

INTEGRATED SYSTEM OF QUALITY ASSURANCE



QUALITY MANUAL, VERSION 2.0 EN

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1. OBJECTIVE

The Quality Manual of the Faculty of Veterinary Medicine of the University of Lisbon (FMV-ULisboa) aims to describe its Integrated System of Quality Assurance (ISQA). Thus, the document describes the organization, responsibilities, processes, as well as the guiding principles used in the implementation of the ISQA.

The Quality Manual is an operational document for the procedures of FMV-ULisboa in the area of Quality, being a fundamental reference for defining quality assurance policies, as well as for the characterization of processes, indicators and actors responsible for the execution of activities that drive continuous improvement at FMV-ULisboa.

2. SCOPE AND LEGAL FRAMEWORK

FMV-ULisboa has developed and applied a quality model adapted to the Institution's characteristics, in line with the guidelines of the University of Lisbon, the current legislation and with the European quality benchmarks, known as ISQA, towards continuous improvement and the deepening of its quality policy. The ISQA is based on the accumulated experience of implementing quality assessment practices present in all School processes.

The ISQA of FMV-ULisboa fits the main norms and recommendations for the quality assurance system in Higher Education, specifically:

- Standards and Guidelines for Quality Assurance in the European Higher Education Area, 2015 (European Association for Quality Assurance in Higher Education - ENQA);
- Manual of Standard Operating Procedures of European System of Evaluation of Veterinary Training (ESEVET), May 2016 (European Association of Establishments for Veterinarian Education - EAEVE / Federation of Veterinarians of Europe - FVE);
- Legal framework for the Assessment of Quality in Higher Education (Law No. 38/2007, of 16th August);
- Manual for the Audit Process of Internal Systems of Quality Assurance in Higher Education Institutions, October 2016 (Agency for Assessment and Accreditation of Higher Education);
- Regulation of the ULisboa Integrated System of Quality Assurance (Order No. 15622/2015, of 29th December).

FMV-ULisboa assumes its management documents (Strategic Plan of FMV-ULisboa, Quality Manual, Quality Plan, Activity Plan, Activity Report and Quality Report) as guidelines for its quality strategy.

3. RESPONSIBILITY

The Quality Manual is prepared and managed by the Council for the Quality Assurance of FMV-ULisboa (CQA), being approved by the President of FMV. The document must be reviewed by the CQA to remain permanently up to date.

4. FMV PRESENTATION

4.1 Description

FMV-ULisboa foster the teaching of Veterinary Sciences in Portugal since 1830 and it is internationally evaluated and approved by the European Committee of Veterinary Education (ECOVE), which gathers the European Association of Establishments of Veterinary Education (EAEVE) and the Federation of Veterinarians of Europe (FVE). Its teaching staff, composed almost entirely by PhD degree holders, its researchers and support staff combine daily efforts to allow the achievement of the objectives of FMV-ULisboa, in terms of teaching, research and interface with the community.

In the scope of Research, FMV-ULisboa counts with the Centre for Interdisciplinary Research in Animal Health (CIISA), which covers the four main areas of research in Veterinary Sciences: Health and Prevention; Medicine and Pathology; Food Safety; and Biotechnology and Animal Production, stimulating and funding dozens of research lines in close collaboration with more than 100 national and international institutions. The research carried out at CIISA contributes to the development of new diagnostic and therapeutic strategies, innovative biotechnology products and to the improvement of the quality of life of animals and consumers.

In terms of Extension and Provision of Services to the community, FMV-ULisboa has a Veterinary Teaching Hospital (VTH), which provide qualified medical and surgical care to the animals, to which society in general and other Veterinarians turn to when it is necessary to solve more complex problems. The VTH provides and covers the areas of clinic and surgery for companion animals and production animals, pharmaceutical services and a Diagnosis Centre, which comprises a variety of Analysis Labs and even

a Blood Bank. FMV-ULisboa teachers and researchers also participate in numerous extra mural initiatives, supporting the community in several areas of veterinary intervention.

