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# Quality Assessment of Internationalization at Higher Education Institutions - A case study

Carlos Afonso

Instituto Politécnico de Portalegre – Polytechnic Institute of Portalegre, Portugal





Praça do Município – 7300-901 Portalegre, Portugal

[carlos.afonso@ipportalegre.pt](mailto:carlos.afonso@ipportalegre.pt)

# SUMMARY

- The Polytechnic Institute of Portalegre (IPP)
- Basics of a Quality Management System (QMS)
- QMS at IPP: Organisation | Auditing | Processes | Automation
- What is Internationalisation in higher education
- IPP internationalisation strategy
- IPP QMS in internationalisation: Activities | Inputs  
| Bodies involved | Monitoring Tools | Matrix | Indicators | Targets |  
Results | The good and the bad...

# IPP AT A GLANCE (students 2016-17)

|  |    |   |                              |                                   | Total       |
|--|---|---|---|--|-------------|
| Short cycle courses<br>(Professional Courses - SC) | 32  | 60  | 55  | 23   | <b>170</b>  |
| First cycle courses<br>(Bachelor - B)              | 359   | 494   | 237   | 312  | <b>1402</b> |
| Second cycle courses<br>(Master - M)               | 130   | 64  | 25  | 125  | <b>344</b>  |
| Other  |   |   |   |  | <b>328</b>  |
| <b>Students</b>                                    | <b>521</b>  | <b>618</b>  | <b>317</b>  | <b>460</b>   | <b>2244</b> |
| <b>Teaching staff</b>                              | <b>64</b>   | <b>69</b>   | <b>29</b>   | <b>35</b>  | <b>197</b>  |
| <b>Areas</b>                                       | <ul style="list-style-type: none"> <li>Education. Teacher Training</li> <li>Social Intervention</li> <li>Tourism</li> <li>Arts</li> <li>Journalism/Media</li> </ul> | <ul style="list-style-type: none"> <li>Business Admin.</li> <li>Informatics</li> <li>Engineering</li> <li>Bio-Energy</li> <li>Multimedia</li> <li>Design</li> </ul> | <ul style="list-style-type: none"> <li>Agronomy</li> <li>Equine Sciences</li> <li>Veterinary Nursing</li> </ul> | <ul style="list-style-type: none"> <li>Nursing</li> <li>Dental Hygiene</li> <li>Civil Protection and Care</li> </ul> |             |

# PURPOSE OF A QMS

A system by which an organization aims to reduce and eventually eliminate non-conformance to specifications, standards, and customer expectations in the most cost effective and efficient manner.\*

A good QMS will\*\*:

- Set direction and meet customers' expectations
- Improve process control
- Reduce wastage
- Lower costs
- Increase market share
- Facilitate training
- Involve staff
- Raise morale

\*[https://www.aisc.org/globalassets/modern\\_steel/archives/2010/05/2010v05\\_what\\_is\\_qms.pdf](https://www.aisc.org/globalassets/modern_steel/archives/2010/05/2010v05_what_is_qms.pdf)

\*\* <https://www.linkedin.com/pulse/quality-management-systems-system-needs-commitments-panzade-ph-d/>

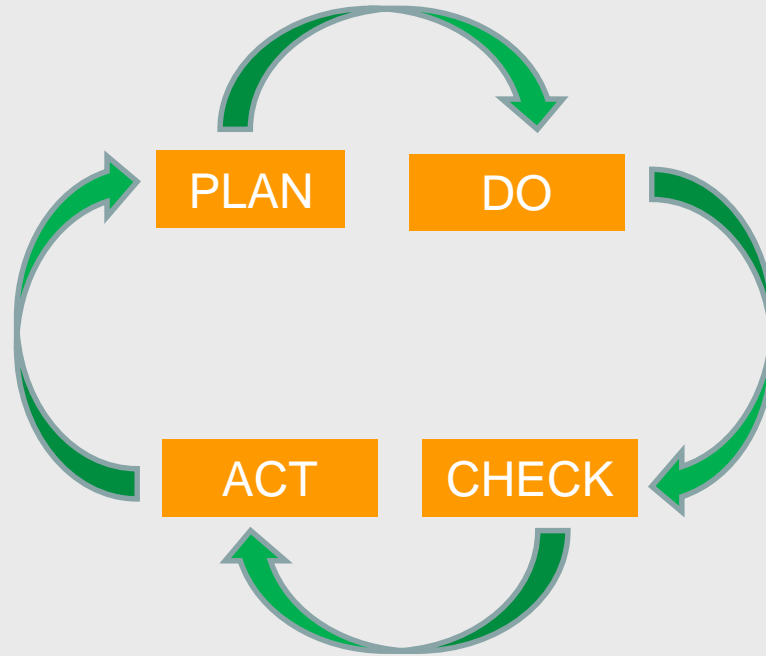
# ISO (INTERNATIONAL ORGANIZATION FOR STANDARDIZATION)

## MANAGEMENT PRINCIPLES

- **Customer focus** (customer needs and expectations)
- **Leadership** (top management involvement)
- **Involving people** (at all levels in the organisation)
- **Process\* approach** (with each process transforming one or more inputs to create an output of value to the customer)
- **Systems approach** (giving coherence to the interrelationships between processes)
- **Continual improvement** (attention needs to be given to both the **voice of the customer** - through complaint analysis, opinion surveys and regular contacts – and **the voice of the processes** – through measurement, monitoring and analysis of both process and product data)
- **Continuous audits, reviews and assessments\*\***

\* Process: A set of interrelated or interacting activities that use inputs to deliver an intended result (output). E.g. Internationalisation | Educational offer

\*\* <http://www.jhuapl.edu/techdigest/td/td1604/Potocki.pdf>



## THE PDCA STEPS

- Plan: set the objectives of the system and processes to deliver results (“What to do” and “how to do it”)
- Do: implement and control what was planned
- Check: monitor and measure processes and results against policies, objectives and requirements and report results
- Act: take actions to improve the performance of processes



# WHICH PROCESSES TO CONSIDER

- What processes should be considered?
- Should they be considered at the same level?
- How should they be named and distinguished from each other?
- ...

