliação e Acreditação do Ensino Superior</i> . Student Participation in the Evaluation of Portuguese Higher Education Institutions: A contribution to its definition, Sónia Cardoso (Coord.), 2010, <i>Agência de Avaliação e Acreditação do Ensino Superior</i> .
<b>ENQA</b>	Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), 2015. Brussels, Belgium (2015).
<b>Universidade de Lisboa</b>	Statutes of Universidade de Lisboa - Normative Deliberation No. 5-A/2013, Normative Deliberation No. 1-A/2016, and Normative Deliberation No. 14/2019 Rules and Regulations of the Integrated Quality Management System of Universidade de Lisboa - Deliberation No. 15622/2015. ULisboa Quality Manual.
<b>ISEG</b>	ISEG's Statutes: Deliberation No. 3946/2014. Deliberation No. 2846/2016 – 1 <sup>st</sup> Alteration. Deliberation No. 746/2022 – 2 <sup>nd</sup> Alteration. Credits and Professional Experience Regime of ISEG: Deliberation No. 8688/2018.
<b>AACSB</b>	2013 Eligibility Procedures and Accreditation Standards for Business Accreditation (July, 2018). Accreditation Standard 8 White Paper (2013 Business Standards): Curricula Management and Assurance of Learning, an interpretation (March, 2019). 2020 Revision Business Standards (July, 2020).
<b>ISO</b>	ISO9001:2015 – Quality Management Systems: requirements. ISO14001:2015 – Environmental Management Systems: requirements and guidelines for their use. ISO26000:2010 – Guidance on Social Responsibility. NP 4469:2019 – Social Responsibility Management System.
<b>Environment</b>	Law No.19/2014. Principles of the Environmental Policy (2014). Resolution adopted by the General Assembly on 25 September, 2015 – ‘Transforming our World: the 2030 Agenda for Sustainable Development’.
<b>Higher Education</b>	Legal Regime of Higher Education Degrees and Diplomas ( <i>RJGDES</i> ), Decree-Law No. 74/2006 and successive alterations, re-published by Decree-Law No. 63/2016. Law No. 38/2007 – Legal Regime for the Evaluation of Higher Education - <i>RJAES</i> (2007) and alteration. Law No. 62/2007 – Legal Regime for Higher Education Institutions - <i>RJIES</i> (2007) and alteration. Guidelines of the Council for the Prevention of Corruption for the elaboration and publication of Risk Prevention and Management Plans.
<b>Personal Data Protection</b>	<i>RGPD</i> General Rules and Regulations for Data Protection. Law No. 58/2019 – General Rules and Regulations for Data Protection, 8 August, 2019. Norms and opinions of the <i>CNPD</i> .
<b>Complaints</b>	Decree-Law No. 156/2005 and alterations – the obligatory availability of Complaints, Bouquets, and Suggestions Book for the Public Administration.

Table 2 – Normative requirements

## 2. PRESENTATION OF ISEG

### 2.1 ISEG - Lisbon School of Economics and Management

The origins of the **School of Economics and Management** lie in the Class of Commerce (*Aula do Comércio*), which was founded in 1759, which then joined with the Lisbon High School (*Liceu de Lisboa*) to form the School of Commerce (*Escola de Comércio*) in 1844. In 1869 it became part of the Industrial Institute of Lisbon (*Instituto Industrial de Lisboa*), which then became the Industrial and Commercial Institute of Lisbon (*Instituto Industrial e Comercial de Lisboa*), which launched the first degree in Commerce in 1884 and later originated the founding, in 1911, of two new higher education institutes: The School of Technology (*Instituto Superior Técnico*) and the School of Commerce (*Instituto Superior de Comércio*).

In 1930, the School of Commerce joined with three other technical schools (the present-day Faculty of Veterinary Medicine, the Agricultural School, and the School of Engineering) to create the **Technical University of Lisbon** (*Universidade Técnica de Lisboa*). These were later joined by what are now the School of Social and Political Sciences, the Faculty of Human Kinetics, and the Faculty of Architecture. At this stage, the School of Commerce became the School of Economic and Financial Sciences (*Instituto Superior de Ciências Económicas e Financeiras*), and later, in 1972, the School of Economics (*Instituto Superior de Economia*). In 1990, the School assumed its present name, to become the School of Economics and Management - **ISEG** (*Instituto Superior de Economia e Gestão - ISEG*).

Throughout its existence, the current **ISEG** - Lisbon School of Economics and Management has always sought to maintain its position at the forefront of Portuguese universities in the fields of Economics and Management, creating new degrees, while constantly updating syllabi and teaching methods. Through its research centres, **ISEG** plays a dynamic role in contributing to knowledge within its scientific areas of speciality, and in applying this knowledge to Portuguese society. **ISEG** further impacts its surrounding community through providing consultancy and other services to economic agencies and organisations. Finally, ISEG has developed a role for international scientific and cultural exchange.

On 31 December, 2012, a Decree-Law was published officialising the merger between **Universidade de Lisboa** and **Universidade Técnica de Lisboa**, to be known as "**Universidade de Lisboa**" (*Decreto-Lei n.º 266-E/2012, Diário da República, n.º 252, 2.º Suplemento, Série I, de 31 de Dezembro de 2012*).

**ISEG** currently offers a total of 49 degrees which are recognised in the European higher education system, 16 of which are taught in cooperation with other higher education institutions, namely 11 Bachelors, 25 Masters, and 13 PhDs degrees. 25 of these degrees are also taught in English, in recognition of the strategic objective to increase the internationalisation of the School. **ISEG** is the leader in Portugal in the volume of scientific publications produced in Economics and Management and hosts 1 research unit – ISEG Rsearch -, accredited by the Foundation for Science and Technology (FCT), the Portuguese government entity, which received in 2025 the high FCT evaluation classification - Excellence.

In November 2018, **ISEG** achieved one of the most important accreditations at the global level for Business schools - AACSB *Association of Advance Collegiate Schools of Business*, which will have a certain impact on the attractiveness of the School, both at the national and international level. It was reaccredited by AACSB in 2023. Finally, in 2024, ISEG obtained EQUIS accreditation, awarded by EFMD—one of the leading international accreditation bodies in the management education sector—and joined the exclusive group of triple crown business schools. Mention should also be made of other relevant certifications and accreditations which are important for

the School: accreditation of the **ISEG** MBA by AMBA - Association of MBAs; accreditation of the Actuarial Science degree by the Institute & Faculty of Actuaries; accreditation of the degree in Finance by the CFA Institute University Recognition Program; accreditation of the Postgraduation in Project Management by the PMI- Project Management Institute; accreditation of the Postgraduation in Real Estate Management and Valuation by the RICS - Royal Institution of Chartered Surveyors; accreditation of the Postgraduation in Economics Studies by OEAcCEdE - Accreditation of Continuing Education for Engineers; European certification of the Postgraduation in Financial Analysis by CEFA - European Financial Analyst and recognition by the CMVM; ISO 9001- International Organization for Standardization 9001 certification; Accreditation by the National Agency A3ES of the degrees of the three cycles. The School is currently preparing for the accreditation process for EQUIS international. In terms of international rankings, of particular relevance is **ISEG's** entry in the FINANCIAL TIMES Ranking in 2020, via the Masters in Finance, and also its continued presence in EDUNIVERSAL via several degrees.

Throughout its existence, **ISEG** has always sought, through the creation of new degrees and courses and the constant updating of study syllabi and teaching and learning methods in order to maintain a position of leadership among the Schools of Economics and Management in Portugal. Through its Research Units, it has also sought to play a dynamic role in the production of knowledge in its scientific domain and in the application of that knowledge to Portuguese society. Similarly, it has regularly provided other high-quality services to the economic agents of the society in which it operates, whilst also developing an important effort in terms of international scientific and cultural exchange.

## 2.2 Students

**ISEG** has students in all three of the Bologna Study Cycles (Bachelors, Masters, and PhD). The three Cycle degrees are taught in both Portuguese and English. At the same time, many **ISEG** students can apply to study at universities in other countries with different languages and cultures.