4.2 Mission

FMV-ULisboa's mission is to create, transmit and disseminate culture, science and technology in the area of Veterinary Sciences, through the development of educational activities, research and the provision excellent services, for the benefit of society.

4.3 Vision

FMV aims to be an internationally recognized institution of excellence in veterinary education and research, permanently adapted to the needs of society, contributing to the advancement of the frontiers of knowledge.

5. FMV ORGANIZATION

FMV is a legal collective person under public law, integrated in Ulisboa, with statutory, scientific, cultural, pedagogic, administrative, financial and patrimonial autonomy (Statutes of the Faculty of Veterinary Medicine, Order No. 14440-A/2013, of 7th November).

In order to fulfill its mission, FMV has the following school bodies: the President, the Management Council, the Scientific Council, the Pedagogic Council and the School Council, the last being the strategic decision-making body that oversees the compliance with the law, the Statutes and, in particular, the FMV's mission. The Advisory Board and the Coordination Board are FMV's statutory bodies, with advisory powers.

FMV also comprises four Departments and a Research Unit (CIISA). The Departments are teaching and research units corresponding to vocational areas of knowledge, endowed with the power to define purposes and internal structure, in accordance with the principles of identity, subsidiarity and complementarity. Currently, the FMV Departments are the following: 1. Morphology and Function; 2. Clinics; 3. Animal Health; and 4. Animal Production and Food Safety.

Research at FMV-ULisboa is coordinated by CIISA and is framed in large areas of competence associated with challenges with a strong impact on society. These areas are strongly interdisciplinary and transversal to several domains of Veterinary Sciences, namely:

1. Animal health and veterinary medicine, with two thematic lines (1a. Disease surveillance, prevention and control towards sustainable animal health; 1b. Clinical research towards novel diagnostic and therapeutic strategies); and 2. Animal science and food safety, also with two thematic lines (2a. A sustainable animal production for the 21st century; 2b. New challenges in advanced food processing, quality and safety).

The Veterinary Teaching Hospital (VTH) plays a very important role in university extension and connection to society at FMV-ULisboa. This Hospital works in the following areas: 1. Companion Animals Clinics; 2. Food Animals Clinics; 3. Horse Clinics; 4. Diagnostic Services; 5. Pharmaceutical Services and 6. Biological Isolation and Containment Unit..

There are also several Services that provide support to teaching and research activities, organized under the hierarchical dependence of the teaching staff proposed by the President for the Management Council and also an Executive Director, who shares responsibility for some services, such as those related to administrative and financial management, staff and management of facilities and equipment.

There are also, as non-statutory bodies of the FMV, the Coordinating Council for Teachers' Performance Assessment, the Coordinating Council for the Integrated System of Management and Performance Assessment in Public Administration (SIADAP) and the Council for the Quality Assurance (CQA) of FMV-ULisboa.

Figure 1 presents the general organizational chart of FMV-ULisboa, as described above.