*E.g.: Internationalisation – Promoting, Monitoring and Improving International Cooperation*



# IPP QMS PROCESSES

## Nuclear/Operational Processes

Curricular Activity

Research

Educational Offer

Inter-institutional and Community Cooperation and Internationalisation

## Support Processes

Image and Communication

Informatics

Resource Management

## Cross-cutting Process

Social Responsibility



# STRUCTURE OF THE MANAGEMENT INTEGRATED SYSTEM AT IPP

- **Strategic Board for Evaluation and Quality Assurance** [defines objectives and controls the whole system]
- **Evaluation and Quality Assurance Office** [supports the Strategic Board; monitors implementation of the system]
- **Continuous Improvement Task Forces** [in charge of each system process]
- **Management Integrated System Handbook** [defines structures, rules and guidelines]



# INTERNAL AND EXTERNAL AUDITING AT IPP

- **Internal auditing teams** [conduct annual, bi-annual, internal audits to processes, to system itself]
- **External certified agency auditing teams** [conduct regular external audits to processes, system itself]
- **Higher Education Evaluation and Accreditation Agency** [conducts regular external audits at institutional level and to programmes of study]

# TOWARDS THE SYSTEM AUTOMATION (1/2)

## ■ Cognos Software

Cognos software, from IBM, houses the complete monitoring system and the Balance Score Card, including the strategy map and indicators for each process

## ■ Balance Scorecard (BSC)

At this time, and because the Balanced Scorecard itself is evolving, efforts are being made towards the automation of the indicators calculation, establishing links with existing databases at IPP.

# TOWARDS THE SYSTEM AUTOMATION (2/2)

## Balance Scorecard Metrics Overview

| Todas as métricas |   | Resumo   | Métricas |
|-------------------|---|--|----------|
| Piores métricas   |   | Reduções mais rápidas  |          |
| Nome              |   | Nome   |          |
| Status            | Encargos com Telefones - Residência da Frei Amador Arrais         | SAS - Decisão de Atribuição de Bolsa                         |          |
|                   | ESAE - Grau de Execução Orçamental - Compromissos                 | Encargos com Água - Residência do Ensino Secundário          |          |
|                   | Encargos com Telefones - Residência do Ensino Secundário          | Encargos com electricidade - Residência do Ensino Secundário |          |
|                   | ESTG - X-ARQ - Taxa de Documentos Expeditos Digitalizados         | Custos médios com electricidade - IASE                       |          |
|                   | ESE - Nº de projectos por ETI                                     | Custos médios com água - IASE                                |          |
|                   | ESTG - Número de novos clientes                                   | SAS - Prazo Médio de Pagamentos a Fornecedores               |          |
|                   | Ensino Básico - 1.º Cido - Taxa de Anulação de Matrículas         | Taxa crescimento receita prestação serviços à comunidade     |          |
|                   | Informação Turística - Taxa de Anulação de Matrículas             | Crescimento de despesa de funcionamento                      |          |
|                   | Jornalismo e Comunicação - Taxa de Anulação de Matrículas         | Biblioteca ESTG - Registos incorporados (anual)              |          |
|                   | Design e Animação Multimédia - Taxa de Anulação de Matrículas     | Taxa de investimento   |          |
|                   | Engenharia de Energia e Ambiente - Taxa de Anulação de Matrículas | Engenharia Agronómica - Ratio de procura                     |          |
| Melhores métricas |   | Aumentos mais rápidos  |          |
| Nome              |   | Nome   |          |
|                   | Número de ocorrências   | Prazo médio de pagamentos a fornecedores - SAS               |          |
|                   | Prazo médio de pagamentos a fornecedores - SAS                    | Reaproveitamento alimentar                                   |          |
|                   | Prazo médio de pagamentos a fornecedores - IPP                    | Parcerias internacionais - Turismo                           |          |
|                   | Corpo Docente Qualificado e Especializado                         | Parcerias Internacionais - Serviço Social                    |          |
|                   | Corpo Docente Especializado                                       | Parcerias Internacionais - Jornalismo e Comunicação          |          |
|                   | Corpo Docente Qualificado   | Parcerias Nacionais - Jornalismo e Comunicação               |          |
|                   | Corpo Docente Próprio   | Parcerias Internacionais - Educação Básica                   |          |
|                   | Colocados pelo CNAES - todas as fases                             | Parcerias Nacionais - Educação Básica                        |          |
|                   | Corpo Docente Qualificado   | Parcerias Nacionais - Enf Veterinária                        |          |
|                   | Corpo Docente Próprio   | Taxa de crescimento de análises laboratoriais                |          |
|                   | Corpo Docente Qualificado   | Taxa de absentismo do pessoal docente - ESS                  |          |

ACT?





# QUALITY MANAGEMENT SYSTEM AT IPP

- **IPP – First Portuguese Higher Education Institution certified as a whole** [EN ISO 9001:2008 – 2011 – 2016]
- **IPP – First Portuguese Higher Education Institution certified in Social Responsibility** [NP 4469.1:2008]
- Certificate awarded 7 de April 2008 and renewed in 2012 and 2016
- Includes all Organic Units of the Institute
- Includes all activities
- Includes 5 operational processes, 3 support processes and 1 transversal process
- Processes Management integrated into Balanced Scorecard and information available on Intranet



# WHAT IS INTERNATIONALISATION IN HIGHER EDUCATION? (1/2)

- **Three categories** in a global internationalisation strategy:
  - **International mobility of students and staff**
  - **Internationalisation at home** [international curricula, international staff...]
  - **Strategic cooperation, partnerships and capacity building**
- Such categories should **not be considered as standing alone**, rather as integrated elements of a global strategy.
- “Developing a comprehensive internationalisation strategy means, above all, positioning a HEI, its students, researchers and staff, and national systems in all the relevant activities related to research, innovation and higher education, **within the global scene**, in accordance with its individual profile and evolving labour market needs and economic strategy of the country.”
- [in **European higher education in the world - Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions**, Brussels, 11.7.2013, COM (2013) pp 4-8]

# WHAT IS INTERNATIONALISATION IN HIGHER EDUCATION? (2/2)

## Top reasons that lead to the internationalisation of HEI:

- to improve student preparedness;
- to internationalize the curriculum;
- to enhance the international profile of the institution;
- to strengthen research and knowledge production;
- to diversify its faculty and staff

[in Marmolejo, F. (2012), “Internationalization of higher education: the good, the bad, and the unexpected”, *Chronicle of Higher Education*, October 22, 2012, quoted by Hénard et al, **Approaches to Internationalisation and their Implications for Strategic Management and Institutional Practice - A Guide for Higher Education Institutions**, OCDE: 2012, p. 8, ]

# INTERNATIONALISATION AT IPP



## Based on policy support documents:

- General policy documents and guidelines
- Internationalisation policy and programme
- International students attraction programme

# OUR INTERNATIONAL STRATEGY (1/3)

## Sportive, Cultural, Scientific and Cultural Project

"More internationalisation " (p. 22) - through strengthening "privileged relations with other institutions, creating national and international knowledge networks, to generate synergies in the field of training, research, internationalization and the provision of services "(page 23) and the recruitment of" more students, especially through the adult public, the public of vocational education and international mobility ... (page 23)

## IPP Development Programme

"To foster the development of exchange and cooperation programs" (Goal 7), through, inter alia:

- the creation of an Institutional Coordinator and a team to promote the internationalization of IPP;
- the strengthening of mobility actions for students teaching and non-teaching staff, and cooperation in projects of an academic nature;
- full integration into the Erasmuscentro Consortium,
- mobility with higher education institutions in Brazil and with the Institute Polytechnic of Macao.

