



University of Minho

Quality Plan

June 2010



UNIVERSITY OF MINHO

Quality Plan
- 2010 -

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Acronyms and abbreviations

AAEUM	University of Minho Alumni Association
AAUM	University of Minho Students' Union
AFUM	University of Minho Employee Association
AUMEA	University of Minho Agency for Energy and Environment
CC	Scientific Council
CCA	Assessment Coordinating Council
CG	General Council
CI	Research Centre
CP	Pedagogical Council
DC	Degree Programme Director
Dep	Departments
DFP	Finance and Property Department
DRH	Human Resources Department
DTSI	Technology and Information Systems Department
DUC	Course Unit file
GAC	Audit and Control Office
GAE	Teaching Support Office
GAP	Project Support Office
GCII	Communication, Information and Image Office
GPI	Office for Inclusion
ICS	Institute of Social Sciences
ILCH	Institute of Arts and Humanities
INL	International Iberian Nanotechnology Laboratory
OOE	Educational Offer Observatory
PRT-CV	Pro-Rector, Professor Claudia Viana
PRT-FL	Pro-Rector, Professor Felisbela Lopes
PRT-PCM	Pro-Rector, Professor Paula Cristina Martins
PRT-VT	Pro-Rector, Professor Vasco Teixeira

RAD-UM	University of Minho Regulations for Teacher Performance Assessment
Rt	Rector
RUM	University of Minho Radio Station
SASUM	University of Minho Social Services
SAUM	University of Minho Academic Services
SCOM	Communication Services
SDUM	University of Minho Documentation Services
SGAQ	Quality Assurance Services
SIADAP	Integrated System for Performance Assessment and Management in Public Administration
SIGAQ-UM	The University of Minho Internal Quality Assurance System
SRI	International Relations Services
ST	Technical Services
UC	Course unit
UDif	Specialised Units
UOEI	Teaching and Research Unit
VRt-GD	Vice-Rector, Professor Graciete Dias
VRt-JM	Vice-Rector, Professor José Mendes
VRt-MP	Vice-Rector, Professor Margarida Proença
VRt-RVC	Vice-Rector, Professor Rui Vieira de Castro

1. Introduction

1.1 Strategy for institutional development

The Action Programme for the 2009-2013 Quadrennium, adopted by the General Council upon the Rector's proposal, is the strategic document of reference for the development of the University of Minho, which is intended to mobilise the entire internal community towards the fulfilment of the University's mission.

The Action Programme is structured "in a hierarchical operational programme aiming to guide and mobilise the University of Minho around seven strategic vectors that will bring together human and material resources for the integrated development of different actions and projects." These vectors correspond to the key areas of the University's mission (mission vectors) as well as to activities that support the harmonious and sustainable development of the University (support vectors). Table 1.1 indicates the main goals to be achieved in each of these vectors.

The operational programme allowing for the fulfilment of the strategic vectors is divided into two types of measures, which complement each other:

- *Vectorial measures*, which are designed to mobilise the academic community around the strategic vectors defined with regard to the advocated concept of University;
- *Transverse measures*, which aim to improve the organisational environment and the working conditions of students, teachers and researchers as well as the remaining staff, promoting their well being and individual and group initiatives

It is developed according to action plans associated with each of the mission and support vectors as well as transverse measures. Tables 1.2 and 1.3, respectively, indicate the vectorial and transverse measures that have been defined.

The listing of concrete actions to be implemented for each strategic vector and the expectation of their level of impact on the respective vectorial measures are duly addressed in the Action Programme and summarised in an Annex of this document, which also includes a listing of the actions to be undertaken in the scope of the transverse measures.

The Action Programme further comprises a set of tables regarding the implementation of the aforementioned action plans,¹ where for each of the actions envisaged there is an indication of the recommended strategy/methodology, performance indicators or products to be obtained and the schedule for implementation.

¹ Action Programme for the 2009-2013 Quadrennium, pp. 43-65.

Table 1.1 - Strategic vectors for institutional development

Mission Vectors	
V1	<p>Consolidate research, responding to the challenges of knowledge</p> <p>Promote the production of knowledge as the main way to distinguish the University internationally, differentiate teaching projects and establish an effective cooperation with society.</p> <p>The University's satisfactory performance in the field of research is presently critical to secure new funding sources and to bring quality students to its graduate programmes.</p>
V2	<p>Enhance the educational offer and integral education.</p> <p>Enhance the educational offer by developing and managing a diversified portfolio of socially and academically relevant teaching projects, promoting educational practices adequate to the acquisition of specific and generic skills.</p> <p>This effort shall take into account the fact that the new educational offer must enable a growth strategy by attracting new target publics, as well as the fact that integral education requires the strengthening of ethical, creative and cultural aspects.</p>
V3	<p>Enhance interaction with society</p> <p>Increase interaction with society at cultural, social, economic and technological levels as a way to accomplish the University's mission and to promote other development models as well as new mechanisms to obtain resources.</p> <p>This vector will be considered in a national perspective and it will be viewed in an internationalisation context. It will be complemented by specific initiatives for the nearby environment, especially those that contribute to attract and to settle talent in the Region.</p>
Support Vectors	
V4	<p>Strengthen the evaluation systems and quality management and promote academic ethics</p> <p>Encourage and consolidate a culture of merit, supported by transparent assessment mechanisms.</p> <p>Implement a quality management system that ensures the reliability of academic and administrative processes and promotes institutional cohesion.</p> <p>Develop a safeguard policy of ethical and deontological principles to be observed in the activities of the Institution and by all its members.</p>
V5	<p>Promote decentralisation and decentralised management</p> <p>Decentralise and make internal processes more agile in order to develop the new statutory framework; simplify administrative procedures and practices; and promote forms of local management, while enabling the teaching and research units to become more autonomous and proactive as well as encouraging motivation among the academic community.</p>
V6	<p>Ensure financial stability</p> <p>Stabilise the budget of the University as a condition for the development and consolidation of strategic policies for investment, management of human resources and physical infrastructures.</p> <p>The search for alternative forms of funding is crucial to the autonomy of the University.</p>
V7	<p>Adopt sustainable options and practices</p> <p>Adopt the criteria and best practices of sustainability as a reference for life on campus and as a framework for the University's policies in terms of investment, R&D activity and training of students, teachers, researchers and remaining staff.</p>

Table 1.2 – Vectorial measures

Vector 1 - Consolidate research, responding to the challenges of knowledge	
V1-M1	Strategic, diagnostic and prospective mapping of research centres, aiming to consolidate or improve their performance and level of internationalisation and maximise their human potential.
V1-M2	Establishment of strategic partnerships with international institutions of reference.
V1-M3	Consolidation of the support to the internationalisation of research.
V1-M4	Improvement of the structures providing support to research projects as regards information, applications and management.
V1-M5	Stimulus to the creation of networks and multidisciplinary projects, especially to approach emerging scientific fields.
Vector 2 - Enhance the educational offer and integral education	
V2-M1	Rationalisation and integrated management of the educational offer, enhancing the offer of multidisciplinary graduate programmes.
V2-M2	Increased student numbers based on: i) new publics, ii) the establishment of partnerships with public or private entities, and iii) the development of projects aimed at training professionals in new areas of knowledge and intervention.
V2-M3	Promotion of distance learning on the basis of specific diagnoses of the different scientific fields and pilot experiments, based on solutions provided at School/Institute level and on innovative tools for e-learning.
V2-M4	Consolidation of structures providing support to teaching and learning, covering all degree programmes and different types of training within a framework of integral education.
V2-M5	Utilisation of the concept of integral education to develop UMinho's identity brand, valorising specialised skills but also creativity, ethics and civic responsibility.
Vector 3: Enhance interaction with society.	
V3-M1	Improvement of the University's positioning and visibility in regional, national and international consortia with a view to enhancing interaction with society.
V3-M2	Coordination and rationalisation of participations in external entities, so as to maximise their net contribution to the University's mission and to establish a framework for future decisions in this area.
V3-M3	Intensification of the actions undertaken by the University in the field of business incubation and entrepreneurship through the implementation of effective measures to support student entrepreneurship, especially at graduate level.
V3-M4	Development of cultural initiatives within a framework of cooperation with the cities of the nearby surroundings and their agents, exploiting the potential of the University's cultural units and its partnership networks.
V3-M5	Launch of dynamic projects in the field of interaction with society that involve multiple sectors of the academy and contribute to an effective external projection of the University.
Vector 4 - Strengthen the evaluation systems and quality management and promote academic ethics	
V4-M1	Implementation of the quality management system of the University, taking into account the national and European guidelines for quality assurance systems in higher education and encompassing the fields of teaching, research and interaction with society.
V4-M2	Promotion of continuous self-assessment of projects and activities within the University and involvement in periodic external assessment processes, including their monitoring and dissemination.
V4-M3	Re-definition of the assessment framework for the teaching and research staff and its dissemination under the terms of the framework legislation, and making recommendations for incentives to recognise scientific and pedagogical merit.
V4-M4	International benchmarking of projects, units and subunits as a means of inducing processes of innovation and modernisation as well as a reference for performance.
V4-M5	Establishment of guidelines for the promotion and observance of ethical standards in the activities of the Institution and the conduct of its members.