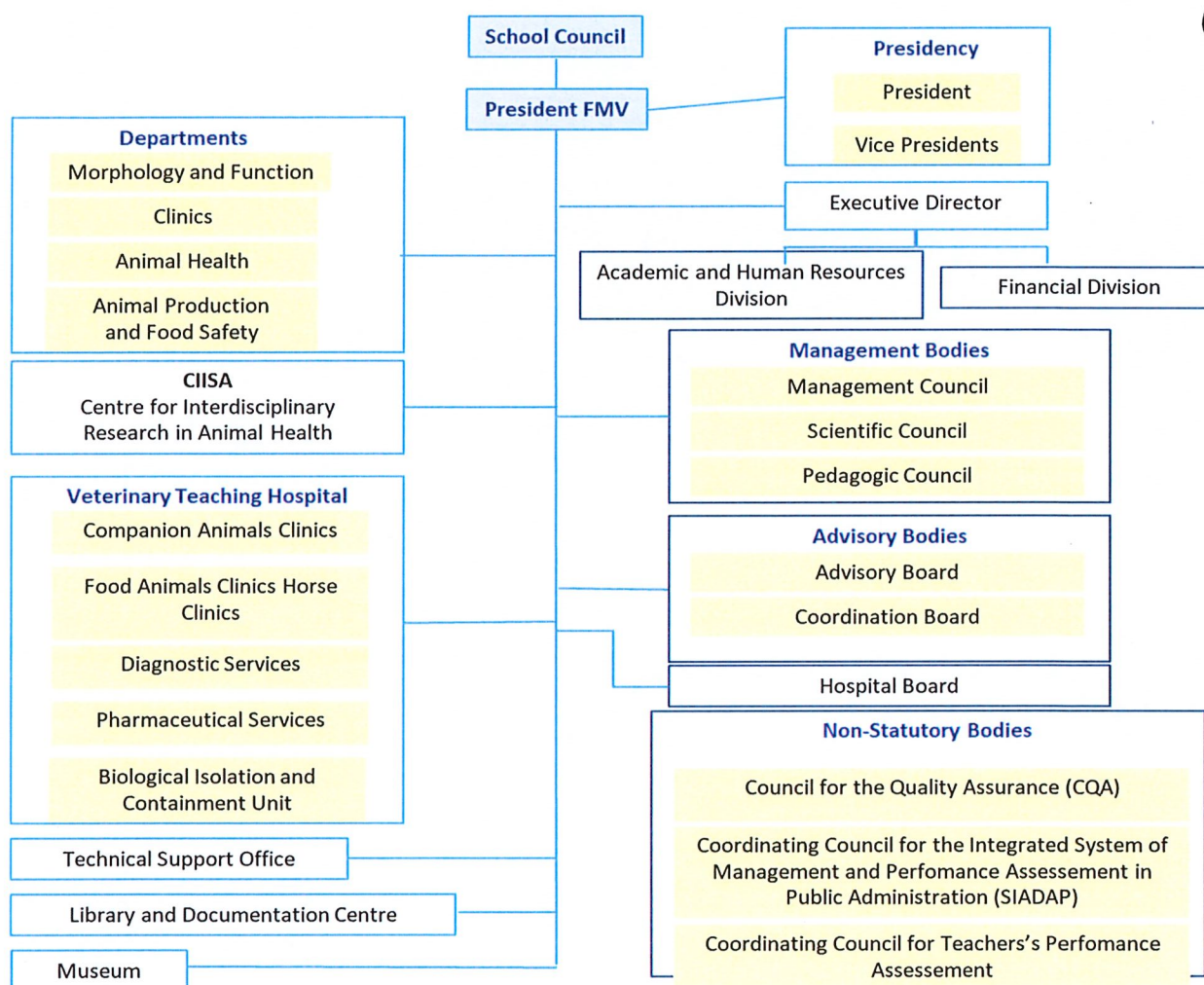


Figure 1. General organizational chart of FMV-ULisboa.

6. QUALITY POLICY

FMV-ULisboa is guided by a policy of quality, transparency and rigor, within the scope of the autonomy established in its Statutes. Other values inherent to institutional functioning include innovation, cooperation and sustainability.

FMV-ULisboa assumes, as a strategy for quality, the design of an institutional development program based on reference goals formally established in its strategic management documents (Strategic Objectives, Activity Plan, Quality Manual and Quality Plan), which specify the actions to be carried out, methodologies to be followed, goals, monitoring elements, scheduling and definition of responsibilities and competences of the different bodies, services and involved agents.

The quality assurance policy also seeks to promote a transversal stimulus to the active participation of all interested parts in the Institution's continuous improvement processes, in order to make the evaluation of services a common procedure in all spheres of activity in which the FMV is involved.

The quality assurance policy gives priority to cooperation with society and the participation of the most relevant internal and external partners in the strategic planning processes, highlighting the participation in the composition of the governing bodies and advisory bodies of FMV-ULisboa and its regular consultation through various mechanisms (**Table 1**).

Table 1. Cooperation with internal and external partners, as well as with society.