**•For all of these areas, actions, indicators and goals to be achieved are defined**  
within a specific time limit

**•Internationalization integrates the IPP Quality Management System** as one of the core processes. In this context, indicators and targets, processes and procedures are defined. The process is subject to regular internal and external audits.

# OUR INTERNATIONAL STRATEGY (2/3)

## Internationalisation Programme and Policy

- **A more sustainable Institute** – going beyond the region, the country and the continent
- **A more attractive Institute** - cosmopolitanism attracts more national and international students and provides more opportunities for international exchanges | “Study in an international atmosphere”
- **A more multicultural and multilingual educational offer** – curricular units in English; joint/double degrees with foreign partners
- **Greater involvement with/from the community** - "Student Friendly Cities" initiative; provision of accommodation at controlled costs in the city centers; promotion of cultural initiatives with the students, teachers and non-teachers who visit us.

# OUR INTERNATIONAL STRATEGY (3/3)

## International Students Attraction Programme

### Promotion of IPP uniqueness

- Strong connection to the local community
- A welcoming institution and an academic environment of diversity and equality
- A rich academic life, in a region with a vast historical heritage
- Practical and professionalizing teaching delivery
- Unique and innovative educational offer (Horse Studies, Veterinary Nursing, Dental Hygiene, Animation Multimedia Design, Environment and Renewable Energies, etc.)
- Biobip Center
- A vast network of international partnerships (Europe, Brazil, Africa, Macao)
- Privileged location next to the Spanish border, two hours from Lisbon and Coimbra and 3 from Porto
- First institution of public higher education with quality certificate ISO 2008 and the only one unique with Social Responsibility certification

**In short, IPP - I from Innovation and Identity; P from Passion and Participation; P from Proximity and of People**

### Definition of target population

- Mainly Portuguese-speaking countries

### Media and resources

- Internet
- Merchandising
- External services – recruitment companies; recruitment websites; paid ads
- International recruitment fairs

# QMS IN INTERNATIONALISATION AT IPP





## PLAN

- *(Processes)*
- Activities
- Inputs
- Outputs
- Bodies involved and their role
- Indicators, calculation method and description
- Monitoring and checking procedures and documents

DO

## CARRY OUT ACTIVITIES THAT CAN MEET “CUSTOMERS” EXPECTATIONS

### Customer focus *(customer needs and expectations)*

*Who are our “customers”?*

- *Internal and external Students, Teaching, Non-Teaching Staff*

*What do they expect from an International Office?*

- *More opportunities to go mobile*
- *Greater choice of destinations*
- *Recognition of their teaching/learning/training abroad*
- *Sufficient grant amounts*
- *More opportunities to cooperate with international partners*

*What shall an International Office do to meet these expectations?*

- *Increase the number of partnerships with other institutions*
- *Involve academic bodies in the preparation of mobility (e.g. LA)*
- *Use flexible methods to certify mobility periods*
- *Diversify funding sources*
- *Promote application and support to international cooperation projects*

...

DO

## USE THE ADEQUATE INPUTS

- Needs and expectations of our “customers”
- Policies and guidelines from external and internal bodies
- Funding available
- ...

DO

## INVOLVE THE RIGHT PERSONS AND BODIES

- Internal and/or external bodies or persons that participate in the different activities, besides the IRO
  - *E.g. who defines the international policy?*
- Role of each one, including the IRO

## CHECK

### USE THE ADEQUATE TOOLS TO CHECK AND MONITOR ACTIVITIES AND OUTPUTS

#### Indicators, calculation method and description

- *Indicators*
- *Calculation method*
- *Target for each indicator*

#### Documents used to provide evidence for each activity

- *Documents provided to show that the different activities are being carried out according to quality standards*