Table 1.2 – Vectorial measures (cont.)

Vector 5 - Promote decentralisation and decentralised management	
V5-M1	Global budgets per unit, promoting transparency, contributing to a greater budgetary autonomy and accountability and making the concept of cohesion fund more explicit.
V5-M2	Promotion of proximity management, moving central services to the campuses, thus ensuring a faster and more effective coordination with all users, while encouraging teamwork.
V5-M3	Dematerialisation of processes to ensure faster and more efficient services by promoting and strengthening the intensive use of new technologies that can replace paper documents with a more effective form of management and communication, reducing costs and rationalising space.
V5-M4	Elaboration and dissemination of procedures and solutions designed to rationalise, simplify and streamline administrative practices, particularly in terms of public competition and human resources management, ensuring their legal compliance and disseminating best practices and initiatives for innovation in this area.
V5-M5	Strengthening of the autonomy of Schools/Institutes in the statutory framework, encouraging their visibility and proactivity.
Vector 6: Ensure financial stability.	
V6-M1	Ensure the financial sustainability and stability of the University, maintaining and strengthening the identification of its cost structure, and implementing a global cost and budget accounting system per unit/service within a framework of autonomy, transparency and public accountability.
V6-M2	Progressively implement a full cost system that can identify the real costs, direct and indirect, of each activity, and ensure more effective and rigorous control.
V6-M3	Increase the number of students and rationalisation of the course unit portfolio.
V6-M4	Diversify funding sources and increase of own revenues, taking into consideration the fact that long- term financial sustainability of universities is clearly a public responsibility.
V6-M5	Stabilise the internal model for the distribution of resources.
Vector 7: Adopt sustainable options and practices.	
V7-M1	Develop a culture of sustainability in the academic community through the promotion of good practices and specific actions prompted by the Rector and Schools/Institutes, actively involving the Students' Union.
V7-M2	Promote sustainable mobility, creating favourable conditions for the use of mobility solutions or practices alternative to the use of individual motor vehicles.
V7-M3	Foment energy sustainability through the use of renewable energy and the valorisation of energy recovery from waste in order to reduce costs and attenuate the environmental impact of the University's activity, while encouraging research projects in this area and familiarising the academic community with this type of solutions.
V7-M4	Increase the level and quality of the environmental information available on the campuses to build a long-term management tool and strengthen collective awareness on this matter.
V7-M5	Adopt documental management practices based on digital technologies that are able to rationalise and drastically reduce the use of paper, while simultaneously contributing to reduce the costs (financial and environmental) associated with its circulation within the University and to the exterior.

Table 1.1 – Transverse measures

MT01	Complete the implementation of the new statutory framework, particularly with respect to the units and subunits and their supervision in cooperation with the various levels of the structure.
MT02	Define a cohesion framework that should underlie the University's decentralisation efforts.
MT03	Adopt an intellectual property regime in which the rights associated with the exploitation of patents and copyright, as well as the respective management, are attributable to their authors and inventors (students, teachers, researchers or other employees), although the University may promote and support their registration. This general regime will be regarded as a rule, unless the entity that has funded the research that led to the patents and copyright requires a different regime, in which case a contract should be established.
MT04	Develop mechanisms for communication and information among the academic community.
MT05	Reformulate the external communication and image policy of the University of Minho.
MT06	Promote student associative structures and improvement of the support to cultural and sports initiatives resulting from their proactivity.
MT07	Consolidate and strengthen support to the inclusion of students with disabilities.
MT08	Increase interaction with the alumni and their associative structures.
MT09	Encourage the creation of associative structures among the working community of the University and their proactivity.
MT10	Improve training as well as professional and personal development of the non-teaching and non-research staff.
MT11	Improve social and medical assistance for the academic community.
MT12	Bring services closer to the respective users, within a framework of improved performance and cost rationalisation.
MT13	Reassess the operating conditions of the campuses, ensuring high standards of quality of life as well as ways of accessing and using the facilities that are tailored to the actual needs.
MT14	Improve and expand the infrastructure, adapting it to the needs of the different sectors of the University and exploring the opportunities resulting from public-private partnerships.
MT15	Analyse the possible change of the University's legal system by adopting a regime of public foundation governed by private law.

1.2 Standards for Quality - The Quality Plan

The University of Minho, therefore, has a hierarchical operational programme for its development over the 2009-2013 Quadrennium, which covers all activity sectors of the University and details the concrete actions to be developed. This operational programme is the fundamental starting point of the institutional strategy for quality. The present Quality Plan was designed for this purpose, and it entails a set of action plans pertaining to the various strategic vectors and transverse measures. It connects each of the actions to specific targets and to the entities responsible for the respective coordination and implementation, as well as to the aforementioned issues regarding methodology, measurability and timing.

The Quality Plan, which is intrinsically linked to the *Action Programme for the 2009-2013 Quadrennium*, thus establishes the quality standards to be pursued by the University.

The monitoring of the implementation of the Quality Plan, as defined in the Quality Manual, has a leading role in the institutional strategy for quality. The Plan defines two types of indicators: quantitative, which in principle are associated with targets to be achieved; and products to be obtained within a specific time frame. In the second case, it is also important to carry out an objective assessment of the developmental stage of the different envisaged "products", for example upon the preparation of annual reports. To this end, a scale was adopted to measure "level of development" type indicators, which is included in the Appendix.

2. Quality Plan

The Quality Plan, as considered under the aforementioned terms, is developed on the basis of action plans indicated in Tables 2.1 to 2.8 presented below.

As previously mentioned, the description of each action is accompanied by information on the methodology to be used in each case; by indicators that will serve to measure the respective level of accomplishment; by targets that set the University's self-imposed quality standards; and by the nomination of the entities responsible for coordinating and implementing the various actions.

The characterisation of the actions further entails in the respective time frame a relevant aspect to assess not only their soundness, but also their feasibility. For each action, the following tables indicate the expected timing for its implementation on a semestral basis, signalling the stages of conception, development and follow-up.

The Quality Plan of the University of Minho presented here will be complemented by the operational plans of each of the Teaching and Research Units, Cultural Units and Services, developed along similar lines, especially with regard to supervision mechanisms.

The implementation and monitoring of the Quality Plan shall rely on the support of the University's information system, encouraging documental management in a digital format.

Table 2.1 - Vector 1: Consolidate research, responding to the challenges of knowledge.