We highlight that the Students Associations play an important role in life at **ISEG**, namely AEISEG (the **ISEG** Students Association), AIESEG (the International Association of Economics and Management Students), Junior Business Consulting, and the popular *Tuna Económicas* student music group, among others more recent ones.

**ISEG** students are also provided with a range of support services at differing levels, such as the International Mobility Office (International Division), which provides assistance for students for mobility and exchanges, the Student Support Services Division – Careers and Well-being, which includes the former Student Support Office, which provides psychological care, and the former Careers Office, which manages a pool of employment opportunities and provides job hunting support, and also the Student Ombudsman, who constitutes an additional resource to whom students can turn to for help regarding their rights and guarantees, as well as their relationship with the School's various bodies and services. The Lisbon University Social Services deserve to be highlighted, which provide an autonomous canteen, which serves meals and runs a café/bar, as does the existence of a Library of reference, a computer room, and a bookshop and copy centre and also several study support rooms equipped with computers and printer, including a dedicated room for PhD students.

Finally, on graduation, students remain linked to **ISEG** through the Alumni Association - *Alumni Económicas*, which is supported by the Dean's Office which supports its activities and is associated with the School's life. The strategic importance of alumni involvement is recognised in terms of the information, communication, and integration of the School's activities among the broader economic and business world. In particular, alumni have an important role in accessing financial resources and in supporting students during their transition to the workplace.

## 2.3 Partnerships

**ISEG** is an ever-increasing dynamic force for promoting a multidisciplinary approach to economic sciences in Portugal, in collaboration with the following strategic partners:

**ISEG Executive Education**, whose principle mission is to provide executive training in the fields of Economics, Finance and Management, as well as to carry out studies for both businesses and governmental organisations. Governed by the Legal Regime of Higher Education Institutions (RJIES) and a signed agreement, **ISEG** delegated to **ISEG Executive Education** the delivery of non-degree executive training.

The **Economics Foundation (*Fundação Económicas*)**, whose mission is to implement, promote, and sponsor scientific research, innovation, and studies in areas related to Economics, Finance, or Business.

The ISEG Research in Economics and Management is the new R&D unit at ISEG, University of Lisbon. Born from the merger of CSG – Research in Social Sciences and Management and REM – Research in Economics and Mathematics, this new unit strengthens ISEG’s collective research capabilities.

The following research themes at ISEG are also noteworthy:

- DATA LAB: Data, models, and markets;
- FUTURES LAB: Innovation for sustainability;
- POLICY LAB: Evidence-based policy;
- XLAB: Behavioural sciences and decision-making.

The associative community support of **ISEG** students, in collaboration with the local community, contributes to regional and national development through cultural, sporting, artistic and social activities, and skills development:

- **AAA-ISEG** – The **ISEG** Alumni Association
- **AEISEG** – The **ISEG** Students Association
- **AIIESEC** - The International Association of Economics and Management Students
- **MAIS**
- **ISEG Business Club**
- **ISEG JTR**
- **ISEG Junior Business Consulting**
- **ISEG YES – Young Economics Society**
- **LeapVentures**
- **LIS – Lisbon Investment Society**
- **SDUL**
- **Tuna Económicas** Student Music Group

Support partners also include the following:

- A bank service CGD;
- Outsourced catering facilities.

### 3. QUALITY ASSURANCE MANAGEMENT STRATEGY

The Dean's Office of ISEG has defined as a strategy:

1. The integration of quality and environment assurance in ISEG's strategic management
2. The approval and communication of the Quality and Environment Policy
3. The definition of the governance structure and its responsibility

#### 3.1 The integration of quality assurance and environmental management in ISEG's strategic management

ISEG's Strategic Plan, which corresponds to five-year periods, is the document which is used to structure, guide and define strategic priorities and to organise them into major lines of action. In this sense, ISEG's quality policy is based on sharing its mission, vision, values, culture, and strategic objectives, whilst considering this articulation to be a structural pillar of the system.

Seven key strategic areas constitute the **Strategic Objectives for 2023 – 2026**:

1. Reputation: Locally, regionally and Internationally
2. SDGs: Approach and Materialisation
3. Research: Methodologies and Impact
4. Teaching: Innovation and Excellence,
5. Mindset: Entrepreneurial and Innovative,
6. Influence: Society, Organisations and the City of Lisbon,
7. People: Development and Well-being.

The development of each of these strategic pillars is included in the ISEG 2023-2026 Strategic Plan, approved at a School Board meeting.

The implementation of the strategy outlined above is carried out through the use of the following instruments:

1. **QUAR**, Evaluation and Accountability Framework, or the reference framework for assessing the performance of Services (mission), their action plans (strategic objectives), the goals to be achieved, the performance indicators and their respective sources of verification, the resources available (human and financial), and also the measurement of their implementation and the summary identification of deviations and their respective causes which are registered at the end of the management cycle.
2. Annual **Activity Plan**, where the actions to be developed, the goals to be achieved, those responsible, and the deadlines to be met are established.
3. **Integrated Quality Management System (ISEG-QMS)**, as the expression of a permanent commitment to quality assurance and continuous improvement, based on risk and opportunity-based thinking and the relevant requirements of the relevant stakeholders.

The ISEG-QMS unites all the activities of ISEG which contribute to ensuring the quality and environmental management of the activities carried out and the fulfilment of the School's mission, with the Dean's Office being responsible for the management of the ISEG-QMS.

Both Ulisboa's Quality Manual (ULisboa-QM) and its Quality Plan serve as an overall framework for ISEG's Quality Manual and QPL - Quality Planning, without compromising the autonomy and specificity of the ISEG-QMS.

ISEG designed, implemented, and maintains the continual improve of its **Integrated Quality Management System (ISEG-QMS)** as a management tool for its strategy, which is aligned with the following principles:

- Promote a quality culture which is transversal to the various axes of the institutional mission, namely: teaching and learning; research; interaction with society, and; internationalisation;
- Encourage the participation of all actors involved - faculty, non-faculty, researchers, and students - in its development and improvement;
- To be characterised by simplicity, coherence, stability, and predictability, without prejudice to the future introduction of innovation and modernisation initiatives;
- Ensure transparency and accountability;
- Guarantee participation, commitment, collegiality, rigour, and freedom in academic life;
- Promote the development of a quality culture in the various fields of activity;
- Guarantee the update and certification of the ISEG-QMS, in accordance with national and international standards;
- Ensure that risks and opportunities are identified, considered, and controlled, thus contributing to an increase in the effectiveness of ISEG-QMS and leading to attaining better results and preventing negative effects;
- Contribute to the continuous improvement of the quality of the activities developed.

The ISEG-QMS was designed in 2011 and 2012, after successfully attaining ISO9001:2008 quality management systems certification in July, 2013. The Dean's Office headed up the project and was always involved with it, in conjunction with the Process and Quality Manager, with the objective to ensure compliance with the defined objectives. A dynamic team was formed to run the project, including Process Leaders, Process Mappers, and Internal Auditors – who are still the drivers of the continuous improvement of the ISEG-QMS project.

The ISO9001 certification of the ISEG-QMS was renewed in 2024, followed by the respective follow-up audits.

The phases of the methodology adopted for attaining and implementing the ISEG-QMS were as follows:

- 1 – An Organisational Diagnosis
- 2 – Training (for all Employees and the Pool of Internal Auditors)
- 3 – Process mapping and documentation
- 4 – The planning of Quality Objectives
- 5 – The Quality Manual
- 6 – An Internal Audit
- 7 – A Management Review and Meta-evaluation
- 8 – Certification Renewal Audits

Strictly following the guidelines of the Rector's Office of Universidade de Lisboa, the first assessment gap analysis was carried out of the degree of compliance with the A3ES requirements in 2014, which resulted in the elaboration of a continuous improvement action plan. The ISEG-QMS now complies with the requirements of the A3ES benchmarks and their consecutive updates in an integrated manner that is aligned with the ISO9001 requirements. After expressing interest back in 2019, ISEG submitted its Self-Assessment Guide of the ISEG-QMS to A3ES in 2020. The A3ES audit took place in December 2020, resulting in a Preliminary Report with relevant recommendations for improvement. In 2021 the ISEG-QMS implemented various important improvements, for which the A3ES recommendations were very relevant. In 2022, the certification of ISEG-QMS by A3Es was completed.