#### Balance Score Card

- *Update and Monitor metrics*

# **SUPPORTING DOCUMENTS AND TOOLS**

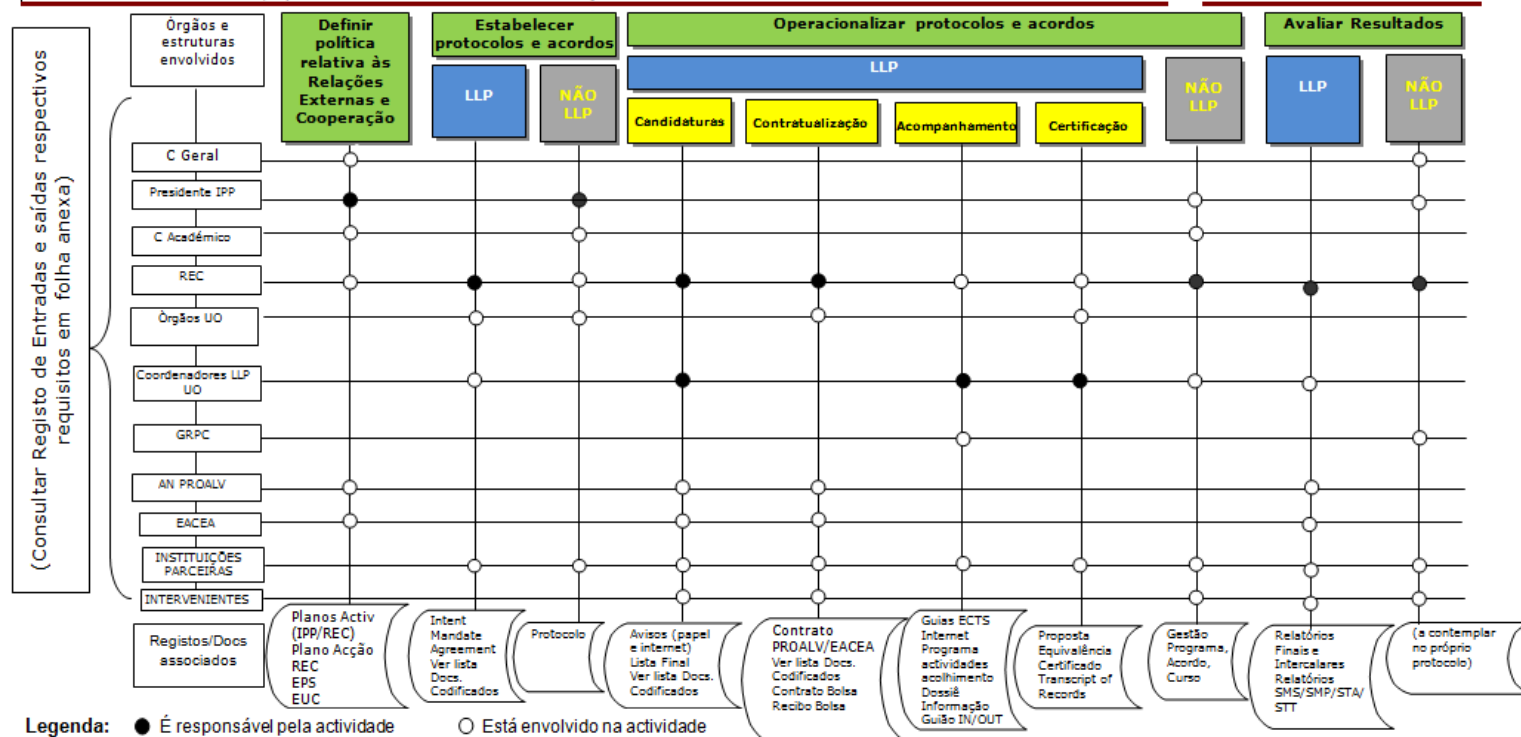
# COOPERATION AND EXTERNAL RELATIONS MATRIX (up to 2016)

**OBJECTIVO: DESCREVER AS ACTIVIDADES REFERENTES ÀS RELAÇÕES EXTERNAS E COOPERAÇÃO**

VERSÃO: 06

INDICADORES DE DESEMPENHO: 1) % PROTOCOLOS NÃO LLP =  $\frac{N.º \text{ PROTOCOLOS NÃO LLP}}{N.º \text{ PROTOCOLOS NÃO LLP} + N.º \text{ PROTOCOLOS LLP}}$ ; 2) % BILATERAL AGREEMENTS (BA) LLP =  $\frac{N.º \text{ BA/PAÍSES LLP}}{N.º \text{ BA/PAÍSES LLP} + N.º \text{ BA/PAÍSES NÃO LLP}}$ ; 3) % FLUXOS OUT =  $\frac{N.º \text{ FLUXOS OUT}}{N.º \text{ ALUNOS} + N.º \text{ DOCENTES} + N.º \text{ FUNCIONÁRIOS IPP}}$ ; 4)  $\frac{N.º \text{ FLUXOS IN}}{N.º \text{ FLUXOS IN} + N.º \text{ FLUXOS OUT}}$ ; 5) % FINANCIAMENTO =  $\frac{\text{FINANCIAMENTO}}{\text{ORÇAMENTO IPP}}$