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
AV1.1 Strategic analysis of the research centres (CI)	Processing and systematisation of information collected from the research centres for the preparation and periodic updating of a diagnostic and prospective report.	<ul style="list-style-type: none"> Report "Scientific Research at UMinho: Diagnosis and Foresight" 	-	S1/ S2,7/ S3-6,8	VRt-RVC	CI, UOEI/CC, PRt-VT
AV1.2 Establishment of the Research Centres Forum	Proposal, under the Academic Senate, for the establishment of the Research Centres Forum and submission of documentation for analysis	<ul style="list-style-type: none"> Research Centres Forum Forum opinions on relevant documentation 	- -	S1/ S2-8 S1/ S2-8	VRt-RVC	CI, UOEI/CC, PRt-VT
AV1.3 Portfolio of scientific competences	Preparation of the competence portfolio of the University of Minho, in Portuguese and English, based on the report "Scientific Research at UMinho: Diagnosis and Foresight"	<ul style="list-style-type: none"> UMinho's bilingual portfolio of scientific competences Online access to the portfolio 	- -	S2/ S3,8/ S4-7 S2/ S3,8/ S4-7	PRt-VT	CI, UOEI/CC, GAP
AV1.4 International partnerships	Identification, in conjunction with the research centres, of international partners of reference and the promotion of interaction with these entities	- Number of participations in knowledge networks of international reference	+ 3/year	S1-2/ S3-6/ S7-8	VRt-RVC	CI, UOEI/CC, SRI, PRt-VT
AV1.5 Consolidation of a strategic partnership with the INL	<p>Identification and characterisation of previously developed and ongoing projects, as well as opportunities in terms of new research and teaching projects in the areas of micro and nanotechnology</p> <p>Establishment of a formal partnership with the INL, with the purpose of organising conferences, projects and joint programmes as well as the integrated management of human resources</p>	<ul style="list-style-type: none"> White Paper "R&D Competences in Micro and Nanotechnologies at UMinho" - Number of international conferences, projects and joint programmes with the INL 	- 1 conf/year 3 proj/year 3 programme/year	S1/ S2-6/ S7-8 S1/ S2-6/ S7-8	PRt-VT	CI, UOEI/CC
AV1.6 Mobility of graduate students and researchers	Interaction with the UOEI and initiatives to disseminate information, with a view to establishing new protocols with Higher Education Institutions in the European Research Area (ERA) as well as globally	- Number of protocols signed	4 new protocols/year	S1-2/ S3-5/ S6-8	PRt-RVC	UOEI/CC, SRI, PRt-VT
AV1.7 <i>RepositoriUM</i>	<p>Identification of self-archiving constraints in the <i>RepositoriUM</i></p> <p>Interaction with the research centres in order to explore the possibilities of creating scientific databases</p>	<ul style="list-style-type: none"> Measures aimed at a wider availability of the scientific production via the <i>RepositoriUM</i> Extending the scope of the <i>RepositoriUM</i> 	- -	S2/ S3-5/ S6-8 S2/ S3-5/ S6-8	VRt-RVC	CI, UOEI, SDUM

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.1- Vector 1: Consolidate research, responding to the challenges of knowledge (Cont)

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
AV1.8 Information on research projects	Gathering and systematising information from the research centres	<ul style="list-style-type: none"> Online database concerning UMinho's research projects 	-	S1-2/ S3-8	PRt-VT	CI, UOEI/CC, GAP
	Organisation of the information about the ongoing research projects at the University for internal and external online viewing	<ul style="list-style-type: none"> Promotion and dissemination of projects developed by UMinho's researchers in European networks 	-	S1-2/ S3-8		
AV1.9 Project support	In cooperation with the research centres, identification of the major constraints of the support services for research development (information, application support and training of research management technicians), with a view to reorganising their mission, structure and performance	<ul style="list-style-type: none"> Reorganisation of the support structures for research projects 	-	S1-2/ S3-5/ S6-8	PRt-VT	CI, UOEI/CC, GAP
		<ul style="list-style-type: none"> Information system for the Project Support Office 	-	S1-2/ S3-5/ S6-8		
AV1.10 Dynamic multidisciplinary projects	Identification of relevant scientific and technological areas for the promotion of dynamic multidisciplinary projects, aiming at a significant impact on the productive, social and cultural sectors	- Number of thematic consortia at national and regional levels	1/year	S2/ S3-4/ S5-8	VRt-RVC, VRt-JM	UOEI, Cultural Council
AV1.11 Monitoring of the organisation and level of research activity at UMinho	Systematic monitoring of the organisation and level of research activity at UMinho	- Portfolio of indicators for the organisation and level of research activity	cf. portfolio	S1/ S2-8	SGAQ	CI, UOEI/CC, GAP
AV1.12 Monitoring UMinho's scientific output	Systematic monitoring of the scientific output of UMinho's research centres according to the specific paradigms of each scientific area	- Portfolio of indicators for the scientific output	cf. portfolio	S1/ S2-8	SGAQ	CI, UOEI/CC, GAP
AV1.13 Monitoring the valorisation of knowledge at UMinho	Systematic monitoring of the initiatives and results of the valorisation of knowledge at UMinho, including the interface institutions	- Portfolio of indicators for the valorisation of knowledge	cf. portfolio	S1/ S2-8	SGAQ	CI, UOEI/CC, SRI

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.2 - Vector 2: Enhance the educational offer and integral education.

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
AV2.1 Portfolio of course units (UC)	Definition of the relevant information within the course unit file (DUC) and preparation of systematised information regarding the course units	<ul style="list-style-type: none"> Online portfolio of the course units offered at UMinho 	-	S1/ S2/ S3-8	VRt-RVC, PRt-PCM	Dep, UOEI/CP, SAUM
AV2.2 Expansion of undergraduate offer	Inquiring the CP and the UOEI about previous experiences and future possibilities.	- New evening programmes	7 programmes	S1-2/ S3-6/ S7-8	VRt-RVC	UOEI, PRt-PCM
	Analysis of previous editions of "over 23" training and the redefinition of its institutional framework, in conjunction with the UOEI	<ul style="list-style-type: none"> Redefinition of the institutional framework for the educational offer aimed at "over 23" year-olds 	-	S1-2/ S3-4/ S5-8		
	Strategic definition of UMinho in the area of artistic studies and preparation of the portfolio of programmes in this area	<ul style="list-style-type: none"> Integrated offer of programmes in the area of artistic studies Increased <i>numerus clausus</i> in existing programmes 	2 programmes	S1-3/ S4-7/ S8		
AV2.3 Expansion of graduate Offer	Inquiring the CP and the UOEI about existing programmes (demand, relevance of supply, lacking areas,...) and future possibilities (including inter-UOEI projects), followed by strategic decision after consultation with the Senate	- New graduate programmes	25 programmes	S2/ S3-6/ S7-8	VRt-RVC	UOEI, Senate, PRt-PCM
		- Increased <i>numerus clausus</i> in existing programmes	1000 vacancies	S2/ S3-4/ S5-8		
AV2.4 Doctoral School(s)	Analysis of similar experiences in other universities and exploring (at the level of the UOEI and the Senate) the existing opportunities at UMinho with a view to the possible creation of Doctoral School(s)	<ul style="list-style-type: none"> Strategic decision concerning the creation of Doctoral School(s) 	-	S2-3/ S4-5/ S6-8	VRt-RVC	UOEI, Senate
AV2.5 "Summer Schools"	Characterisation and evaluation of previous and ongoing experiences in the context of interactions with the UOEI and consultation with the Senate, followed by strategic decision	- Increase in the number of participants in "Summer Schools"	10%/year increase	S1/ S2-8	VRt-RVC	UOEI, Senate, PRt-PCM
		- Increase and diversification in the number of initiatives	2 new initiatives/year	S2-3/ S4-8		
AV2.6 Partnerships with the PALOP (see also AV3.1)	Assessment of previous and ongoing experiences at UMinho and identification of future possibilities, in cooperation with the Senate and the UOEI	<ul style="list-style-type: none"> Consolidation of present instances of cooperation 	-	S2/ S3-4/ S5-8	VRt-RVC	UOEI, Senate

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.2 - Vector 2: Enhance the educational offer and integral education (Cont.)