In 2020, ISEG began designing an Environmental Management System in accordance with the NP EN ISO 14001:2015 standard, which was certified in November 2023. As with the implementation of ISEG-QMS, the Presidency led the project and was always involved together with the Process and Quality Manager to ensure compliance with the defined objectives.

This project is also aligned with the 2030 School Sustainability Strategy, launched in 2021, meeting the Sustainable Development Goals (SDGs) of United Nations. This strategy is a commitment undertaken by ISEG for the coming years and the result of several consultation processes with its community. Processes which were fundamental for the elaboration of this strategy, which also comprises an Action Plan and the Sustainability Policy. It is ISEG's plan to build an increasingly sustainable school. ISEG's first Sustainability Report was completed in 2023, in which ISEG internally identified 9 Sustainable Development Goals as reference and priority in order the school's mission, which are aligned with ISEG-QMS objectives.



### 3.2 ISEG's Quality and Environment Policy

ISEG's Quality and Environment Policy is based on its mission, vision and strategic objectives which constitutes the foundations of its guarantee of success. Continuous improvement and the quality of processes constitute a part of ISEG's responsibilities, and also of each of its members of staff, based on risk- and opportunity-based thinking and the applicable requirements of relevant stakeholders, ensuring compliance with A3ES normative requirements and the ISO 9001 and 14001 standards, and all the regulatory requirements, which govern the ISEG-QMS.

#### Mission

ISEG's mission is to create, share and enhance the social and economic value of knowledge and culture in the fields of Economics, Finance and Business Sciences, in a context of pluralism and assurance of intellectual and scientific freedom, and respect for ethics, social responsibility and sustainable development.

#### Vision

Imagine, Share, Explore, and Give It All (I.S.E.G). Inspire, Innovate and Educate to build a future that transcends expectations and transforms lives.

#### Values and Principles

- Scientific and intellectual freedom  
ISEG contributes to extending the boundaries of scientific knowledge in the fields of Economics, Finance and Business and areas of support, furthering the socio-economic development of Portugal and its international credibility through teaching, research, community service and the scientific and cultural international exchange of students, faculty and researchers.
- Diversity and Plurality  
ISEG adopts a plural approach to teaching and research, encourages the development of synergies between scientific areas, cultivates a spirit of leadership, innovation and entrepreneurship, and carries out joint activities with other national, foreign and international universities and research centres, in accordance with ethical and socially responsible values.
- Respect for ethical principles and social responsibility  
The ISEG community values and shares ethical principles and follows a code of ethics. The School and its students, faculty and staff adopt a socially responsible behaviour. ISEG is committed with the United Nation's 2030 Agenda and its Sustainable Development Goals.
- Internal and external assessment and continuous improvement  
ISEG promotes and diffuses a culture of internal and external assessment to ensure organisational improvement and individual and departmental performance.

#### Culture

- Competence and Rigour
- Entrepreneurship
- Teamwork and Leadership
- Continuous improvement

*The Dean of ISEG  
July, 2024*

### 3.3 Governance structure and responsibilities

The liaison between the ISEG-QMS and the governing bodies of **ISEG** is headed up by the **Dean of ISEG**, supported by the **Quality Board**, which is a consultative body dedicated to the planning, control and implementation of the Quality policy and objectives. It should also be noticing the appointment of a Vice-Dean responsible for Quality matters.

#### The **Quality Board**:

- Promotes the development of a culture of quality in the School;
- Proposes to the Dean's Office of **ISEG** the institutional policy and the strategic objectives for quality;
- Presents proposals for the management and monitoring of the ISEG-QMS;
- Monitors the internal and external evaluation processes;
- Ensures the continuous improvement and recognition of the ISEG-QMS;
- Reflection on risks and opportunities within the scope of the ISEG-QMS;
- Reflection on the strategy for accreditations, certifications, and other recognition programs such as rankings, among others;
- Reflection on the results of feedback from students (pedagogical surveys, student satisfaction surveys, suggestions and complaints from students, among other mechanisms) and other stakeholders (the academic community regarding environmental issues, feedback from employers/companies/institutions); [MANUAL\_QUA...OA\_PT.docx]
- Publicises the actions and documents related to the ISEG-QMS both internally and externally;
- Proposes the revision Rules and Regulations of the ISEG-QMS.

The **Scientific Board** is responsible for the following, within the context of quality:

- Evaluate the proposal to create Study Cycles and for the organisation and alteration of syllabi, as well as the closing and extinction of courses;
- Evaluate the scientific competences of faculty;
- Promote the development of fundamental and applied scientific research, whilst ensuring internationally-recognised quality standards;
- Promote the internationalisation of scientific activities.

The **Pedagogic Board** assumes the following responsibilities, within the context of quality:

- Pronounce on pedagogical guidelines and teaching and assessment methods;
- Promote regular surveys of pedagogical performance, followed by their analysis and communication;
- Promote performance evaluation of the pedagogical performance of faculty, among themselves and by students, followed by their analysis and communication;
- Propose measures aimed at improving the quality of teaching;
- Analyse complaints regarding pedagogical failures and propose the necessary measures;
- Approve the General Knowledge Assessment Rules and Regulations and regularly review them and monitor compliance;
- Pronounce on the creation of study cycles and on proposals for the organisation and alteration of syllabi;
- Pronounce on the instigation of academic prizes.

The **International Advisory Council (IAC)**, is an advisory body whose constitution is aligned with the School's strategy for internationalisation, whose mission is to advise the Dean of ISEG on both the internationalisation strategy and the establishment of the best international standards of quality and relevance of ISEG's activities for society, both nationally and globally.

The International Advisory Council comprises a group of professionals from the most diverse nationalities and areas of expertise who are proposed by the Dean of ISEG and approved by the School Board. The term of office of the members of the International Advisory Board coincides with that of the Dean of ISEG.

The creation of this International Council is an important step in affirming an “open minded” attitude of those who like to think about new solutions which is so characteristic of **ISEG**. We count on the support and advice of a group as experienced, dynamic, and heterogeneous as the IAC to become stronger and more competitive at both the national and international level.

The **Departments** are responsible for the following, within the context of quality:

- Promote the qualification and skills updating of the department's faculty;
- Promote the internationalisation of the faculty and exchange mobility with similar foreign universities;
- Propose the creation, restructuring, closure, and extinction of degrees;
- Propose alterations to degree syllabi;
- Organise and manage the necessary resources for the degrees;
- Prepare an annual report and activity plan.

The **Academic Coordination Board** is a body that supports the Dean of ISEG in the day-to-day management of the School, comprising:

- The Dean of ISEG, who chairs this body;
- ISEG's Vice-deans;
- The Dean of the Scientific Board;
- The Dean of the Pedagogic Board;
- The Deans of the Departments;
- The School's Finance and Administration Director, or the person responsible for the Financial and Administration Area, should they not have been nominated;

Other faculty, students, or non-faculty staff can be invited to participate in collaboration with the Services Coordination Board.

The **Services Coordination Board** is a body that supports the Dean of ISEG in the day-to-day management of the School, comprising:

- The Dean of ISEG, who chairs this body;
- ISEG's Vice-deans;
- The School's Finance and Administration Director, or the person responsible for the Financial and Administration Area, should they not have been nominated;
- Advisors of the Dean of ISEG;
- A representative of each service/functional area of ISEG.

Other faculty, students, or non-faculty staff can be invited to participate in collaboration with the Services Coordination Board.

The **Student Ombudsman** is responsible for the following, within the context of quality:

- Analyse students' comments regarding pedagogic matters.

The **Ethics Committee** is responsible for the following, within the context of quality:

- Analyse ethical issues within the context of ISEG's teaching, scientific research, provision of services to the community, and the general functioning of the School.

A **Quality Processes Manager** (QPM) has been nominated to work alongside the Dean's Office of ISEG as the person responsible for the management of the Integrated Quality Management System, in strict collaboration with all of ISEG's students, faculty, and non-faculty staff.