DATA: 13-12-2011



# COOPERATION AND EXTERNAL RELATIONS MATRIX (up to 2016) - English



## COOPERATION AND EXTERNAL RELATIONS

SCOPE: ESAE. ESE. ESS. ESTG

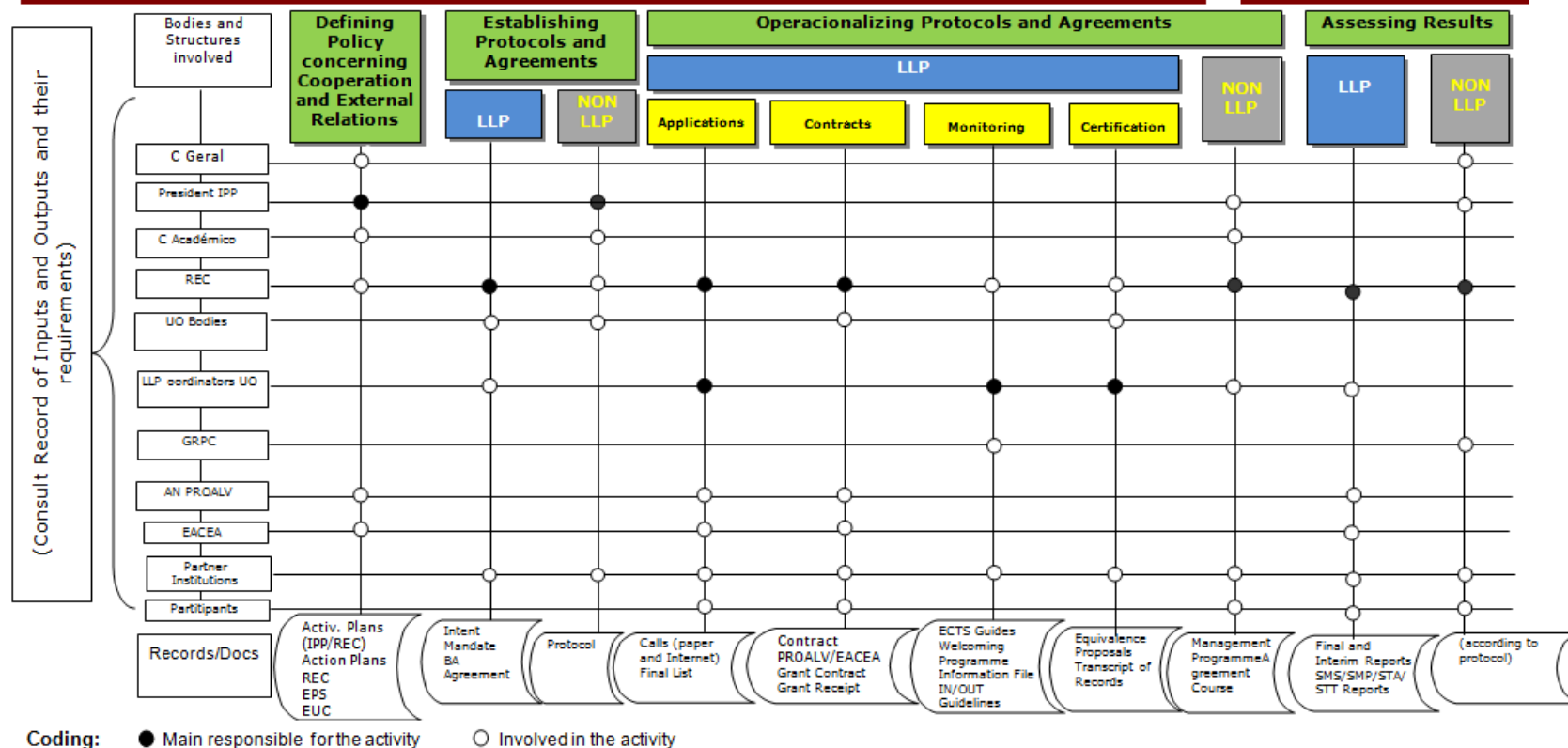
OBJECTIVE: DESCRIBING ACTIVITIES CONCERNING COOPERATION AND EXTERNAL RELATIONS

VERSION: 08

### PERFORMANCE INDICATORS:

1) % NON-LLP PROTOCOLS (=N. NON-LLP PROTOCOLS/N. LLP PROTOCOLS); 2) % BILATERAL AGREEMENTS (BA) LLP (=N. BA/1<sup>ST</sup>. CYCLE COURSES\*5); 3) % OUTGOING FLOWS (=N. OUTGOING MOVEMENTS/N. STUDENTS +N. TEACHING STAFF +N. NON-TEACHING STAFF); 4) NR. OF FLOWS IN (=N. MOVEMENTS OUT); 5) % FUNDING (=FUNDING/TOTAL IPP BUDGET)

DATE: 13-09-2012





# INTER-INSTITUTIONAL COOPERATION AND INTERNATIONALISATION MATRIX (2016 onwards Template)

|  |   |  |  |   |
|--|---|--|--|---|
| PROCESSO:  | Internacionalização e Cooperação Interinstitucional e com a Comunidade  |  |  |   |
| Gestor de Processo:  | Luís Loures   | Grupo de Trabalho:   | António Casa Nova; Irene Melita; Luís Loures; Margarida Coelho; Paula Rodrigues; Teresa Mendes; Paula Ricardo              |   |
| Objetivo Geral:  | <b>Desenvolver e assegurar a coordenação das atividades inerentes à colaboração interinstitucional e com a comunidade e à internacionalização</b><br><b>A – Colaboração interinstitucional e com a comunidade:</b> A1) Número de protocolos, acordos e convénios ativos que visem a promoção de atividades de cooperação no âmbito das funções/atribuições da Intituição; A2) Número de projetos de parceria implementados com entidades nacionais; A3) Número de Congressos, Seminários, Workshops, etc. organizados em parceria; A4) Número de prestações de serviço; A5) Grau de satisfação dos clientes; A6) Volume de faturação total da prestações de serviços. |  | Revisão: 01  |   |
| Indicadores de desempenho:   | <b>B – Internacionalização:</b> B1) Número de protocolos ERASMUS + e não ERASMUS +; B2) Número de entidades com fluxos IN ou OUT; B3) % Fluxos OUT ao abrigo de qualquer programa ou ação; B4) % Fluxos IN ao abrigo de qualquer programa ou ação; B5) Grau satisfação alunos, docentes e não docentes; B6) % de projetos internacionais aprovados; B7) Atividades de Educação e Formação - Protocolos, Acordos e Convénios com entidades Estrangeiras que visem a Promoção e o Desenvolvimento de Atividades de Cooperação relativas à Educação e Formação B) % Estudantes Internacionais.   |  | Data: 29.11.2016   |   |
| ● É responsável pela atividade   | O Está envolvido na atividade   |  |  |   |
| Objetivos Específicos  | Atividades  | Entradas / Doc.Associados  | Intervenientes   | ●<br>○ Saídas / Doc. Associados   |
| 1. Implementar procedimentos para promover, monitorizar, avaliar e melhorar as atividades de colaboração interinstitucional e internacionalização  | Promover o incremento de mobilidades para além do programa Erasmus+ e para países terceiros, nomeadamente no espaço lusófono.   | Política e Programa de Internacionalização do IPP; ERASMUS + : Orientações e normas técnicas definidas pela AN, pelos órgãos e pelos coordenadores REC de cada UO; Sessões de divulgação das oportunidades de candidatura a projetos de cooperação internacional; Documentos orientadores elaborados no seio da comissão de internacionalização do CCISP | REC<br>Presidente do IPP<br>Órgãos académicos do IPP e das UO Parceiros<br>Comissão de Internacionalizaçã do CCISP         | ●<br>○ Protocolos de cooperação com países europeus para além do programa Erasmus+ e com países terceiros.<br>○ Relatório Anual REC<br>○ Acordos Interinstitucionais<br>○ ERASMUS + Mobilidade: Avisos de candidatura; formulários; lista de seleccionados<br>○ Contraturalização<br>○ Certificação |
|  | Promover a mobilidade internacional de estudantes, docentes e não docentes<br>Promover sessões de divulgação sobre oportunidades de mobilidade e de cooperação internacional e estimular e apoiar a apresentação de candidaturas a projetos de cooperação internacional   | Acordos interinstitucionais no âmbito ou não do Programa Erasmus+<br><br>Programa das sessões de divulgação nas UO   | REC<br>Presidente do IPP<br>C3i<br>Docentes, não docentes e alunos do IPP  | ●<br>○ Relatório Anual REC;<br>○ Listas de presença nas sessões de divulgação;<br>○ Número de candidaturas a projetos apresentadas.   |
|  | Analisar relatórios finais de mobilidade de alunos, docentes e não docentes e avaliar grau de satisfação de alunos, docentes e não docentes em mobilidade IN e OUT; Avaliar o impacto da realização de mobilidade OUT de alunos ao nível da empregabilidade.  | Relatórios finais submetidos online na plataforma Mobility Tool (Comissão Europeia); Questionários de satisfação para alunos, docentes e não docentes em mobilidade IN e OUT; Questionário anual de empregabilidade dos diplomados do IPP.   | REC<br>Alunos, docentes e não docentes em mobilidade<br>Diplomados do IPP<br>GOA   | ●<br>○ Relatório Anual REC;<br>○ Relatório de empregabilidade aos diplomados do IPP.  |
| 2. Implementar procedimentos para promover, avaliar, monitorizar e melhorar o desenvolvimento de projetos e parcerias nacionais e a obtenção de receitas próprias  | Definição de linhas orientadoras de I&DT e formalização de parcerias; Identificação e análise de oportunidades de candidatura a projetos;   | Programa educativo, científico, cultural e desportivo do IPP; Programa de Desenvolvimento do IPP 2014-2017; Parcerias e solicitações externas; Orientações regionais de I&DT; Ideias de I&DT; Solicitações empresariais e  | Presidência do IPP<br>Coordenação C3i<br>Equipa técnica C3i<br>Investigadores<br>Responsáveis dos laboratórios             | ○<br>○ Propostas de prestação de serviços submetidas para aprovação; Candidaturas de projetos submetidas para avaliação; Novas parcerias;<br>● Oportunidades de novos projetos e serviços.  |
|  | Elaboração e submissão de Candidaturas (projetos financiados e prestações de serviço) e execução de projetos e desenvolvimento de serviços.   | Candidaturas a projetos aprovadas<br>Propostas de prestação de serviços adjudicadas;<br>Relatórios de execução física e financeira de projetos e prestações de serviço; Inquéritos à satisfação de clientes e serviços.  | Coordenação C3i<br>Equipa técnica C3i<br>Investigadores<br>Responsáveis dos laboratórios<br>CLIC<br>NFC<br>Área financeira | ○<br>● Relatórios intercalares de execução física e financeira de projetos e serviços;<br>● Novas parcerias;<br>● Projetos e serviços concluídos e entregues;<br>● Valor económico;<br>● Relatório dos inquéritos de satisfação.  |
| 3. Implementar procedimentos para promover, avaliar, monitorizar e melhorar as atividades de interface e ação externa designadamente no que se refere à colaboração interinstitucional e à integração em projetos e parcerias nacionais que potenciem o desenvolvimento adequado à missão da instituição | Participar nas atividades de avaliação e monitorização dos projetos de natureza académica e/ou de investigação com entidades nacionais que visem a implementação de atividades de educação, formação e investigação; Avaliar a base de dados de protocolos, proceder à sua monitorização e efetuar propostas de melhoria.   | Projetos de parceria com entidades nacionais que visem a implementação de atividades de educação e formação; Base de dados dos protocolos.   | REC<br>Gestor de protocolos<br>Pivot das UO - gestão de protocolos C3i<br>Parceiros  | ●<br>● Relatórios e outros documentos de avaliação e de monitorização previstos nos projetos;<br>○ Base de dados de protocolos;<br>○ Relatório Anual REC.   |
|  | Promover a realização de atividades culturais, desportivas e artísticas no desenvolvidas pelo IPP e pelas suas UO no exterior.  | Intagem de actividades culturais, desportivas e artísticas no desenvolvidas pelo IPP e pelas suas UO no exterior.  | Presidência do IPP<br>GMC Comunicação e Imagem<br>Representantes do GMC da Comunicação e Imagem nas UO                     | ○<br>● Plano Actividades do IPP<br>○ Relatório Annual do GMC CI   |