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
AV2.7 E-learning platform	Identification of constraints in the use of platforms and definition of a strategy for the consolidation of its use in conjunction with the UOEI, SAPIA and Senate	<ul style="list-style-type: none"> - Training/support sessions for the teaching staff - Level of use of the e-learning platform • Digital archive of inactive course units 	40 sessions	S1/ S2-8	PRt-PCM	GAE
			+ 10% teachers/year	S1/ S2-4/ S5-8	PRt-PCM	UOEI, GAE
			-	S1/ S2-8	PRt-PCM	GAE
AV2.8 Teaching Support Office (GAE)	Analysis of similar projects in other universities and definition of the model for the Office, in conjunction with the UOEI and the Senate. Creation and development of the GAE	(cf. specific quality plan of the GAE)		S1-2/ S3/ S4-8	VRt-RVC	GAE, PRt-PCM
AV2.9 Plan for teaching in English	Inquire the UOEI and launch pilot experiments for teaching in English	<ul style="list-style-type: none"> - Number of course units of the 1st cycle and integrated Masters that are taught in English - Number of course units that are taught in English at Masters level - Number of course units taught in English in doctoral programmes 	5% course units	S2/ S3-8	PRt-PCM	Dep, UOEI/CP
			20% course units	S2/ S3-8		
			35% course units	S2/ S3-8		
AV2.10 Generic skills	In cooperation with the UOEI, creation of programmes aimed at 1 st year students In conjunction with the UOEI and the Senate, definition of a medium-term strategy	<ul style="list-style-type: none"> - Number of programmes created • Strategy for the introduction of generic skills in the course units' learning outcomes 	5	S2/ S3-4/ S5-8	GAE	UOEI/CP, GAE
			-	S2/ S3-4/ S5-8	VRt-RVC	UOEI, Senate, PRt-PCM
AV2.11 Monitoring the qualification of demand (see also AV4.2)	Systematic monitoring of the qualification of demand for the degree programmes offered at UMinho	- Portfolio of indicators for the qualification of demand	cf. portfolio	S1/ S2-8	SGAQ	SAUM, OOE
AV2.12 Monitoring the organisation of teaching	Systematic monitoring of the parameters concerning the organisation of teaching/learning	- Portfolio of indicators for the organisation of teaching	cf. portfolio	S1/ S2-8	SGAQ	DC, UOEI/CP
AV2.13 Monitoring the efficiency of teaching (See also AV4.2)	Systematic monitoring of the efficiency of teaching at UMinho	- Portfolio of indicators for the efficiency of teaching	cf. portfolio	S1/ S2-8	SGAQ	SAUM, OOE
AV2.14 Monitoring the employability of graduates (See also AV4.2)	Systematic monitoring of the employability of UMinho's graduates (1 st , 2 nd and 3 rd cycles)	- Portfolio of indicators for the employability of graduates	cf. portfolio	S1/ S2-8	SGAQ	OOE

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.3 - Vector 3: Enhance interaction with society.

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
AV3.1 International Cooperation	Setting priorities for international cooperation, involving in particular the PALOP and the emerging economies Academic diplomacy to open and consolidate permanent channels of contact at international level.	<ul style="list-style-type: none"> • Strategy Document for International Cooperation - Number of agreements, protocols, contracts and activities abroad - Number of partnerships with entities of the CPLP countries 	-	S1/ S2-5/ S6-8	Rt	UOEI, SRI
			10 initiatives	S1/ S2-5/ S6-8		
			6 partnerships	S1/ S2-5/ S6-8		
AV3.2 <i>Urban Quadrilateral</i>	Assertion of UMinho in the Strategic Guidance Committee of the Quadrilateral (Braga/Guimarães/Barcelos/Famalicão) Participation of UMinho in the implementation of the Themes and Network of the Quadrilateral	- Number of projects with a contract and the active participation of UMinho	8 projects	S1-2/ S3-8	Rt	VRt-JM
AV3.3 Guimarães CEC2012	Improved interaction with the European Capital of Culture 2012 Participation in the promotion of issues related to the preparation and realisation of the event	<ul style="list-style-type: none"> • Protocol with the Foundation City of Guimarães - Number of projects with a contract and the active participation of UMinho 	-	S1/ S2-7	Rt	VRt-MP, VRt-JM, PRt-FL UOEI, Cultural Council
			12 projects	S1/ S2-7	Rt	
AV3.4 <i>UM-Living Lab</i>	Identification of key areas for the differentiation of the campuses Establishment and implementation of selective partnerships with entities and companies, promoting the involvement of UMinho agents, in a logic of R&D	<ul style="list-style-type: none"> - Number of partnerships accomplished - Quantity and quality of projects and actions to demonstrate advanced solutions 	2 partnerships	S2-3/ S4-6/ S7-8	Rt	VRt-JM
			2 initiatives	S2-3/ S4-6/ S7-8		
AV3.5 Minho International Talent	Defining and mapping international talent in the cities of Braga and Guimarães Partnerships with the municipalities of Braga and Guimarães to create conditions for attracting and retaining international talent	<ul style="list-style-type: none"> • Protocols with the municipalities of Braga and Guimarães • Number of individuals in Braga and Guimarães that fall within the concept of international talent 	-	S2-3/ S4-6/ S7-8	Rt	VRt-JM
			-	S2-3/ S4-6/ S7-8		
AV3.6 Interface entities	Mapping the competences and activities of the interface entities, i.e. entities in which UMinho has a participation Updating UMinho's positioning and introducing readjustments Defining the framework for future participation of UMinho in new entities	<ul style="list-style-type: none"> • Map of the interface entities • New positioning in the interface entities • (Possible) participation with new entities 	-	S1-2/ S3-8	Rt	VRt-JM
			-	S1-2/ S3-8		
			-	S1-2/ S3-8		

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.3 - Vector 3: Enhance interaction with society (Cont.)

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
AV3.7 Incubator of Creative Industries	Analysis of UMinho's potential involvement in the Cluster of Creative Industries of Northern Portugal	• Concept and business model for an Incubator of Creative Industries	-	S2/ S3-5/ S6-8	Rt	VRt-JM
	Assessment of experiences of promotion/incubation of creative industries (e.g., incubator of the Serralves Foundation)	• Cooperation agreements (if feasible)	-	S2/ S3-5/ S6-8		
	Involvement of the municipalities, particularly Braga and Guimarães, and other partners	• Creation of the Incubator (if feasible)	-	S2/ S3-5/ S6-8		
AV3.8 Incubation of new businesses	Stimulation of entrepreneurship training across the different scientific areas	- Number of actions aimed at the promotion of entrepreneurship	20	S2/ S3-5/ S6-8	VRt-JM	UOEI, GAE, TecMinho
	(Re)visiting the University's process of generation of spin-offs	- Number of students, teachers and researchers that have received training in entrepreneurship	1000	S2/ S3-5/ S6-8		
	Improved conditions for incubation at AvePark	- Number of incubated businesses	20	S2/ S3-5/ S6-8		
AV3.9 Meetings & Networking	Preparation of an annual schedule, involving the academic community and the Cultural Units	• Meetings & Networking Schedule	-	S1/ S2-8	Rt	PRt-FL, UOEI, Cultural Council
	Host meetings at locations that are emblematic of the region	- Number of meetings held and persons/entities involved	8 meetings 10 entities	S1/ S2-8		
AV3.10 UMinho Knowledge Clubs	Planning and implementation of a network of Knowledge Clubs, with the involvement of the UOEI. These Clubs will be located at high schools of the region, and should rely on the participation of teachers from these schools	• Network of UMinho Knowledge Clubs	-	S1-2/ S3-4/ S5-8	VRt-RVC	PRt-PCM, UOEI
		- Number of partners and initiatives	30 partners 50 initiatives.	S1-2/ S3-4/ S5-8		
AV3.11 Cultural Initiatives Programme	Partnership with regional authorities as well as national and foreign cultural partners	- Number of events	10	S2-3/ S4-5/ S6-8	Rt	UOEI, Cultural Council
AV3.12 Language Centre Project (BabeliUM)	Support to the emerging project of the Institute of Arts and Humanities, globally extended to the University	- Number of initiatives and participants	10 initiatives 1000 participants	S1-2/ S3-5/ S6-8	VRt-RVC	ILCH
AV3.13 Autumn Festival	Involvement of the academic community, in particular the Cultural Council, in close partnership with the region, especially the cities of Braga and Guimarães	• Diversity, quality and reception of the events of the Festival	-	S2/ S3,5,7/ S4,6,8	Rt	Cultural Council

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.4 - Vector 4: Strengthen the evaluation systems and quality management and promote academic ethics