The **Quality Processes Manager** has the following responsibilities:

- Identify risks and opportunities in the School's context, as well as that of local society and relevant stakeholders;
- Ensure the alignment of the ISEG-QMS with the legal norms and criteria of the regulatory entities;
- Promote the participation of those responsible for processes in updating all processes;
- Review the ISEG-QMS processes and activity plans;
- Valorise employees' skills through continuous training in the requirements of the standards and processes approved by the Dean's Office;
- Monitor the attainment of the ISEG-QMS' objectives through the monitoring of indicators and targets and also internal audits;
- Analyse the input of data related to the management review;
- Communicate effectively with the main stakeholders about quality issues;
- Analyse the activity reports and propose necessary actions for improvement;
- Analyse the proposals regarding self-evaluation reports and institutional certification;
- Continuously review the Quality Manual and submit it to the Dean's Office for approval.

Process and Quality Management is currently an integral part of the Office of the Dean's Adviser via the Projects and Studies Office (GEP).

### 3.4 The main stakeholders

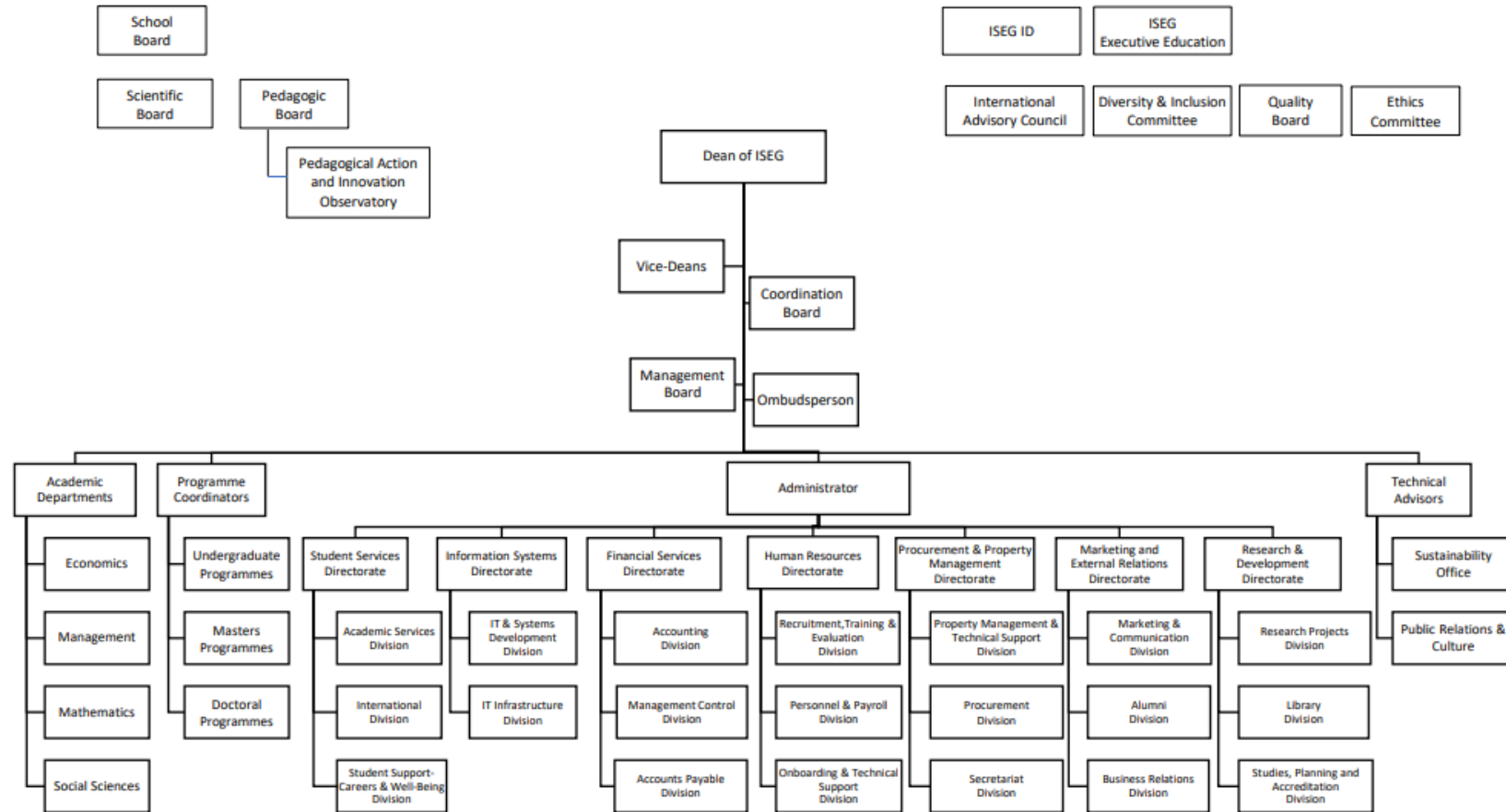
The main stakeholders in the Integrated Quality Management System are the following:

Stakeholders	Governing Bodies	Processes in which they participate	Participation in evaluation
<b>Managers</b>	School Management Bodies	All processes	Self-Assessment, External Assessment, Superintendence Surveys
<b>Faculty</b>	The School Board The Dean's Office The Scientific Board The Pedagogic Board The Management Board Departments The Academic Coordination Board The Quality Board The Ethics Committee The Observatory for Pedagogical Action and Innovation	Strategy and planning Academic Planning Teaching and Learning Library Management Research and Development Internationalisation Inter-university and Community Engagement Marketing and Communication Performance Assessment and Training Evaluation and improvement	Self-Assessment, External Assessment, Pedagogic Assessment
<b>Students</b>	The School Board, The Pedagogic Board The Quality Board	Strategy and planning Academic Planning Teaching and Learning Library Management Research and Development Internationalisation Inter-university and Community Collaboration Student Support Services Marketing and Communication Evaluation and improvement	Annual Satisfaction Assessment (Services), Pedagogic Assessment, Bouquets, Complaints and Improvements, External Assessment
<b>Non-faculty staff</b>	The School Board The Scientific Board The Pedagogic Board The Services Coordination Board The Academic Coordination Board The Quality Board The Ethics Committee The Observatory for Pedagogical Action and Innovation	Supply Chain Management and Evaluation Performance Evaluation and Training Evaluation and Improvement Inter-university and Community Collaboration Teaching and Learning Strategy and Planning Library Management Human Resource Management Information Systems Management Heritage Management and Maintenance Budget Management Internationalisation Research and Development Marketing and Communication Academic Planning Student Support Services Evaluation and improvement	Self-Assessment, External Assessment, Audit, Superintendence Surveys
<b>Alumni</b>	Quality Board International Advisory Board Economics Foundation	Strategy and Planning Teaching and Learning Student Support Services Inter-institutional and Community Collaboration	Quality Assessment of Graduates, Self-Assessment, External Assessment, Audit
<b>Employers</b>	The School Board The International Advisory Board The Quality Board	Strategy and Planning Inter-institutional and Community Collaboration Teaching and Learning Student Support Services Evaluation and improvement	Quality Assessment of Graduates, Self-Assessment, External Assessment
<b>Ministry for Superintendence</b>	Not applicable	Strategy and Planning Budget management	External Assessment, Superintendence Surveys
<b>ULisboa</b>	Not applicable	Interinstitutional and Community Collaboration Strategy and Planning Teaching and Learning Research and Development Budgetary Management	Self-assessment

Stakeholders	Governing Bodies	Processes in which they participate	Participation in evaluation
<b>ISEG Executive Education</b>	Not applicable	Strategy and planning Inter-institutional and Community Collaboration	Not applicable
<b>Economics Foundation</b>	Not applicable	Strategy and planning Student Support Services Inter-university and Community Engagement	Self-Assessment
<b>Research Centers</b>	The Scientific Board	Strategy and planning Research and Development Inter-university and Community Collaboration	Self-Assessment, External Assessment, Audit
<b>Student Clubs</b>	Not applicable	Strategy and planning Inter-university and Community Collaboration	Self-Assessment, External Assessment, Audit
<b>Candidates</b>	Not applicable	Strategy and Planning Marketing and Communication Academic Planning Inter-university and Community Collaboration Evaluation and improvement	Compliments, suggestions and complaints, External Assessment
<b>Certifying and Accrediting Entities: AACSB, A3ES, AMBA, EQUIS, APCER, etc.</b>	Not applicable	Strategy and Planning Internationalization Interinstitutional and Community Collaboration Teaching and Learning Research and Development Evaluation and improvement	Self-Assessment, External Assessment
<b>Other national and international Partners</b>	The School Board The International Advisory Board The Quality Board	Strategy and Planning Teaching and Learning Research and Development Internationalization Student Support Services Interinstitutional and Community Collaboration Evaluation and improvement	Self-Assessment, External Assessment
<b>Community closest to the facilities</b>	Not applicable	Environmental management Identification and assessment of environmental aspects	Not applicable
<b>Regulatory Entities (APA, CML, for example)</b>	Not applicable	Environmental management Identification and assessment of environmental aspects	External Assessment