# INTER-INSTITUTIONAL COOPERATION AND INTERNATIONALISATION MATRIX (2016 onwards template - English)

|                        |   |             |   |
|------------------------|---|-------------|---|
| PROCESS:               | Internationalisation and Inter-Institutional Cooperation and with the Community   |             |   |
| Process Manager:       | Luís Loures   | Task Group: | António Casa Nova; Irene Melita; Luís Loures; Margarida Coelho; Paula Rodrigues; Teresa Mendes; Paula Ricardo |
| Global Aim:            | To develop and ensure the coordination of activities related to Inter-Institutional Cooperation and with the Community and to Internationalisation  |             | Revision: 01  |
| Performance Indicators | <p>A – Inter-Institutional Cooperation and with the Community: A1) Number of active protocols and agreements aiming at promoting cooperation activities within the framework of the role and competencies of the institution; A2) Number of partnership projects implemented with national entities; A3) Number of congresses, seminars, workshops and other events jointly organized in partnership with other entities; A4) Number of service deliveries; A5) Customers' Degree of satisfaction; A6) Total revenue of service deliveries.</p> <p>B – Internationalisation: B1) Number of ERASMUS + and non-ERASMUS + agreements; B2) Number of international partners with active IN/OUT mobility flows; B3) % OUT Flows under any programme or action; B4) % IN Flows under any programme or action; B5) Students, Academics and Non-Academics' degree of satisfaction; B6) % of approved international projects; B7) Education and Training activities - Protocols and Agreements with foreign partners aiming promoting and developing Education and Training activities; B) % International Students.</p> |             | Date: 29.11.2016  |

# INTERNATIONALISATION MATRIX

## (2016 onwards Template - English)









| Specific Objectives   | Activities   | Inputs/Related Documents   | Participants   | Degree of Involvement  | Outputs/Related Documents   |
|---|--|--|--|--|---|
| 1. To implement procedures aiming at promoting, monitoring, evaluating and improving inter-institutional and international activities | Promoting international mobility of students, teaching and non-teaching staff;<br>Promoting dissemination sessions concerning opportunities for mobility and international cooperation activities and stimulating applications to international cooperation projects | Erasmus+ or non-Erasmus+ Inter-Institutional agreements;<br>Dissemination sessions and the agenda<br><br>sessions concerning opportunities for mobility and international cooperation activities and stimulating applications to international cooperation projects;<br>Guidelines from CCISP International Department | REC<br>IPP President<br>CSI (Research Centre)<br>IPP students, teaching and non-teaching staff<br><br>CCISP International Department | <div> <input checked="" type="radio"/> </div> <div> <input type="radio"/> </div> <div> <input type="radio"/> </div> <div> <input type="radio"/> </div> | Annual REC Report;<br>Attendance lists at dissemination sessions;<br>Number of project applications submitted<br><br>Mobility: Call for applications; application forms; selection list; Contractual documents<br>Certification |