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
AV4.1 Internal Quality Assurance System of the University of Minho	Design and consolidation of the main reference points and support mechanisms, prepared by a task force appointed by the Rector	<ul style="list-style-type: none"> Quality Plan and Quality Manual validated and approved 	-	S1/ S2-3/ S4-8	VRt-GD	Task force appointed by the Rector
	Implementation, supervision and continuous improvement of the system, with the involvement of the entire academy	<ul style="list-style-type: none"> SIGAQ-UM implemented. Follow-up reports 	-	S1/ S2-3/ S4-8	VRt-GD, SGAQ	UOEI, Services, SGAQ, DTSI
	Preparation and submission to the A3ES of the certification process of the SIGAQ-UM	<ul style="list-style-type: none"> SIGAQ-UM certified 	-	S2-3/ cf. A3ES	VRt-GD	SGAQ
AV4.2 Educational Offer Observatory (OOE)	Designing mechanisms to collect data on the relevance and adequacy of educational offer, training efficiency, employability, career path and performance of UMinho's graduates (1 ^a , 2 ^a and 3 ^a cycles)	<ul style="list-style-type: none"> Portfolio of indicators for the educational offer, the efficiency of training and the employability of graduates 	cf. portfolio	S1/ S2-3/ S4-8	VRt-GD	SGAQ
	Consolidation of the AlumniUM portal	<ul style="list-style-type: none"> AlumniUM portal consolidated 	-	S1/ S2-3/ S4-8		
AV4.3 Periodic external assessment	Accreditation and assessment of degree programmes	<ul style="list-style-type: none"> Official recognition of the degree programmes 	100% accredit.		VRt-RVC	UOEI
	Assessment of the research centres	<ul style="list-style-type: none"> Rating of the research centres 	-	(cf. assessing entities)	VRt-RVC	CI, UOEI
	Institutional assessment	<ul style="list-style-type: none"> External assessment report, recommendations 	-		VRt-GD	UOEI, Services, SGAQ
AV4.4 Assessment of teacher performance	Preparation of the draft general regulation (RAD-UM) by a Committee appointed by the Rector, involving members of the teaching community	<ul style="list-style-type: none"> Draft general regulation 	-	S1/S2	VRt-GD	Committee appointed by the Rector
	Public discussion, hearings of internal bodies and of unions, and homologation of the RAD-UM	<ul style="list-style-type: none"> General regulation 	-	S1/ S2/ S3-8	Rt	VRt-GD; PRt-CV
	Elaboration of specific regulations by the UOEI and the respective approval	<ul style="list-style-type: none"> Specific regulations by the UOEI 	-	S1/ S2/ S3-8	VRt-GD	UOEI, PRt-CV
	Implementation of the process	<ul style="list-style-type: none"> Performance assessment 	-	S1/ S2/ S3-8	VRt-GD	UOEI
AV4.5 Performance assessment of non-teaching and non-research staff	Improve internal assessment practices, thus consolidating the establishment of individual goals and the assignment of assessment ratings	<ul style="list-style-type: none"> Internal framework for the SIADAP 	-	S1/ S2/ S3-8	VRt-MP	CCA
		<ul style="list-style-type: none"> Number of complaints 	reduce 10%/year	S1/ S2,4,6,8	VRt-MP	UOEI, Services

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.4 - Vector 4: Strengthen the evaluation systems and quality management and promote academic ethics (Cont.)

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
AV4.6 Merit Awards	Incentives for the annual bestowal of merit awards (institutional and from the UOEI)	- Scientific merit awards - Pedagogical merit awards - Other non-academic awards	12/year 11/year 13/year	S1,3,5,7/ S2,4,6,8	Rt, UOEI	VRt-RVC, VRt-MP, UOEI
AV4.7 Making teaching workload more flexible	Preparation of a draft regulation for the provision of teacher service Inquiry of UOEI, consultation with the Senate, approval	• Draft regulation • Regulation for the provision of teacher service	- - -	S1/ S2 S1/ S2-3/ S4-8	VRt-GD VRt-GD	Committee appointed by the Rector UOEI, Senate, PRt-CV
AV4.8 Dissemination of best practices	Identification and collection of best practices and the respective widespread dissemination Organisation of Conferences on Pedagogical Innovation	• Dissemination of best practices - Number of Conferences	- 1/year	S1/ S2-8 S1/ S2-8	VRt-GD, SGAQ VRt-RVC	UOEI, Services, GCII GAE, PRt-PCM
AV4.9 Benchmarking exercises	Development of benchmarking activities based on international standards and indicators	• Positioning of units and subunits in relation to their national and European counterparts	-	S1/ S2-8	VRt-GD, UOEI	Dep, CI, UOEI
AV4.10 Ethical values: Ethics Committee	Creation of the Academic Ethics Committee in cooperation with the Senate	• Academic Ethics Committee	-	S1/ S2-3/ S4-8	VRt-GD	
AV4.11 Ethical values: Academic Code of Conduct	Elaboration of the Academic Code of Conduct as a practice of reference at the academy, taking into consideration the experiences carried out in other universities	• Academic Code of Conduct	-	S1/ S2-3/ S4-8	VRt-GD	Academic Ethics Committee, Senate
AV4.12 Ethical values: Programme to combat academic fraud	Programme developed in association with the Senate, AAUM and other student groups	• Initiatives to combat academic fraud	-	S1/ S2-3/ S4-8	VRt-GD	Academic Ethics Committee, Senate, student representatives

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.5 - Vector 5: Promote decentralisation and decentralised management.

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
AV5.1 Reorganise services	Reorganisation of central services, with a description of functional contents, definition of responsibilities and delegation of powers, as well as the reinforcement of human resources with technical competences	- Level of nearness of the services to their users, in a logic of proximity management	100% of services reorganised	S1/ S2/ S3-8	Rt, VRt-MP	Administrator, Services
	Reformulate the Organic Regulation in force, identifying areas of convergence/divergence of functions as well as analysing and discussing possible modifications with all stakeholders	• Organic Regulation of the University of Minho reformulated	-	S1/ S2/ S3-8	Rt	VRt-MP, Administrator, Services
AV5.2 Streamline and simplify administrative practices	Identification of management practices that promote the rationalisation of services in light of the mission of the University, and greater efficiency according to the principle of subsidiarity	• Rationalisation of services	-	S1,4,7/ S2,5,8/ S3,6	VRt-MP	Administrator, UOEI, Services, PRt-CV
	Revision of the information circuits between the central services and the UOEI	• Continuous improvement in service rendering and increased internal efficiency	-	S1,4,7/ S2,5,8/ S3,6		
	Revision of functions and circuits in the financial management of the University, involving several UOEI and subunits in the process	• Innovative and partnership work practices	-	S1,4,7/ S2,5,8/ S3,6		
	Preparation and dissemination of administrative and financial procedure manuals	- Expenditure and services acquisition documents processed via the Intranet	90%	/ S1-2/ S3-8		
		• Procedure manual for the accounting system	-	S1,5/ S2-3,6/ S4,7-8		
		• Internal control manual	-	S1,5/ S2-3,6/ S4,7-8		
		• Procedure manual for the acquisition and abatement of assets	-	S1,5/ S2-3,6/ S4,7-8		
	• Purchase regulations	-	S1,5/ S2-3,6/ S4,7-8			
	• Computerised fixed asset file	-	S1,5/ S2-3,6/ S4,7-8			
AV5.3 Disseminate the best practices	Establishment of a network between the central services and the Secretaries of the UOEI, implementing innovative cooperation practices, with direct accountability of the Administrator, in order to speed up the process of problem identification and solving.	- Dissemination of best practices and innovative processes	12 initiatives/year	/ S1-2/ S3-8	Administrator	UOEI, Services
		• Effective cooperation between the central services and the units	-	/ S1-2/ S3-8		

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.5 - Vector 5: Promote decentralisation and decentralised management (Cont.)

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
AV5.4 Produce and release the Annual Social Report and the Map of Staff	Preparation of the Map of Staff as an instrument to plan and manage human resources, and its release on the Internet.	• Map of Staff released	-	S1/ S2/ S3-8	VRt-MP	DRH, Administrator
	Preparation of the Annual Social Report and its release on the Internet	• Annual Social Report released	-	S1/ S2/ S3-8	VRt-MP	Administrator
	Publication of competitions and associated procedures (opening dates and results)	- Number of competitions published	100%	S1/ S2/ S3-8	Administrator	DRH
	Development of training strategies in collaboration with units and services, and preparation of annual training plans for the non-teaching staff	- Number of training sessions in the annual plan	10/year	S1/ S2/ S3-8	VRt-MP, Administrator	UOEI, Services
AV5.5 Set goals and monitor indicators for the SIADAP	Creation of a work group involving units, subunits and services, with a view to assessing the performance of non-teaching and non-research staff	• Establishment of common goals, subject to annual adjustments and reassessment	-	S1,5,7/ S2-4,6,8	VRt-MP	Work group, UOEI, Services
AV5.6 Define the framework for the establishment of programme-contracts with the UOEI	Framework definition by the General Council	- Number of programme-contracts accomplished	6	/ S4/ S1-3,5-8	Rt	VRt-MP, UOEI
	Involvement of the organic units in discussing and defining a set of goals that can be monitored.					
AV5.7 Produce global budgets per unit	Involvement of organic, cultural and specialised units, as well as the services, to identify strategies for the use of resources and the rationalisation of functions in light of UMinho's mission and internal cohesion	• Budgetary management policy based on global budgets per organic unit - Number of units with global budgets	- 100% UOEI 100% Specialised Units	S1/ S2-3/ S4-8	Rt	VRt-MP, UOEI, cultural and specialised units
AV5.8 Ceremony for the delivery of diplomas	Definition of the model of the ceremony within each UOEI according to the institutional protocol	- Participation of students and their families at every ceremony	90% of graduates	S1/ S2-8	PRt-FL	UOEI
AV5.9 <i>School/Institute Day</i>	Institutionalise the celebration of the <i>School/Institute Day</i> as a way to disseminate activities and strengthen the external connection of the organic units	- Number of events <i>UOEI Day</i> - Impact on the media	11/year 5 news items/event	S1/ S2-8	Rt, UOEI	UOEI
AV5.10 Integrated Information System	Integration of computer applications associated with multiple services on a single Intranet	- Number of service units on the Intranet	100%	S1-2/ S3-5/ S6-8	VRt-JM	VRt-MP, Administrator, DTSI
	Implementation of IT support for property management					