Partner	Participation in bodies involved in the Integrated System of Quality Assurance (QA)	Participation in the quality processes	Consultation Types
Teaching Staff	CQA-FMV, Management bodies	Nuclear processes, Management processes	External evaluation, Performance assessment, Pedagogical evaluation, Satisfaction rating
Students	CQA-FMV, School Council, Pedagogic Council	Teaching	Assessment of teaching processes, Evaluation of spaces, Satisfaction rating
Non teaching staff	CQA-FMV, School Council, School Assembly	Support processes	External evaluation, Satisfaction rating
Service Customers	Keepers and owners of companion and production animals, Medical-Veterinary Care Centers (CAMV's), Veterinarians, Companies	Support processes, Society connection	Service evaluation, Satisfaction rating

	of the agro-industrial area, Large Food Retailers Companies		
Employers	National Authority for Animal Health and Feeding (DGAV), Medical-Veterinary Care Centers (CAMV's), Livestock Producer Organizations, Large Food Retailers Companies, Veterinary sanitary Inspection, Companies of the agro-industrial area	Teaching, Society connection	Quality assessment of graduates
External Entities	INIAV, EZN, DGAV, OMV, GNR, PSP, EPAE, CML, A3ES, EAEVE, ...	All processes	Assessment, Accreditation

7. INTEGRATED SYSTEM OF QUALITY ASSURANCE (QA)

The ISQA is based on two fundamental components of the institutional evaluation process: 1. internal assessment (self-assessment); 2. external assessment (by entities external to the FMV).

Based on quality management processes, the ISQA envisage a cyclical review of results, not only in terms of the teaching/learning process, but also in terms of the institution as a whole, in a global measurement of the fulfillment of its mission and objectives.

However, the Integrated System of Quality Assurance (QA) is particularly focused on strategy and mechanisms for evaluating and improving teaching.

7.1 Organizational structure

The ISQA of FMV aims to implement a policy for quality, as an integral part of ULisboa's Integrated System of Quality Assurance. Its organization and main instruments in order to the continuous quality improvement are defined in its own Regulations. The FMV Council for the Quality Assurance (CQA) mission is to promote quality assessment and coordinate and manage the FMV's Integrated System of Quality Assurance (QA).

The CQA-FMV is responsible for proposing procedures regarding to quality assessment to be carried out by the FMV, within the framework of the national accreditation and assessment system, under the terms of the law and in compliance with the guidelines issued by the FMV bodies. Therefore, it should direct its activity into the following areas:

1. Promote the quality of teaching, research and university extension activities;
2. Promote the development of an institutional integrated culture of quality assurance;
3. Coordinate the quality management and evaluation processes developed by the services;
4. Monitoring the implementation of the evaluation of research and teaching activities and the internal and external evaluation processes;
5. Provide information to the FMV bodies, namely the School Council on the activities carried out in terms of the ISQA;
6. Analyze the operation of the Quality Assurance System, prepare assessment reports and pronounce on proposals for corrective measures that it deems appropriate for the Institution's good performance and image;
7. Prepares the FMV Quality Plan and Manual and proposes its approval by the competent bodies;
8. Propose for the approval of the competent bodies the creation of institutional structures to support the implementation of the quality assurance policy, namely the structures needed to carry out the evaluation of research and teaching activities;
9. Issue recommendations;
10. Communicate internally and externally the actions and documents related to the ISQA;
11. Propose the revision of this Manual.

7.2 Documental structure

FMV-ULisboa's ISQA was designed in accordance with the document structure shown in **Figure 2**, through which all methodologies related to the development of identified processes are established and communicated.

At the top of the documental structure, in addition to all applicable current legislation, are all the documents considered strategic, namely the FMV-ULisboa Strategic Plan and the Quality Plan.

The information produced, received and accumulated by the bodies and services, in the exercise of their functions and activities, are recorded in various documents, essential instruments for decision-making, increased efficiency and to record the collective memory.

Document P-01 - Document Management describes in detail the procedures relating to the preparation, codification, approval, distribution, implementation, control and archiving of the documents of the Integrated Quality Assurance System of FMV-ULisboa.