# INTER-INSTITUTIONAL COOPERATION AND INTERNATIONALISATION

## (Table of Indicators 2016 onwards)

| General Objective   | Specific objectives   | Indicators   | Indicators calculation   | Typ of indicator | Target | Toelrance interval | Periodicity |
|---|---|--|--|------------------|--------|--------------------|-------------|
| To develop and ensure the coordination of activities connected to inter-institutional and community cooperation and to internationalisation | To stimulate the mobility of students, academic and non-academic staff  | Number of ERASMUS + and non-ERASMUS + Ageements  | Total number of agreements with foreign institutions aiming at promoting the mobility of students, academic and non-academic staff | Numerical        | N+10   | 20%                | Semestrial  |
|   |   | Number of entities with IN or OUT flows  | Total number of IN and OUT mobilities with different partners  | Numerical        | N+5    | 20%                | Semestrial  |
|   |   | % OUT flows within the framework of any programme or action  | (No. Of OUT Flows/(No. Students +No. Academic + No. Non-Academic Staff))*100   | Percentage       | 5,0%   | 10%                | Annual      |
|   |   | % IN flows within the framework of any programme or action   | (No. Of IN Flows/(No. Students +No. Academic + No. Non-Academic Staff))*100  | Percentage       | 5,0%   | 10%                | Annual      |
|   |   | Degree of satisfaction of students, academic and non-academic staff  | (High degree of satisfaction/No of respondents) *100   | Percentage       | 90%    | 10%                | Annual      |
|   | To promote the participation/coordination in international education and training activities and in international research projects | % international projects approved  | (No of international projects approved/No of international projects applied for)*100   | Percentage       | 50%    | 10%                | Annual      |
|   |   | Education and Training Activities - Protocols,/agreements with foreign entities aiming at promoting and developing activites connected to Education and Training | Total number of activities   | Numerical        | N+2    | 50%                | Annual      |
|   |   | % International Students   | (No of International Students/No of First Cycle Students) *100   | Percentage       | 5,0%   | 10%                | Semestrial  |

# INTER-INSTITUTIONAL COOPERATION AND INTERNATIONALISATION (Results)

| Indicators  | Indicators calculation   | Type of Indicator | Target | Tolerance interval | Results (2017)  |
|---|--|-------------------|--------|--------------------|---|
| Number of ERASMUS + and non-ERASMUS + Agreements  | Total number of agreements with foreign institutions aiming at promoting the mobility of students, academic and non-academic staff | Numerical         | 100    | 20%                | 113      |
| Number of entities with IN or OUT flows   | Total number of IN and OUT mobilities with different partners  | Numerical         | 65     | 20%                | 78,00    |
| % OUT flows within the framework of any programme or action   | (No. Of OUT Flows/(No. Students +No. Academic + No. Non-Academic Staff))*100   | Percentage        | 5,0%   | 10%                | 3,00%    |
| % IN flows within the framework of any programme or action  | (No. Of IN Flows/(No. Students +No. Academic + No. Non-Academic Staff))*100  | Percentage        | 5,0%   | 10%                | 4,00%    |
| Degree of satisfaction of students, academic and non-academic staff   | (High degree of satisfaction/No of respondents) *100   | Percentage        | 90%    | 10%                | 90%      |
| % International projects approved   | (No of international projects approved/No of international projects applied for)*100   | Percentage        | 50%    | 10%                | 50%    |
| Education and Training Activities - Protocols,/agreements with foreign entities aiming at promoting and developing activities connected to Education and Training | Total number of activities   | Numerical         | 18     | 50%                | 23     |
| % International Students  | (No of international Students/No of First Cycle Students) *100   | Percentage        | 5,0%   | 10%                | 1,50%  |

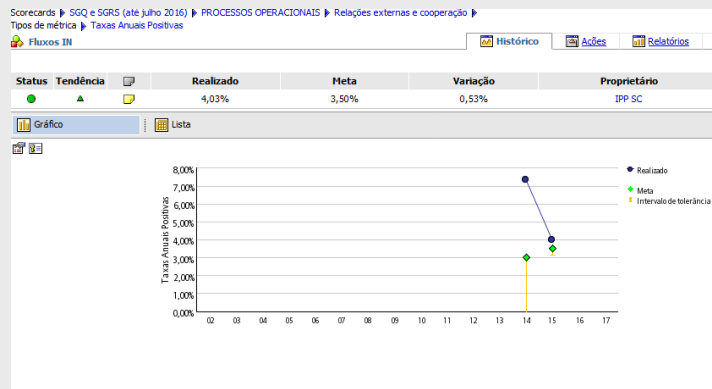
# INTERNATIONALISATION INDICATORS OVERVIEW

Scorecards ▶ SGQ e SGRS (até julho 2016) ▶ PROCESSOS OPERACIONAIS ▶ Relações externas e cooperação ▶

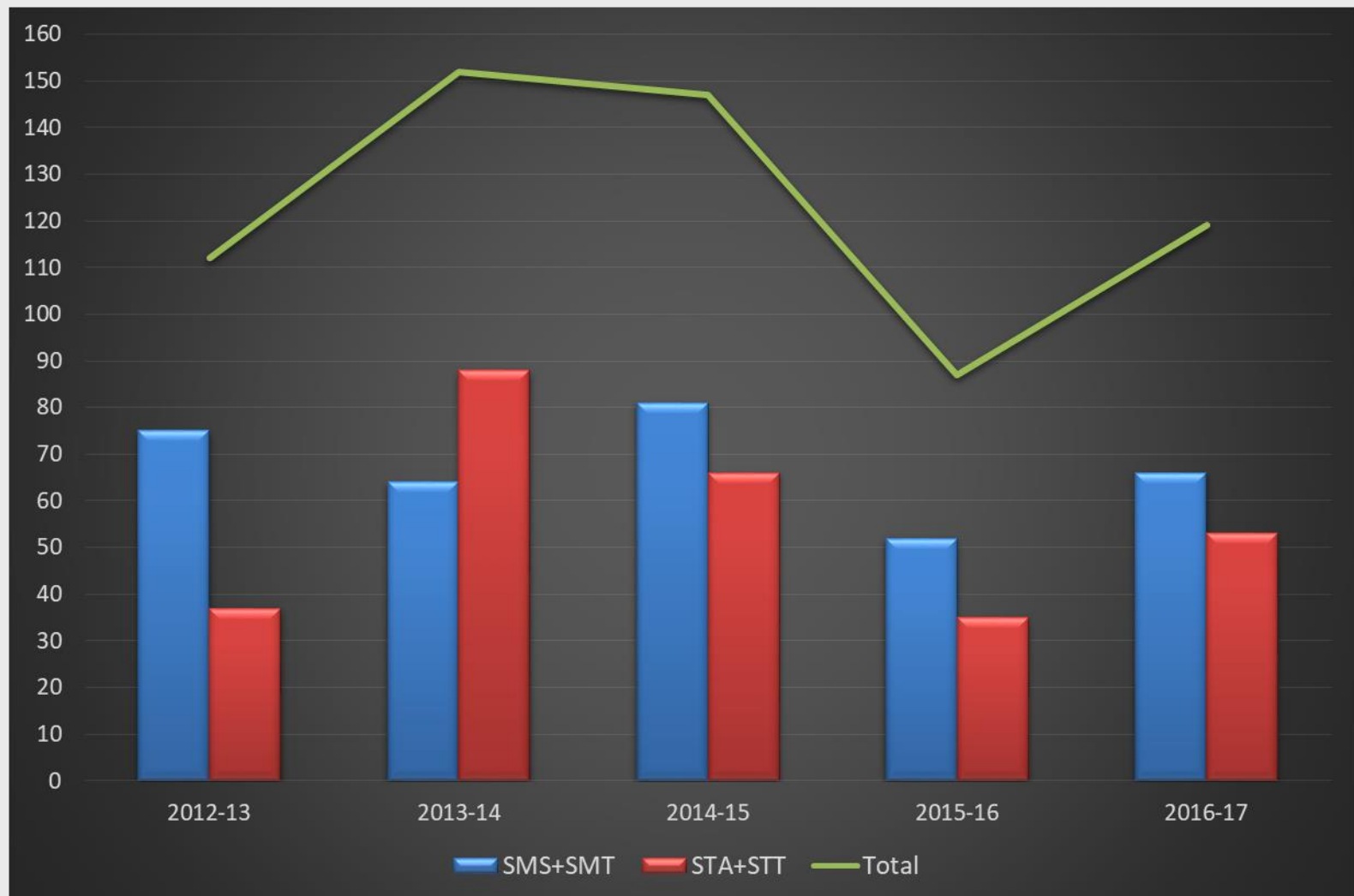
Métricas Projetos Relatórios Diagramas Detalhes