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.6 - Vector 6: Ensure financial stability

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
AV6.1 Full cost accounting system	Progressive implementation of a full cost accounting system that can identify the real costs, direct and indirect, of each activity, and ensure more effective and rigorous control.	<ul style="list-style-type: none"> Breakdown of costs per subunit, service and project 	-	S1-2/ S3-4/ S5-8	VRt-MP	Administrator, DFP
AV6.2 Valorise intangible assets	Establishment of a work group in order to create indicators of valorisation of intangible assets	<ul style="list-style-type: none"> Portfolio of indicators for intangible assets 	-	S1-4/ S5-7/ S8	VRt-MP	Administrator, Work group
AV6.3 Return and guidance indicators	Identification of the necessary indicators and preparation of routines for their elaboration and dissemination	<ul style="list-style-type: none"> Raising awareness in the academy towards an efficient and transparent use of resources. 	-	S1/ S2/ S3-8	VRt-MP	Administrator, UOEI, Other Units, Services
	Elaboration of mechanisms for regular monitoring and internal audit under the new Organic Regulation of the University of Minho Periodical verification, by sampling, of the procedures of the organic units.	<ul style="list-style-type: none"> Increased level of internal control 	-			
AV6.4 Internal consolidation of accounts and release of the Financial Statements	Work group for account consolidation	<ul style="list-style-type: none"> Accounts consolidated, certified and released 	-	S2-3/ S4-5/ S6-8	VRt-MP	Administrator, DFP
	Regular publication of activity plans as well as annual activity and account reports	<ul style="list-style-type: none"> Activity plans and annual reports published 	-	S2-3/ S4-5/ S6-8		
AV6.5 Plan for medium-term financial sustainability	Preparation of a strategic plan that defines goals and priorities for financial management to ensure financial sustainability in the medium term	<ul style="list-style-type: none"> Plan for medium-term financial sustainability 	-	S1/ S2-3/ S4-8	Rt	VRt-MP
	Professionalism of fundraising In conjunction with the UOEI, analyse an incentive programme to the diversification of funding sources	<ul style="list-style-type: none"> - Volume of own revenue List of funding sources 	+ 10%/year -	S1/ S2-3/ S4-8 S1/ S2-3/ S4-8	VRt-MP VRt-MP	Administrator, DFP Administrator, UOEI
AV6.6 Alternative policies for awards, tuition fees and overhead retention	Preparation of a study that allows the estimation of alternative policies for tuition fees	<ul style="list-style-type: none"> Release of specialised studies 	-	S1-2/ S3-4/ S5-8	VRt-MP	Work group, Senate
	Analysis of the mechanism for the retention of institutional overheads				VRt-MP	Work group
	Assessment of UMinho's social and economic impact				VRt-MP	Work group, Administrator
AV6.7 Allocation model for financial and human resources	Analysis and discussion with the organic units of standard values and performance indicators	<ul style="list-style-type: none"> New model of internal resource allocation 	-	S1-2/ S3-4/ S5-8	Rt	VRt-MP

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.7 - Vector 7: Adopt sustainable options and practices

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
AV7.1 Environmentally sustainable practices	Identification of environmentally critical areas in the life of the Academy and development of an environmentally sustainable policy framework, involving the services and the UOEI	<ul style="list-style-type: none"> Plan for the promotion of environmentally sustainable practices 	-	S1-2/ S3-6/ S7-8	Rt	VRt-JM, UOEI, Services
AV7.2 Sustainable mobility	Creating conditions for the development of sustainable mobility (soft forms and less polluting vehicles) when travelling to and from the campuses, with the involvement of the services, SASUM, AAUM and AFUM	<ul style="list-style-type: none"> Mobility plan on the campuses of Gualtar and Azurém 	-	S1-2/ S3-6/ S7-8	VRt-JM	VRt-JM, Services, SASUM, AAUM, AFUM
AV7.3 Electric vehicles	Creating conditions for the development of electrical mobility on the campuses in partnership with external operators.	<ul style="list-style-type: none"> Electrical mobility plan on the campuses of Gualtar and Azurém 	-	S1-2/ S3-6/ S7-8	VRt-JM	VRt-JM, ST
AV7.4 Smart grid	Study and phased implementation of a smart grid, which includes as much as possible microgeneration solutions, mobilising the Agency for Energy and Environment of the University of Minho	<ul style="list-style-type: none"> Plan for the establishment of a smart grid on the campuses of Gualtar and Azurém - % of reduced energy bills	- 5%/year	S1-3/ S4-6/ S7-8	VRt-JM	VRt-JM, AUMEA, ST
AV7.5 Environmental Information System	Development of the University of Minho Environmental Information System, which will provide information on the environmental indicators of the campuses	<ul style="list-style-type: none"> UMinho Environmental Information System 	-	S1-3/ S4-6/ S7-8	Rt	VRt-JM, AUMEA
AV7.6 Programme: <i>Paper-free University</i>	Development of documental management procedures in order to gradually replace paper with digital support, involving in particular the DTSI	<ul style="list-style-type: none"> Number of exclusively digital documental circuits Reduction of paper consumption 	3/year 15%/year	S1-2/ S3-6/ S7-8 S1-2/ S3-6/ S7-8	VRt-JM	DTSI, Units, Services

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.8 – Transverse measures

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
MT01 - Statutory Framework						
AT1.1 Completion of the regulatory framework	Monitoring the elaboration of regulations of organic subunits	- Date of implementation of new bodies	March/ April 2010	/ S1/ S2-8	Rt	Organic subunits, UOEI, PRt-CV
AT1.2 Activation of the governing and management bodies	Implement the functioning of the governing and management bodies as foreseen in the Statutes of the University and the UOEI	- Date of implementation of new bodies	March/ April 2010	/ S1/ S2-8	Rt	UOEI, PRt-CV
MT02 - Cohesion Framework						
AT2.1 Cohesion mechanisms	Promote, within the Senate, the dissemination and appropriation by the UOEI of institutional elements of cohesion, namely: statutory principles and values, quality management system, unique academic calendar, integrated budgetary management, facility sharing, multidisciplinary projects and institutional awards.	• Annual memorandum of progress assessment	-	S2/ S3-6/ S7-8	Rt	Rector's team, Senate, UOEI
AT2.2 Projects and mobility	Promote projects amongst students, researchers and teachers from different UOEI and interface entities, and create mechanisms to facilitate their mobility between locations that house University infrastructures	- Number of inter-UOEI projects	2/year	S2/ S3-4/ S5-8	Rt	UOEI
MT03 - Intellectual Property						
AT3.1 Free regime	Change the internal reference framework in terms of intellectual property, establishing a Free Regime in collaboration with TecMinho	• Regulation of Intellectual Property of the University of Minho	-	S1-2/ S3/ S4-8	VRt-JM	PRt-CV, TecMinho

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.8 – Transverse measures (Cont.)

