

The logo of the University of Lisbon, featuring a large, bold, black letter 'U' centered within a complex, light gray geometric pattern of overlapping lines that form a circular shape.

U

LISBOA

UNIVERSIDADE
DE LISBOA

QUALITY CULTURE:
embracing the academic community
in a “creativity agenda”

Working together to take quality forward | 8th EQAF – Gothenburg, 21-23 Nov 2013

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1. ULISBOA: FACTS & FIGURES



UTL

1930



**UNIVERSIDADE
DE LISBOA**

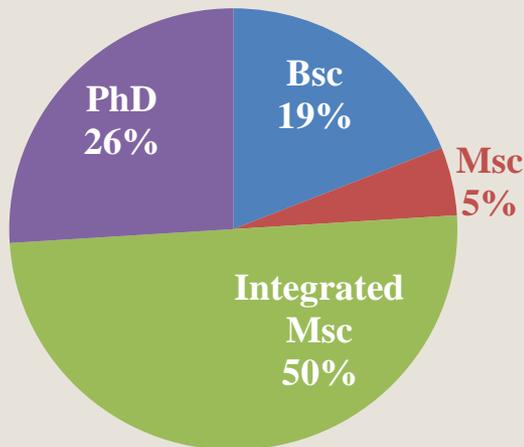
1911



LISBOA

UNIVERSIDADE
DE LISBOA

2013



18 Faculties/Institutes

423 Programmes (1st, 2nd and 3rd cycles)

46.989 Students (2012/2013)

100 R&D Units/Institutes/Associated Labs

2. QUALITY CULTURE & QUALITY ASSURANCE SYSTEMS

QC

- ▶ Cultural/psychological elements
- ▶ Values, beliefs, expectations

- Structural/managerial elements ◀
- Specific processes & procedures ◀

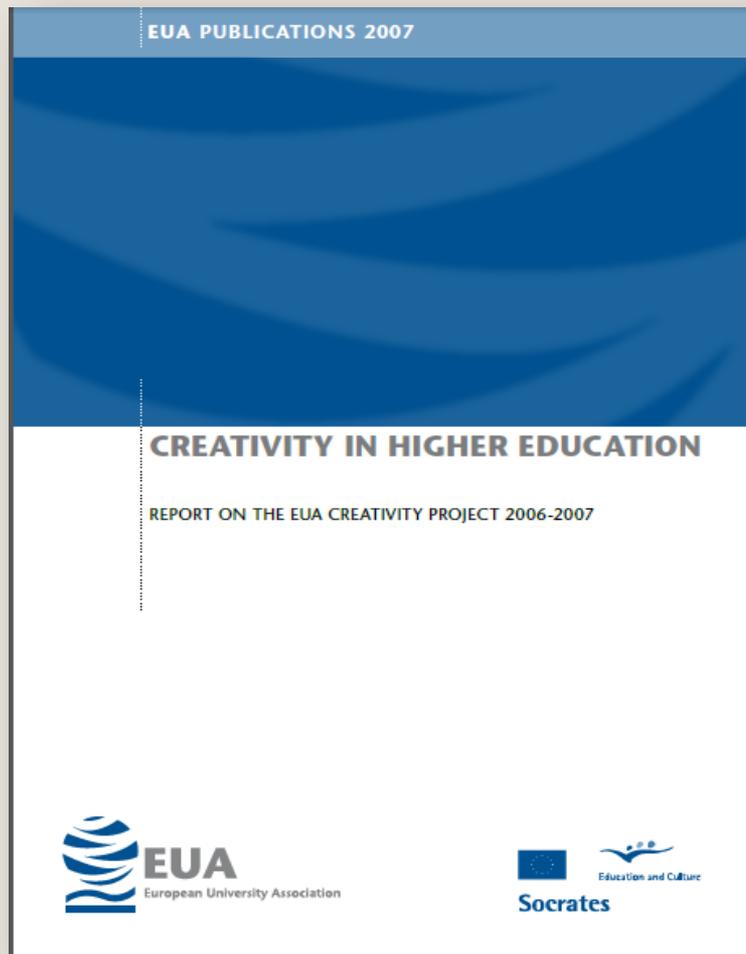
QAS

DEFINE, ASSURE, ENHANCE *QUALITY*

Stable
Foreseeable
Consistent
Coherent
Open
Reliable
Context sensitive

Supported by a formal political structure

3. CREATIVITY ENHANCERS



QAS

- ✓ Originality
- ✓ Appropriateness
- ✓ Future orientation
- ✓ Problem solving ability
- ✓ Diversity of human resources