Table 3 – Stakeholders

### 3.5 Organisation Chart



## 4. MECHANISMS TO GUARANTEE CONFORMITY AND QUALITY AND ENVIRONMENT ASSURANCE

The mechanisms that guarantee compliance for ISEG's higher education Quality and Environment Assurance can be summarised as follows:

1. Compliance with A3ES's Quality Assurance standards, with the approval and publication of ISEG-QMS documents.
2. Alignment with ULisboa's Quality Manual
3. The effective involvement of the entire academic community (students, faculty, non-faculty, and other stakeholders) in the application of tools for continuous quality and environment improvement, namely the monitoring, analysis, and improvement of activities and results.
4. Carrying out an annual meta-evaluation of the ISEG-QMS (an audit summary of the ISEG-QMS).

### 4.1 Compliance with A3ES's Quality Assurance standards

The A3ES's Quality Assurance standards represent a framework of reference for the development of the ISEG-QMS. These standards constitute the basis used by universities for the evaluation of the application of the audit criteria with a view to the certification of the internal quality assurance systems of academic institutions.

ISEG expresses its compliance with the adoption of the thirteen references of A3ES standards, as follows:

<i>Strands</i>	<i>Standard</i>	<i>Conformity compliance</i>
<b>1 – Quality Assurance Policy</b>	1. Adoption of the quality assurance policy for pursuing the quality objectives	ISEG consolidated its quality culture, supported by a formally-defined and publicly available quality policy and objectives. ISEG has prepared, formally approved and published its quality policy and objectives.
	<b>2 – Quality Assurance for the key processes of the institutional mission</b>	
	2. Design and approval of the educational offer	ISEG has processes for the design and approval of its educational offer which especially ensure that the degrees and courses taught are designed based on objectives which are aligned with the institutional strategy in this field.
	3. Student-centred teaching, learning, and assessment	ISEG ensures that its teaching encourages active student participation and that teaching methodologies and assessment objectives are consistent with the educational objectives and that they are student-centred.
	4. Student admission, progression, recognition, and certification	The admission, progression, recognition, and certification of students comply with quality requirements.
	5. Continuous monitoring and periodic revision of programs	ISEG periodically assesses and reviews the educational offer, as well as its suitability and continual improvement
	6. Research and Development	ISEG promotes, evaluates, and develops the scientific, technological, cultural, and artistic activity that is integrated in its institutional mission.
	7. Inter-university and community collaboration	ISEG promotes, evaluates, and develops inter-university and community collaboration.
	8. Internationalisation	ISEG promotes, evaluates, and develops its international cooperation activities, giving value to Portuguese-speaking countries and communities in this context.

Table 4 – A3ES requirements standards (continued)

<i>Strand</i>	<i>Standard</i>	<i>Conformity compliance</i>
<b>3 – Quality Assurance for support services and resources management</b>	9. Human resources	In Higher Education, the quality and motivation of human resources is fundamental for the success of institutions. The recruitment, evaluation, training, and promotion processes need to be guaranteed to ensure the improvement of the quality of the work of faculty, researchers, and technical and administrative staff. There is also a need to guarantee a sustainable human capital management policy which avoids an excessive ageing of staff and which enables opportunities for the youngest, whilst avoiding a lack of personnel in certain areas or scientific domains.
	10. Material resources and services	<b>ISEG</b> ensures that the resources available to support different activities are appropriate, as well as the mechanisms for accelerating their suitability and permanent improvement. The use of resources ensures both the current and future sustainability of the School.
<b>4 – Information management and communication</b>	11. Information management	<b>ISEG</b> possesses an information system and mechanisms which guarantee the collection, analysis, and use of results for the effective management of its various fields of activity.
	12. Public information	<b>ISEG</b> regularly publishes quantitative and qualitative updated, impartial, and objective information regarding the various pillars of its Mission. In addition to <b>ISEG</b> being a public institution, this practice, is an important tool for communicating the activities developed at <b>ISEG</b> .
<b>5 – Periodic external evaluation</b>	13. Cyclical external quality evaluation	<b>ISEG</b> is periodically evaluated by external entities. External evaluation ensures the quality of the School’s activities for both internally and for the public, verifies the effectiveness of the integrated quality assurance management system, acts as a catalyst for improvement, and can offer new perspectives for the university. This evaluation and accreditation process is cyclical and covers all the different areas of activity. The ISEG-QMS is an important mechanism for both supporting the internal and external evaluation processes, as well as for the integration of the quality improvements induced by these evaluation processes.

Table 4 –A3ES requirements standards

The **A3ES** standards are developed in function of the following strands:

- The quality and environment assurance policy;
- The core processes of the institutional mission – teaching and learning, research and development, and inter-university and community collaboration – including internationalisation;
- Human resources and material resources and support services management;
- Information management and communication;
- Periodic external evaluation.

The processes defined as part of the ISEG-QMS respect the main lines of quality assurance, namely:

<b>1. Quality Assurance Policy</b>	PR02 Strategy and Planning and PR18 Evaluation and Improvement
<b>2. Quality Assurance for the key processes of the institutional mission</b>	PR02 Strategy and Planning, PR03 Marketing and Communication, PR09 Library Management, PR11 Academic Management, PR12 Teaching and Learning, PR16 Internationalisation, PR17 Student Support Services, PR18 Evaluation and Improvement, PR19 Research and Development, PR20 Inter-institutional collaboration with the Community and PR21 Environment Management
<b>3. Quality Assurance for support services and resources management</b>	PR05 Human Resources Management, PR06 Performance Evaluation and Training, PR07 Facilities Management and Maintenance, PR09 Library Management, PR10 Supply Chain management and Evaluation, and, PR17 Student Support Services
<b>4. Information management and communication</b>	PR03 Marketing and Communication, PR08 Information Systems Management, PR11 Academic Planning, and PR18 Evaluation and Improvement
<b>5. Periodic external evaluation</b>	PR02 Strategy and Planning, PR18 Evaluation and Improvement and PR22 Identification and Assessment of Environmental Aspects

Table 5 – Standards and Processes

Referential A3ES	1	2	3	4	5	6	7	8	9	10	11	12	13
	Adoption of the quality assurance policy for pursuing the quality objectives	Design and approval of the educational offer	Student-centred teaching, learning and assessment	Student admission, progression, recognition and certification	Continuous monitoring and periodic revision of programs	Research and development	Inter-University and community collaboration	Internationalisation	Human resources	Material resources and services	Information management	Public information	Cyclical external quality evaluation
PR02 Strategy and planning													
PR03 Marketing and Communication													
PR04 Budget Management													
PR05 Human Resources Management													
PR06 Performance Evaluation and Training													
PR07 Facilities Management and Maintenance													
PR08 Information Systems Management													
PR09 Library Management													
PR10 Supply Chain management and Evaluation													
PR11 Academic Management													
PR12 Teaching and Learning													
PR16 Internationalisation													
PR17 Student Support Services													
PR18 Evaluation and Improvement													
PR19 Research and Development													
PR20 Interinstitutional collaboration with the Community													
PR21 Environmental Management													
PR22 Identification and Assessment of Environmental Aspects													