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
MT04 – Internal communication and information						
AT 4.1 UMinho Website	Define new editorial guidelines and languages for the website	• Updated website	–	S1,5/ S2,6/ S3-4,7-8	Prt-FL	GCII, DTSI
AT4.2 Student Portal	Segment the Student Portal according to the 1 st , 2 nd and 3 rd cycles and maintain a continuous update process Select and disseminate relevant information for the students on a regular basis	• Renewed and permanently updated Student Portal	–	S1,5/ S2,6/ S3-4,7-8	Prt-FL	SAUM, DTSI, GCII
AT4.3 Information Portal	Update the information portal Create a calendar of events to be subsequently selected for information processing	• Information Portal with relevant contents, published in different registers	–	S1,5/ S2,6/ S3-4,7-8	Prt-FL	GCII
AT 4.4 UMinho's image collection	Reconstitute the trajectory of the University with recourse to images available to the academy: of buildings, events, people...	• Diversified collection of images	–	S1/ S2-8	Prt-FL	GCII
AT4.5 Release academic information on other platforms	Establish partnerships with communication companies or other businesses in order to expedite the dissemination of information on other platforms	• Academic information on different platforms	–	S3-4/ S5-6/ S7-8	Prt-FL	DTSI, GCII
AT4.6 Develop a project to create an internal television	Develop a project for the creation of an internal circuit television channel Seek partnerships Produce experimental broadcasts	• Experimental broadcasts of UMinho's TV channel	–	S3-5/ S6-8	Prt-FL	ICS, RUM
AT4.7 Create the <i>UMinho Forum</i>	Establish the <i>Forum</i> as a structure for dialogue between the Rector and the different bodies of the University. It should meet periodically on the basis of a predetermined calendar Define the calendar in collaboration with elected representatives of each body in the General Council or in the Senate	- Annual number of meetings	4/year	S1/ S2/ S3-8	Rt	Rector's team, teachers and researchers, students, remaining staff

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.8 – Transverse measures (Cont.)

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
MT05 – External communication and information						
AT 5.1 Channels of communication with the media	Try, in different ways, to establish permanent contacts with journalist, especially via email and telephone	- Daily press releases • Contacts with media editors on a regular basis	1/day –	S1/ S2-8	Prt-FL	Prt-FL, GCII
AT5.2 Research database of UMinho	In connection with the research centres, an updated list of the research initiatives undertaken at UMinho shall be compiled and made available to journalists	- Databases concerning ongoing research made available to the media	2/year	S1,3,5,7/ S2,4,6,8	Prt-FL	CI, UOEI, CGII
AT5.3 Meetings between teachers/researchers and journalists	In connection with the UOEI, meetings will be arranged between researchers and journalists.	• Identification of critical issues in the communication of science • Publication of texts on the communication of science, emphasising the relationship between scholars and journalists	– –	S1,3,5,7/ S2,4,6,8	Prt-FL	CI, UOEI, CGII
AT 5.4 Open Days	Establish a calendar of Open Days in the UOEI, promoting activities on those dates	- Activities to make known the work developed by the UOEI • Protocol events	11/year –	S1-2/ S3-8	Prt-FL	UOEI, GCII
AT5.5 UMinho in the social networks	Establish a profile to create accounts in social networks Create strategies for the production of information in those networks, ensuring a continuous update of contents	• Creation of UMinho accounts/registrations in different social networks	–	S2-3/ S4-8	Prt-FL	DTSI, GCII
AT5.6 Promote the image of UMinho	Create marketing strategies to promote UMinho	- Marketing campaigns • Monitoring the dissemination of the image of UMinho	1/year –	S2/ S3-8	Prt-FL	GCII
AT5.7 Disseminate the work developed at UMinho amongst heterogeneous audiences	Identify heterogeneous audiences to promote the University of Minho, especially schools, businesses and other institutions that are considered to be of strategic relevance to the University Define a calendar and a strategy to make known the work carried out at UMinho	- Measures to disseminate UMinho amongst strategic heterogeneous audiences • Strategy and calendar for dissemination	6/year –	S1/ S2-8	Prt-FL	Units, GCII

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.8 – Transverse measures (Cont.)

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
MT06 – Student associations and sports and cultural activities						
AT6.1 Support cultural and sports events	Consolidate the relationship with AAUM as well as other student and employee groups towards the promotion of cultural and sports events	- Number of cultural and sports events	12/year	S1/ S2-8	Rt	SASUM
AT6.2 AAUM branch office	Provide political support to AAUM in effecting the process of building new facilities at Gualtar	<ul style="list-style-type: none"> • Institutional framework protocol • Architecture and specialities Project • Funding framework • Building 	- - - -	S1-2/ S3-6	Rt	VRt-JM
AT6.3 AAUM Foundation	In collaboration with AAUM, study the redefinition of the mission of the foundation and its activation	• Activation of the AAUM Foundation	-	S2-3/ S4/ S5-8	Rt	PRt-CV
AT6.4 RUM	Support AAUM in finding suitable facilities for RUM, and promote greater interaction between the radio station and the UOEI	<ul style="list-style-type: none"> • Suitable facilities for RUM - Joint initiatives RUM - UOEI	- 5/year	S2-3/ S4-5/ S6-8	Rt Rt	VRt-JM, ST RUM, UOEI
MT07 – Inclusion						
AT7.1 Accessibility	Engage and motivate the UOEI and the services towards understanding the need to improve access to information and the different spaces and functionalities by the several groups of students with special needs	• Quantification of situations of lack of accessibility for the students with special needs	-	S1/ S2-8	VRt-GD	GPI, UOEI, Services
AT7.2 GPI	Consolidate the structure and capacity of intervention of the Office for Inclusion	• Improvement of the indicators of the GPI	-	S2/ S3/ S4-8	VRt-GD	GPI

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.8 – Transverse measures (Cont.)

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
MT08 – Alumni						
AT8.1 Career progression of the alumni and Networking	Cooperation with the University of Minho Alumni Association, with the Pioneers of UMinho and other structures in order to obtain information on the paths followed by the alumni and foster a closer link between them and the University Search of relevant examples of alumni career progression	- Cooperation protocols with alumni associations • Dissemination of relevant information concerning the alumni on the UMinho website	1/year –	S2-3/ S4-8	Rt PRt-FL	PRt-FL, alumni associations UOEI, alumni associations, GCII
AT8.2 Cooperation with AAEUM and other structures	Integrate former students of the University in initiatives promoted by UMinho	- Co-organisation of events with UMinho former students • Initiatives to promote UMinho with the participation of alumni	3/year –	S2/ S3-8	Rt, PRt-FL	PRt-FL, alumni associations
MT09 - Associations in the community of employees						
AT9.1 University employee associations	Active collaboration with AFUM and other employee associations, particularly with a view to the establishment of goal-oriented agreements and to the dissemination of the activities promoted by associations on the UMinho website	- Agreements with the employee organisations of UMinho • Collaboration in the establishment of day-care facilities at UMinho • Dissemination of the activities promoted by associations on the UMinho website	1/year – –	S1-2/ S3-8	Rt Rt PRt-FL	VRt-JM Employee associations, GCII

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.8 – Transverse measures (Cont.)

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
MT10 – Training						
AT10.1 Training programmes for non-teaching and non-research staff	Creation of a work group for the discussion and definition of a framework for training needs at UMinho	• Annual Training Plan for non-teaching and non-research staff	–	S1,4,7/ S2,5,8/ S3,6	VRt-MP	Work group
AT10.2 Training promoted by the central services	Reinforcement of the training initiatives for the UOEI staff by the central services as a means of enhancing their knowledge of the different processes and improving service integration	- Number of training sessions promoted by the central services	20/year	S1/ S2-8	VRt-MP	Services, UOEI
MT11 – Medical and social assistance						
AT11.1 Medical assistance for the academic community	Improve medical assistance for the various groups of the academic community based on SASUM initiatives	- Number of people involved	500/year	S1/ S2-3/ S4-8	Rt	SASUM
AT11.2 Medicine, hygiene and safety at work	Develop a plan of action to ensure the observance of the law in the field of medicine, hygiene and safety at work	- Number of actions and employees involved	1 action/year 2000 employees/year	S2/ S3-4/ S5-8	Rt	Administrator, SASUM
AT11.3 Social housing for graduate students	Increased offer of social housing for graduate students on the basis of partnerships established with the municipalities of Braga and Guimarães	- Number of rooms or apartments	20/year	S2-3/ S4-6/ S7-8	Rt	VRt-JM, SASUM
AT11.4 Initiatives of the academic community	Availability to provide political and technical support to relevant initiatives resulting from the proactivity of the academic community	- Number of actions supported	6/year	/ S1-8	Rt	VRt-JM, SASUM

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.8 – Transverse measures (Cont.)