3.1 CREATIVITY ENHANCERS – Independent QAS

QAS

Autonomous
&
Independent

“an outsider at the very heart of the institution”

Ulisboa*

Pro-Rector for Quality



Quality Assurance Council

teacher/researcher representatives
staff representative
student representatives



Office for QA



*UL structure

3.2 CREATIVITY ENHANCERS – Qualified staff

QA Staff

- ✓ Qualified
- ✓ Stable
- ✓ Different disciplinary backgrounds
- ✓ Multiple complementary approaches

Ulisboa*

QA Council

Sociology

Medicine

Pharmacy

Life Sciences

Psychology

Humanities

Fine Arts

Education

Law

Geography



QA Office

Educational Sciences

Sociology

Psychology

*UL structure

“not a caste of experts, closed in a bureacratic tower”

3.3 CREATIVITY ENHANCERS – Hands on

QA Staff

Not only...

- ✓ *legislate*
- ✓ *recomend*
- ✓ *demand*

But also

- ✓ *observe*
- ✓ *listen*
- ✓ *Friendly networks*

*“working side-by-side,
not judging”*

ULisboa

SEMINARS: “Know to intervene”

- 2010
 - The Integration of 1st year students
 - Questioning Bologna and Pedagogy
- 2011
 - Supporting inclusion - Students with Special Needs
 - Failure and Dropout in HE
- 2012
 - Social Responsibility in HE - Consequences for the curriculum?
 - Rankings and Higher Education System
- 2013
 - R&D and Teaching: Tensions? Challenges?
 - Quality Practices: results in education

3.3 CREATIVITY ENHANCERS – Hands on

QUC – Quality Assurance Curricular Units



STUDENTS

DELEGATES

TEACHING STAFF

ACADEMIC
MANAGERS

Organization,
Planning and
Results

Information
System

Perceptions and Strategies for Teaching,
Learning and Assessment

Students
feedback

Delegates
feedback

Curricular Unit
Coordinators
feedback

Programme
Coordination
Report

PUBLIC RESULTS: AUDITS & EXCELENCE RECOGNITION

- ✓ **Responsible involvement** of all actors (T & L process)
 - ✓ **Monitoring** the Curricular Units performance
- ✓ **Promoting continuous improvement** by benchmarking and improvement plans

3.4 CREATIVITY ENHANCERS – Failure and error

QAS

- ✓ Handle failure
- ✓ Test problem solving capacities
- ✓ Seize the opportunity to change and improve
- ✓ Risk taking

ULisboa

Internal crisis:

- ✓ Week and last minute self-evaluation report
- ✓ QA Staff forced a second round
- ✓ New trust-worthy relationship
- ✓ Reflexive and constructive thinking
- ✓ Creative procedures and solutions
- ✓ Alternative self-evaluation report

”*re-work and re-structure procedures and behaviours after failing*”

3.5 CREATIVITY ENHANCERS – Keep it simple

QAS

- ✓ Each school can preserve its uniqueness
- ✓ To produce adjustments
- ✓ Easy to understand
- ✓ Promotes transparency & accountability

ULisboa



Garantia da qualidade na UL

Referenciais, indicadores e fontes

10 Quality referentials (ESG / A3ES)

”Promotes participation, facilitating interaction and comprehension”

3.6 CREATIVITY ENHANCERS – Seize de instability

UTL + UL



ULisboa

- ✓ Rupture
- ✓ Turbulent transitional period
- ✓ Uncertainty & insecurity



” *strategic moment to inovate and to be creative* ”

4. FINAL REMARKS

An **independent** QA structure
with **Qualified** staff
who puts **hands on** QA processes
embracing academic community
who doesn't judge but **helps to solve the problems**
in a **trusty collaboration**
trying to make things **simple**
avoiding heavy bureacratic procedures
open to **change**
seizing **instability as an**
opportunity to move things forward



**LET'S SEE IF WE WILL BE CREATIVE
ENOUGH TO FACE THIS EUROPEAN
CRISIS ALONG WITH THE MERGING
PROCESS**

MORE & BETTER

5. QUESTIONS FOR DISCUSSION

- ✓ How is **CREATIVITY** and **INNOVATION** enhanced in your HEI QA system?
- ✓ What do you think about the necessity of **QA PROFESSIONALS**?
- ✓ What do you think about the necessity of **INDEPENDENT QUALITY MANAGEMENT COUNCILS**?

Thank you!

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