Figure 2. Scheme of the document structure of the Integrated System of Quality Assurance of FMV-ULisboa.

8. PROCESSES

FMV, like ULisboa, adopts the QA processes, identifying and managing them, as well as the sequence and interaction between them (**Figure 1**), thus promoting a greater transparency in the activities carried out, better communication and interaction between the different functional units, and unifying the objectives to achieve. The indicators and goals of these processes, which are established in FMV-ULisboa Quality Plan, should guarantee temporal stability for the characterization of the School's performance, measuring its accomplishments in defined processes and contributing to strategic decisions and evaluation of the achievement of objectives by FMV.

The CQA-FMV must prepare an annual evaluation report (Quality Report), analyzing the achievement of goals, identifying the causes of non-compliance and proposing the necessary actions to achieve the Quality objectives.

Figure 1: Processes of the Integrated Quality Assurance System and their relationship.

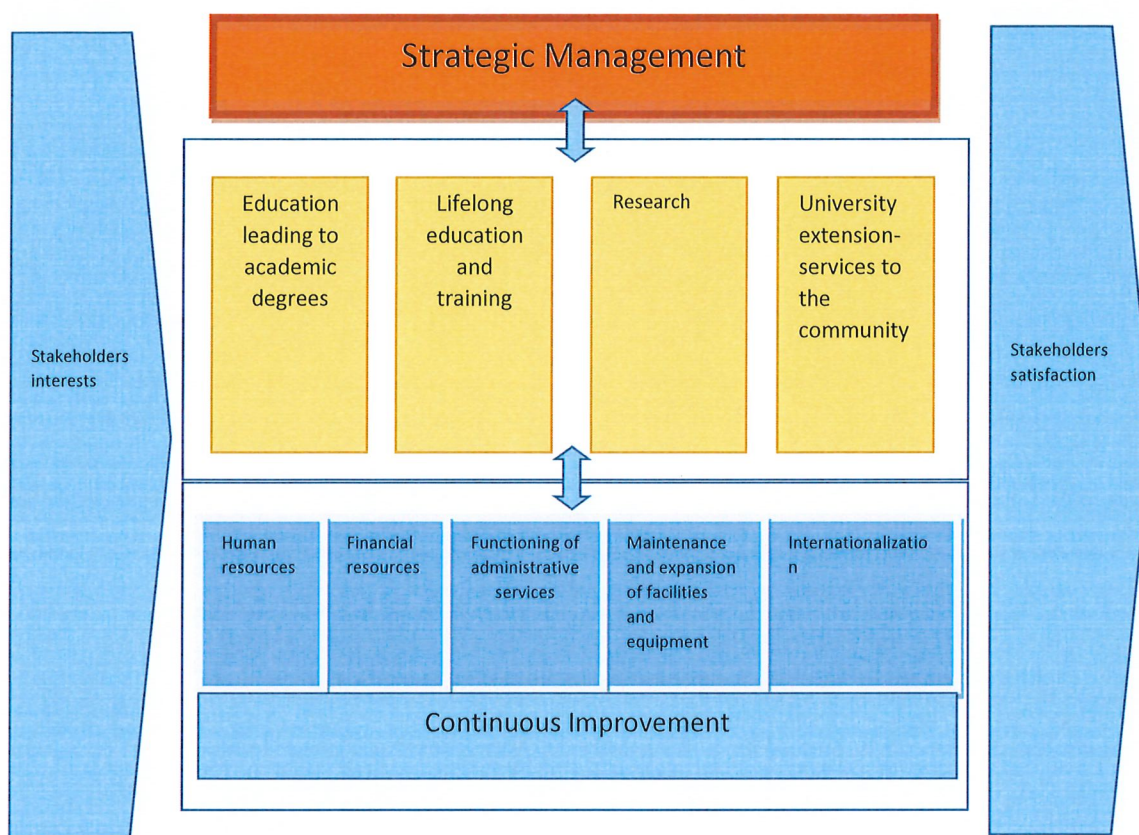


Table 2. List of processes in the Integrated System of Quality Assurance at FMV-ULisboa.