Table 6 – Cross Matrix between standards and processes

## 4.2 ISEG-QMS documental architecture

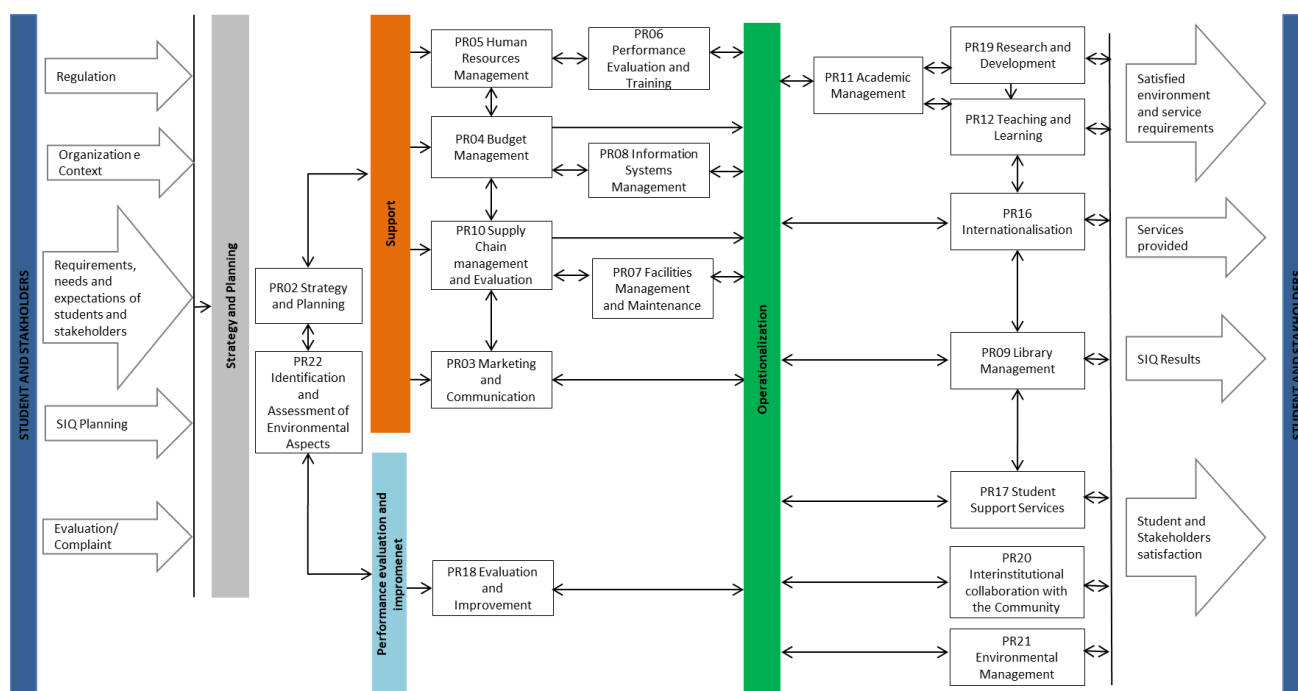
ISEG adopts the process approach, identifying and managing the processes practiced by ISEG, as well as their flow and interaction, considering their various constituent activities, those responsible, and the necessary resources.

The internal documentary architecture adopted in the ISEG-QMS is as follows:

<b>Strategic documents</b>	ISEG Statutes, Strategic Plan and QUAR, Activity Plan, Activity Report Anti-corruption Plan, Report and Accounts
<b>Management documents</b>	Quality and Environmental Policy, Quality Manual, Rules and Regulations and QPL - Quality Plan
<b>Operational documents</b>	Processes, Risks and Opportunities Matrix, the <b>ISEG Handbook</b> (Onboarding Manual for faculty and non-faculty) and <b>Teaching and Research Handbook</b> (Faculty)
<b>Technical documents</b>	Key Reference documents, Models of each Process and Activity Records

Table 7 – ISEG-QMS documental architecture

The following “Process Flow” presents its flow and principal interactions:



### Strategy and Planning Process

Defines ISEG's commitment and responsibilities to stakeholders and establishes strategic guidelines, both for operational processes and support processes. The Strategic Plan and QUAR, the Activities Plan, the Activities report, the Anti-corruption Plan, and the Annual Accounts are all derived from this.

### Operational Processes

Represent the principal components of the execution of ISEG's mission and strategy which add value to stakeholders. These processes originate from the strategic management process and operate with the resources which are made available by the support processes, with the objective of ensuring quality assurance for teaching and learning, research, interaction with society, and internationalisation.

### Support Processes

Are key for ensuring that ISEG's operational and management processes are carried out with the required quality and environmental assurance, in accordance with current European and international standards and applicable legal requirements. These processes include all the necessary activities to guarantee the provision of human resources and material resources and services, following the guidelines of the strategy and planning process, in interaction with the operational processes.

### Performance and Improvement Evaluation Process

To ensure that the plan is carried out and continuously improved, the performance and improvement assessment process evaluates the compliance, effectiveness and effectiveness of the ISEG-QMS and ensures the definition, implementation and effectiveness (where applicable) of the continuous improvement actions.

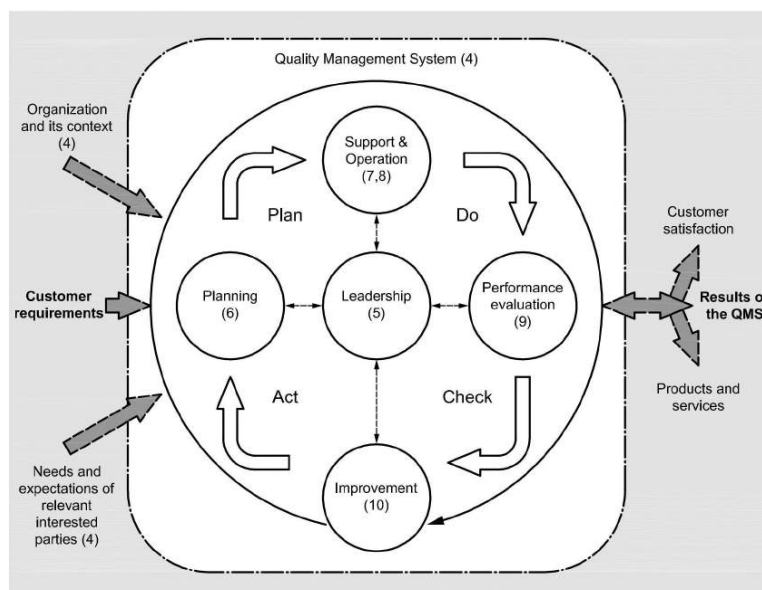
## 4.3 The ISEG-QMS certification framework

The framework of the ISEG-QMS applies to “Higher education, learning, and research for courses leading to a degree in Economics, Management, and related auxiliary sciences; Student services”.

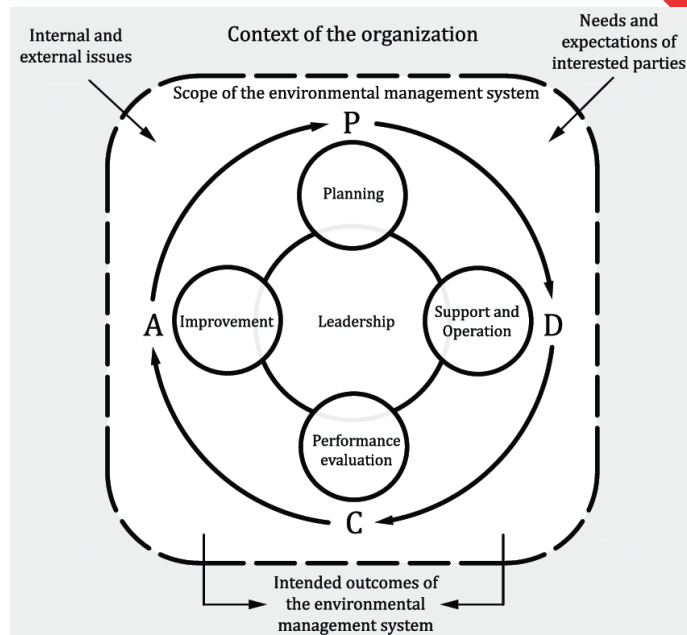
For each of the processes included in the Integrated Quality Management System, ISEG guarantees:

- The identification of the A3ES requirements standards and the applicable of the requirements of the NP EN ISO 9001: 2015 and NP EN ISO 14001:2015 Norms, which are described in the A3ES requirements map and in the Impact Matrix, respectively;
- Requirement 7.1.5 - Monitoring and Measurement of Resources is not applicable. SEG does not use monitoring and measurement equipment in its activities, to provide evidence of compliance in the provision of services, with the NP EN ISO 9001:2015 standard;
- The compliance of the process with these requirements.