Nenhum filtro Nenhum [Métricas: 1-22]

|  | Nome  | Realizado | Meta    | Variação | Variância % | Período |
|--|---|-----------|---------|----------|-------------|---------|
|  | Nº alunos - programas intercâmbio internacional   | 74        | 90      | -16      | 18%         | 16      |
|  | Nº docentes - programas intercâmbio internacional   | 43        | 24      | 19       | 79%         | 16      |
|  | Nº inscritos no Politécnico Júnior  | 0         | 45      | -45      | 100%        | 16      |
|  | Fluxos OUT  | 3,22%     | 3,50%   | -0,28%   | 8,00%       | 15      |
|  | Fluxos IN   | 4,03%     | 3,50%   | 0,53%    | 15,14%      | 15      |
|  | Média Protocolos, acordos e convênios com entidades nacionais   | 15        | 1       | 14       | 1.400%      | 15      |
|  | Taxa de atualização da base de dados de protocolos, acordos e convênios com entidades nacionais                                 | 100,00%   | 100,00% | 0,00%    | 0,00%       | 15      |
|  | Taxa de implementação das ações e medidas previstas nos protocolos  |           |         |          |             | 17      |
|  | Média de projetos de parceria implementados com entidades nacionais para atividades de educação e formação                      |           |         |          |             | 17      |
|  | % Protocolos, acordos e convênios com entidades estrangeiras não enquadradas no Programa Erasmus+                               | 16,00%    | 20,00%  | -4,00%   | 20,00%      | 15      |
|  | % Cursos 1.º ciclo com 5 ou mais Acordos Interinstitucionais (AI) Erasmus +   | 75,00%    | 90,00%  | -15,00%  | 16,67%      | 15      |
|  | Grau de satisfação de alunos, docentes e não docentes em mobilidade de saída (OUT) e de entrada (IN)                            | 81,00%    | 90,00%  | -9,00%   | 10,00%      | 15      |
|  | % Empregabilidade de diplomados que fizeram mobilidade  |           |         |          |             | 17      |
|  | % de cursos conferentes de grau com pelo menos 30 ECTS disponíveis em língua estrangeira (LE)                                   | 25,00%    | 50,00%  | -25,00%  | 50,00%      | 15      |
|  | % Cursos conferentes de grau com planos de estudo traduzidos para Inglês  | 75,00%    | 75,00%  | 0,00%    | 0,00%       | 15      |
|  | % Fluxos OUT (sem enquadramento E+)   | 0,10%     | 0,50%   | -0,40%   | 80,00%      | 15      |
|  | % Fluxos IN (sem enquadramento E+)  | 0,41%     | 0,50%   | -0,09%   | 18,00%      | 15      |
|  | % Estudantes Internacionais ao abrigo do Estatuto respetivo   | 0,80%     | 1,50%   | -0,70%   | 46,67%      | 15      |
|  | % de projetos de parceria implementados com entidades estrangeiras para atividades de cooperação académica de qualquer natureza | 50,00%    | 50,00%  | 0,00%    | 0,00%       | 15      |
|  | Acordos Interinstitucionais E+  | 77,14%    | 80,00%  | -2,86%   | 3,57%       | 14      |
|  | Protocolos, Acordos e Convênios com entidades Estrangeiras  | 11,10%    | 15,00%  | -3,90%   | 26,00%      | 14      |
|  | Protocolos, Acordos e Convênios Com Entidades Nacionais   | 27        | 32      | -5       | 16%         | 14      |



# MOBILITIES IN/OUT 2012/13-2016/17 (Students and Staff)



## **Other on-going International Activities**

### **Erasmus+ Academic Cooperation – KA2 – Innovation and Good Practices**

- EmpAct – Adult Education
- Kiitos – Pre-School Education
- Correct it! – Health Education
- 3Economy+ - Entrepreneurship and Languages

### **Double Degree with Brazilian institutions (under discussion)**

- Business Management
- Agriculture
- Media and Communication

### **In-take of International degree seeking students**

- Currently about 50 students

### **Cooperation with African countries – Isle of Principe**

- Implementation of short cycle professional courses (awaiting approval)
- Volunteering actions in health and education
- Research activities



## Pros

- System created a culture of quality assurance
- Involved staff from all departments and areas
- United IPP community

## Cons

- Paperwork load
- No one likes to be assessed
- Internal audits often create conflicts among staff
- System updates “just for the picture” ...

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# Thank you for your attention!

Carlos Afonso

Instituto Politécnico de Portalegre – Polytechnic Institute of Portalegre, Portugal

Praça do Município – 7300-901 Portalegre, Portugal

[carlos.afonso@ipportalegre.pt](mailto:carlos.afonso@ipportalegre.pt)