PROCESS	RESPONSIBLE
1. QP-01 – Education leading to academic degrees	President of the Scientific Council
2. QP-02 – Lifelong training	President of the Scientific Council
3. QP-03 – Research	CIISA Coordinator
4. QP-04 – University extension – Services to the Community	President of the Hospital Council
5. QP-05 – Internationalization	Mobility office Coordinator
6. QP-06 – Human Resources Management	Head of the Academic and Human Resources Division
7. QP-07 – Management of Financial Resources	Head of the Financial Resources Division
8. QP-08 – Maintenance and expansion of facilities and equipment	Coordinator of the Technical Safety and Maintenance Office

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| 9. QP-09 – Functioning of administrative services | Executive Director |
| 10. QP-10 - Continuous Improvement of the Integrated System of Quality Assurance | President |
| 11. QP-11 – Strategic management of the Integrated System of Quality Assurance | President |

9. COMMUNICATION

The European guidelines for quality assurance in Higher Education place great emphasis on the regular communication of up-to-date quantitative and qualitative information, in an impartial and objective manner, about institutional functioning, namely with regard to teaching programs and degrees, as well as the level of student satisfaction.

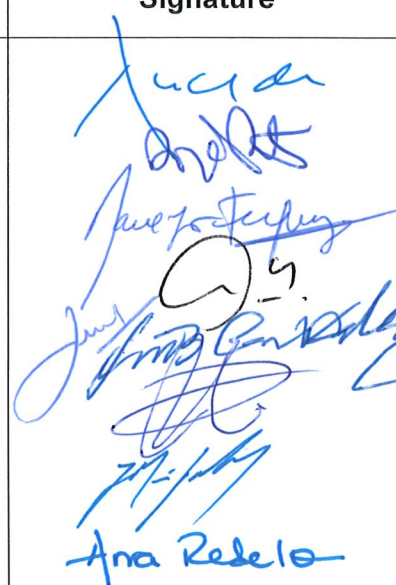
Aware of its pedagogical and facilitator role of the quality improvement process, FMV-ULisboa seeks to ensure an wide dissemination of the results of the evaluation and of its activities within the academic community.

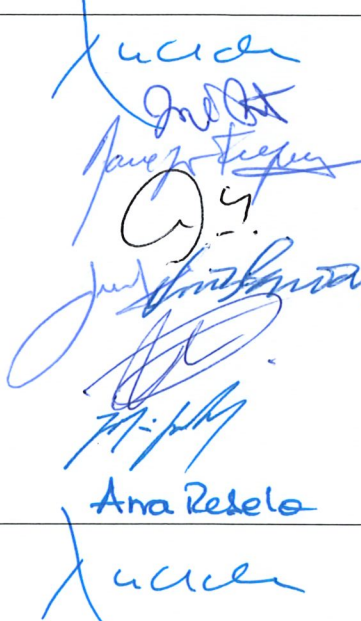

FMV-ULisboa must keep the information up to date on the institutional website, including about the SIGQ, namely regarding its objectives, processes and procedures.

10. PUBLICATION OF THE DOCUMENT

The FMV-ULisboa Quality Manual is available on FMV's website.

11. DOCUMENT APPROVAL

	Responsible	Date	Signature
Elaboration (CQA)	Rui Caldeira José Prates Maria João Fraqueza Mafalda Lourenço Luís Costa Luís Carvalho Manuela Rodeia João MIngachos Ana Rebelo	17-03-2021	

Verification (CQA)	Rui Caldeira José Prates Maria João Fraqueza Mafalda Lourenço Luís Costa Luís Carvalho Manuela Rodeia João MIngachos Ana Rebelo	24-11-2021	
Approval (President FMV)	Rui Caldeira	24-11-2021	

12. DOCUMENT HISTORY

Revision date	Modification	Elaborated by	Approved by
20-12-2016	Document creation	CQA	President FMV
17-03-2021	Document update	CQA	President FMV
24-11-2021	Document update	CQA	President FMV