Norms NP EN ISO 9001:2015 and NP EN ISO 14001:2015 are structured into 10 Chapters, as shown in the following Figures:



NP EN ISO 9001:2015



NP EN ISO 14001:2015

### 4.4 ISO 9001 Impact Matrix

	4 Organization Context	5 Leadership	6. Planning	7 Support Resources 7.1	7 Support	8 Operacionalization	9 Evaluation	10 Improvement
Norm ISO 9001:2015  Processes of ISEG's Quality Management System	4.1 Understanding the organisation and its context 4.2 Understanding stakeholders needs and expectations 4.3 Determine the scope of the quality management system 4.4 Quality management system and respective processes	5.1 Leadership and commitment 5.2 Policy 5.3 Organizational roles, responsibilities and authorities	6.1 Actions to address risks and opportunities 6.2 Quality objectives and planning to achieve them 6.3 Changes Planning	7.1.1 Generalities 7.1.2 People 7.1.3 Infrastructure 7.1.4 Environment for the operationalisation of processes 7.1.5 Monitoring and measurement features 7.1.6 Organizational knowledge	7.2 Competence 7.3 Awareness 7.4 Communication 7.5 Documented information	8.1 Planning and operational control 8.2 Requirements for product and services 8.3 Design and development of products and services 8.4 Control of external supplier processes, products and services 8.5 Production and provision of the service 8.6 Release of products and services 8.7 Control of non-adequate outputs	9.1 Monitoring, measurement, analysis and evaluation 9.2 Internal audit 9.3 Management review	10.1 Generalities 10.2 Non-adequacy and corrective action 10.3 Continuous improvement
PR02 Strategy and planning								
PR03 Marketing and Communication								
PR04 Budget Management								
PR05 Human Resources Management								
PR06 Performance Evaluation and Training								
PR07 Facilities Management and Maintenance								
PR08 Information Systems Management								
PR09 Library Management								
PR10 Supply Chain management and Evaluation								
PR11 Academic Management								
PR12 Teaching and Learning								
PR16 Internationalisation								
PR17 Student Support Services								
PR18 Evaluation and Improvement								
PR19 Research and Development								
PR20 Interinstitutional collaboration with the Community								
PR21 Environmental Management								
PR22 Identification and Assessment of Environmental Aspects								

Table 8 – Impact Matriz for the processes and requirements of the ISO9001 norm

### 4.5 ISO 14001 Impact Matrix

Norm ISO 14001:2015	4 Organization Context				5 Leadership			6. Planning					7 Support					8 Operationalization		9 Evaluation			10 Improvement				
								6.1 Actions to address risks and opportunities										8.1 Monitoring, measurement, analysis and evaluation									
Processes of ISEG's Quality Management System	4.1 Understanding the organisation and its context	4.2 Understanding stakeholders needs and expectations	4.3 Determine the scope of the environmental management system	4.4 Environmental management system	5.1 Leadership and commitment	5.2 Policy	5.3 Organizational roles, responsibilities and authorities	6.1.1 Generalities	6.1.2 Environmental aspects	6.1.3 Compliance obligations	6.1.4 Action planning	6.2 Environmental goals and planning to achieve them	7.1 Resources	7.2 Competence	7.3 Awareness	7.4 Communication	7.5 Documented information	8.1 Planning and operational control	8.2 Preparedness for emergency response	9.1.1 Generalities	9.1.2 Conformity assessment	9.2 Internal audit	9.3 Management review	10.1 Generalities	10.2 Non-adequacy and corrective action	10.3 Continues improvement	
PR02 Strategy and planning																											
PR03 Marketing and Communication																											
PR04 Budget Management																											
PR05 Human Resources Management																											
PR06 Performance Evaluation and Training																											
PR07 Facilities Management and Maintenance																											
PR08 Information Systems Management	Not applicable																										
PR09 Library Management	Not applicable																										
PR10 Supply Chain management and Evaluation																											
PR11 Academic Management	Not applicable																										
PR12 Teaching and Learning	Not applicable																										
PR16 Internationalisation	Not applicable																										
PR17 Student Support Services	Not applicable																										
PR18 Evaluation and Improvement																											
PR19 Research and Development	Not applicable																										
PR20 Interinstitutional collaboration with the Community	Not applicable																										
PR21 Environmental Management																											
PR22 Identification and Assessment of Environmental Aspects																											

Table 9 – Impact Matriz for the processes and requirements of the ISO14001 norm

## 4.6 Monitoring, analysis, and improvement of activities and results

The ISEG-QMS utilises the following continuous-improvement tools:

1. The monitoring of indicators and objectives or the QPL - Quality Plan
2. Environmental monitoring
3. Review/monitoring of environmental aspects and respective impacts
4. An internal and external audit
5. External evaluation processes in the light of national and international accreditations
6. An analysis of compliments, suggestions, complaints, and personal data privacy incidents

Indicators and objectives are defined for the processes which enable the monitoring of their development and their alignment with the objectives outlined in the Strategic Plan and QUAR, considering the quality standards defined in this Quality Manual.

The performance in relation to the objective is evaluated every semester (via the QPL – Quality Plan) and is based on the analysis of possible deviations and consequently the continuous improvement actions are defined which are necessary for the improvement of activities and results.

An internal audit of the ISEG-QMS is also carried out every year, which aims to assess the adequacy, effectiveness, and compliance in meeting the requirements of stakeholders, namely:

- Applicable laws, rules and regulations;
- A3ES quality assurance standards;
- ISO9001 and ISO14001 norms requirements;
- Requirements agreed between the stakeholders.

The internal audit is the main tool for evaluating the effectiveness of the ISEG-QMS, under the responsibility of the Pool of Internal Auditors.

The following participate in the internal audit: the Dean's Office of ISEG, the Finance and Administration Director, the Process and Quality Manager, those responsible for Processes, Process Mappers, and also other faculty and non-faculty, whose conclusions are expressed in the Internal Audit Report. The findings identified are the object of an analysis of the causes and the definition of the necessary actions for the continuous improvement of the ISEG-QMS.

The following objectives constitute the mission of the internal auditors:

- Ascertain the effectiveness implementation and permanent updating of the ISEG-QMS;
- Establish the degree of compliance of and effectiveness the ISEG-QMS in terms of the requirements;
- Check the effectiveness of the actions implemented as a result of the findings of previous audits
- Find opportunities to improve the system;
- Highlight the areas of excellent and relevant performance; and
- Encourage the review of the system by management or meta-evaluation, adding value to the ISEG-QMS.

An external audit of the ISEG-QMS is carried out every year by an external entity in order to assess the adequacy, effectiveness, and level of compliance with the standards.

The external evaluation processes which the ISEG-QMS is periodically subject to also constitute mechanisms which enable monitoring, evaluation, and continuous improvement.

Among others, the following are considered to be external assessments:

- AACSB - Association of Advance Collegiate Schools of Business, for the area of Business;
- EQUIS Accreditation by EFMD Global, for the area of Business;
- AMBA - Association of MBAs, for degrees and courses in Management;
- A3ES – in the context of the institutional Accreditation and Evaluation of degrees and courses;
- ISO 9001 and ISO 14001, for the ISEG-QMS;
- The Institute & Faculty of Actuaries, for the Masters in Actuarial Science;
- CFA Institute University Recognition Program, for the Masters in Finance;
- PMI - Project Management Institute, for the Postgraduation on Project Management;
- RICS – The Royal Institution of Chartered Surveyors, for the Postgraduation in Real Estate Management and Valuation;
- OEAcCEdE - Accreditation of Continuous Assessment for Engineers, for the Postgraduation in Economic Studies;
- CEFA - European Financial Analyst and recognition of the CMVM, for the Postgraduation in Financial Analysis;
- The Fiscal Court (*Tribunal de Contas*);
- The Inspector General of Higher Education (*Inspeção Geral do Ensino Superior*);
- The Ministry of Finance (*Ministério das Finanças*);
- International rankings: EDUNIVERSAL, Financial Times, QS Studies, U-Multirank.

Since 2013, ISEG has been collecting, registering, and analysing compliments, suggestions, and complaints from stakeholders, including candidates, students, visitors, faculty, and non-faculty. This consultation has enabled a close awareness of the impact of teaching, learning, and research, as well as of the support services, together with the identification of concrete actions to improve the ISEG-QMS and the services provided by ISEG.

More recently, since 2018, personal data privacy incidents have also been collected, registered, and analysed, in coordination with the Data Protection Officer of ISEG and of Universidade de Lisboa.

ISEG's Dean's Office appointed the Privacy Team that ensures the operational implementation of the personal data protection principles that are stipulated in the General Rules and Regulations for Personal Data Protection, namely: transparency, limitation of purpose, minimisation of personal data, accuracy, limitation of storage, integrity and confidentiality, and responsibility for proving compliance with the legal requirements in force.

ISEG's Privacy Team meets regularly in the extended forum of the Privacy Team of the Rector's Office and ULisboa's Organic Bodies, in order to ensure the uniform performance in the implementation of legal requirements and good privacy practices and also to contribute to the continuous improvement of the ISEG-QMS.

#### 4.7 The meta-evaluation of the ISEG-QMS

The annual process of meta-evaluation or Review by Management constitutes the key moment for verifying the performance of the ISEG-QMS and for defining the necessary actions for continuous improvement.

The inputs are the following:

- a) the status of the actions resulting from previous reviews by management;
- b) changes in context – external and internal issues with relevance for the ISEG-QMS, including requirements;
- c) information regarding the performance and effectiveness of the quality management system, including a three-year trend analysis of:
  - student satisfaction and feedback from relevant stakeholders, including bouquets, suggestions, and complaints;

- the extent to which the quality objectives have been met;
  - the performance of the processes and the compliance of the services in terms of the objectives;
  - the results of monitoring and measurement;
  - the results of internal and external audits;
  - the performance of relevant external suppliers;
  - non-conformities, threats, corrective and preventive actions;
- d) the adequacy of resources;
- e) the effectiveness of actions taken to redress opportunities and threats;
- f) opportunities for improvement.

The outputs are the following:

- a) opportunities for improvement;
- b) management of the alterations to the ISEG-QMS;
- c) resource needs;
- d) conclusions about the continuing pertinence, suitability and effectiveness of the ISEG-QMS.

The review of the ISEG-QMS is carried out annually by ISEG's Management with the involvement of all stakeholders, which contributes to the recognition of the relevance and usefulness of quality assurance in university education at ISEG.

The result of the meta-evaluation reflection and the subsequent management decisions are published and communicated to faculty and non-faculty staff via the IS Intranet.

#### 4.8 The ISEG-QMS information support system

The ISEG-QMS is based on ISEG's information and communication systems, which are in place to respond to the main strategic axes which aim to ensure the quality of teaching, research, knowledge transfer, internationalisation, and relationship with society, and to collect information regarding the general functioning of the School and the Services.

The most relevant channels for the management and communication of information are:

- The Academic Management Information System and IS Intranet (the academic portal and web page support);
- The SAP Financial and HR Management System;
- The ACADEM (Professors' CV) support system for the research and the evaluation of faculty's performance in various aspects;
- The ServDoc teaching service accounting system;
- The KOHA library documented information management system;
- Support system for JIRA users (IS Intranet, SAP, ACADEM, CRM, Logistics and Technical Support, Marketing, IT helpdesk, Privacy);
- The CRM system for the management of the internal and external communication policy, the database of ISEG stakeholders, and management agreements;
- The ISEG Newsletter;
- The Web page, supported by the Academic Management Information System;
- Social Networks: Facebook, Instagram, and LinkedIn.

All information generated by the information and communication systems is used by ISEG's governing bodies to make decisions regarding continuous improvement.

The ISEG community can access the following information on the Academic Management Information System intranet and the WEB Portal:

- The Strategic Plan, Activity Plans and Reports, Anti-corruption Plan, and Report and Accounts;
- The QUAR and Tableau de Board;
- Applicable legislation, rules and regulations;
- The Quality and Environmental Manual;
- The Quality Policy;
- Processes, the Risks and Opportunities Matrix, models, manuals and reference documents;
- The PLQ - Quality Objectives and their respective monitoring;
- The results of internal and external audits of the ISEG-QMS;
- External evaluation reports;
- Stakeholder feedback reports;
- Meta-evaluation or Review by Management;
- Continuous improvement actions;
- Surveys;
- Others which are relevant.

A differentiated set of available contents is available per user (candidate, student, faculty, or non-faculty employee), should their IS Intranet login be differentiated.

## 5. CHARACTERISATION OF THE QUALITY MANUAL

### 5.1 Approval of the Quality Manual

	Position
<b>Person responsible</b>	Process and Quality Manager
<b>Validator</b>	Administrator
<b>Approver</b>	Vice-dean of ISEG responsible for Quality matters

### 5.2 Production, revision, and distribution

The Dean's Office of **ISEG** is responsible for approving the Quality Manual and confers the Process and Quality Manager the responsibility for ensuring that it is constantly updated, published, and sent to the Certifying Entity.

The Quality Manual is obligatorily reviewed by the Dean's Office as part of the process of the annual meta-evaluation or revision by management, and a new version is always approved whenever:

- **ISEG** approves changes to the Quality Policy.
- Substantial changes are made to the organisational or functional structure which impact on the ISEG-QMS.
- ULisboa's Quality Manual is changed with associated implications for the ISEG-QMS.

The approved Quality Manual is available to the community on the IS System Intranet and can be presented to stakeholders on request.

### 5.3 Historic register of versions

Version	Date	Motive for the new version
01	26-01-2011	Initial version.
02	08-02-2012	Update of the new ISEG logo.
03	15-04-2012	Update of the impact matrix. New orthographic agreement.
04	11-02-2013	Reference to the merger between Universidade Técnica de Lisboa and Universidade de Lisboa. Organisation chart update.
05	06-06-2013	Update of the Process Map and introduction of a new detailed process map.
06	05-11-2013	Update of the Process Map and introduction of a new detailed process map.
07	29-04-2014	Update to conform to the new Quality Manual template.
08	17-03-2015	A new person was made responsible for the approval of the Quality Manual. Update of ISEG's Quality Policy. Update of the Organisation Chart. Integration of A3ES requirements and the establishment of the Integrated Quality Management System. Definition of the new procedure - PR17 Student Support Services and consequent updating of flows. Update of the Quality Manual Template.
09	13-02-2017	Update of the A3ES requirements matrix with the publication of the Audit Manual V1.2 in October 2016.
10	01-04-2018	Change in the scope of the quality management system and stakeholders. Transition to the new version of the ISO 9001: 2015 norm.
11	15-05-2019	New Approver. Alteration of the organisation chart.
12	30-09-2019	Revision of the content review in order to conform to ULisboa's Manual.
13	07-04-2020	Inclusion of a table for the historical register of versions, International Advisory Council (IAC), Coordination of the Quality Policy, Update of the person responsible and the validator of the Quality Manual, Content review in order to meet with A3ES reference requirements, Update of applicable legislation, Process map update.
14	06-04-2021	New Quality Manual template with ISEG logo change.
15	24-01-2022	Change of the name of PR12 Teaching and Learning and new processes: PR19 Research and Development and PR20 Inter-University and Community Collaboration. Update of the Impact Matrix and Process Map. Overall review of the content, especially a review of stakeholders and the inclusion of ULisboa's Quality Manual.
16	30-06-2022	Clarification on the non-applicability of requirement 7.1.5
17	31-03-2023	Inclusion of aspects associated with the Environmental Management System. Updating the Organizational Chart and Quality and Environmental Policy. Update of the new strategic pillars of Strategic Plan 2023-2026. Stakeholder review.
18	30-04-2024	Update of the Organizational Chart and IQNET logo.

Version	Date	Motive for the new version
19	30-07-2024	Update the school's vision
20	30-09-2025	Update of Contents and the Organizational Chart.