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
MT12 - Proximity of the services						
AT12.1 Transition of services to the campuses	Gradual transition of services to the campuses Examine the possibility of creating a <i>User Shop</i> in Azurém Development of a plan providing for the services with greater demands in terms of infrastructures to be moved to Gualtar	- Number of services and functions transferred	2/year	S2-3/ S1, 4-8	Rt	VRts, Serviços
MT13 – Functioning of the campuses						
AT13.1 Openness to society	Promote the gradual opening of the campuses to the cities of Braga and Guimarães by enabling the realisation of cultural and sports initiatives	- Number of events on the campuses open to society	80/year	S1/ S2-8	Rt	UOEI, Cultural Council, SASUM
AT13.2 Extension of working hours	Create conditions for the extension of working hours on the campuses, with the involvement of the ST	- Number of working hours of the facilities beyond the usual schedule	12 hours – week/year	S1/ S2-8	Rt	VRt-JM, ST, SASUM

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

Table 2.8 – Transverse measures (Cont.)

Action	Strategy/Methodology	Indicators/Products	Targets 2009-13	Schedule*	Responsibility	
					Coordination	Implementation
MT14 – Infrastructures						
AT14.1 Plan of investments	Consolidation of the Plan of Investments and elaboration of the applications for funding with the assistance of the GAC and the ST and, whenever possible, exploring the possibilities of public-private partnerships	<ul style="list-style-type: none"> • UMinho Plan of Investments • Buildings constructed (funding-dependent) 	– –	S1-2/ S3-8	Rt	VRt-JM, GAC, ST
AT14.2 Sports facilities	Design and find solutions for the funding of sports and leisure infrastructures	<ul style="list-style-type: none"> • Sports infrastructures constructed (funding-dependent) 	–	S1-2/ S3-8	VRt-JM	SASUM, ST
AT14.3 Works for outdoor spaces	Finish the work on outdoor spaces on the campuses of Azurém and Gualtar in connection with the municipalities	<ul style="list-style-type: none"> • Renovate the “Parque Central” (Central Park) and access to the campus of Gualtar • Finish renovating the School's Park and the Eastern area of the campus of Azurém 	– –	S1-2/ S3-8	VRt-JM	ST
AT14.4 Bologna spaces	Reformulate pedagogical spaces and libraries, and extend the respective working hours	<ul style="list-style-type: none"> • Pedagogical spaces and libraries reformulated (funding-dependent) 	–	S1-2/ S3-8	VRt-JM	ST
AT14.5 Buildings in the centre of Braga	After redefining the respective framework, restore the University buildings in the city of Braga in conjunction with the municipality	<ul style="list-style-type: none"> - Number of buildings recovered in the city of Braga 	2	S1-2/ S3-8	VRt-JM	ST
AT14.6 Communications	Strengthen the infrastructure of data and voice communications, exploring the opportunities of the Braga Digital initiative.	<ul style="list-style-type: none"> - Annual average number of incidents with complete service unavailability 	5	S1-2/ S3-8	VRt-JM	SCOM
MT15 – Legal regime						
AT15.1 Foundational regime	Submit a proposal to the General Council for the creation of a work group to examine the advantages and disadvantages of the foundational model in light of the reality of the University of Minho	<ul style="list-style-type: none"> • Decision on the possible adoption of the foundational model 	–	S1/ S2-3	CG, Rt	

- Indicators; • Products

*Planning/ Implementation/ Follow-up (semesters 1 to 8)

3. Appendix

3.1 Measuring scale for "level of development" type indicators

This type of indicators is intended to assess the developmental stage of a "product", which can be for example the implementation of an infrastructure, the development of a process or regulation, or the preparation of a document (portfolio, manual, report, opinion, etc.).

The measuring scale adopted is developed on four different levels, generically characterised as follows:

- **Level 1** – *Inexistent*: There is the idea of developing the product but no planning has been carried out in terms of product specification, concrete actions to be developed and identification of responsible entities; and/or its development is yet to be initiated.
- **Level 2** – *Emerging*: There are enough specifications for the product. A plan of the necessary actions for its completion has been elaborated, including the nomination of the actors involved. Its development has been initiated but it is still incipient and poorly documented.
- **Level 3** – *Developing*: The key aspects of the product are already developed and minimally documented but the product is still undergoing experimentation, validation or documentation.
- **Level 4** – *Developed*: The product is fully developed and properly documented.

4. Annex

4.1 Vectorial measures, transverse measures and action plans

Vectorial measures are implemented with recourse to specific actions or actions integrated in mobilising projects. Tables 4.1 a 4.7, presented below, detail the actions to be developed, indicating the expected level of impact and the relevant interactions of each action, whether in the vector that concerns them directly or in other vectors.

Table 4.8, in turn, details the actions that will be the basis for accomplishing the transverse measures, with a view to responding to the structural challenges pinpointed *in the Action Programme for the 2009-2013 Quadrennium*.²

² Action Programme for the 2009-2013 Quadrennium, pp. 8.

Table 4.1 – Vector 1: Consolidate research, responding to the challenges of knowledge. Actions to implement and their level of impact.

Actions	V1-M1 Mapping centres	V1-M2 Strategic partnerships	V1-M3 Internationalisation	V1-M4 Project support	M5-V1 Multidisciplinary projects and networks	Other vectors
AV1.1 Carry out a strategic analysis of the activities of the centres, identifying constraints and opportunities for development strategies, enhance research infrastructures and improve the integration of researchers in the University's activities.	High impact	Moderate impact	Moderate impact	Moderate impact	Moderate impact	V2 V4
AV1.2 Create and foster a Research Centres Forum within the Academic Senate.	High impact	Moderate impact	Moderate impact	Moderate impact	Moderate impact	V4
AV1.3 Develop the portfolio of the scientific competences of the University, highlighting groups and centres of renowned quality research according to international parameters.	High impact	Moderate impact	High impact	Moderate impact	Moderate impact	V2 V3 V4
AV1.4 Identify the needs of institutional partnerships and select suitable partners, especially in areas of enlargement of research and teaching activities.	Moderate impact	High impact	High impact	Moderate impact	Moderate impact	V2 V3
AV1.5 Work towards the establishment of a strategic partnership with the International Iberian Nanotechnology Laboratory (INL).	Moderate impact	High impact	High impact	Moderate impact	Moderate impact	V2
AV1.6 Increase the mobility of researchers and graduate students in the European Research Area.	Moderate impact	Moderate impact	High impact	Moderate impact	Moderate impact	V2
AV1.7 Consolidate the <i>RepositoriUM</i> project and launch a similar initiative with research data.	Moderate impact	Moderate impact	High impact	Moderate impact	Moderate impact	
AV1.8 Provide online information about ongoing research projects at the University for internal and external use.	Moderate impact	Moderate impact	High impact	Moderate impact	Moderate impact	V3 V7
AV1.9 Reformulate project support structures in terms of information, support to applications, monitoring and management, and promote the training of research management technicians.	Moderate impact	Moderate impact	High impact	Moderate impact	Moderate impact	V3
AV1.10 Promote dynamic multidisciplinary projects with an impact on different sectors, and support their conception and development.	Moderate impact	Moderate impact	Moderate impact	High impact	Moderate impact	V3 V7

 high impact  moderate impact

Table 4.2 - Vector 2: Enhance the educational offer and integral education. Actions to implement and their level of impact.

Actions	V2-M1 Integrated management	V2-M2 Growth	V2-M3 Distance learning	V2-M4 Teaching / Learning	V2-M5 Identity brand	Other vectors
AV2.1 Create a portfolio of course units, enabling the dissemination and management of the educational offer.	High impact	Moderate impact				V1 V4
AV2.2 Expand the educational offer in undergraduate programmes, targeting evening programmes and new publics.	Moderate impact	High impact	Moderate impact	High impact	Moderate impact	V3
AV2.3 Expand the offer of graduate training, exploring the opportunities of specific publics in the scope of protocols established with public or private entities, and cooperation with foreign universities, including the Galician universities.	Moderate impact	High impact	High impact	Moderate impact	Moderate impact	V1 V3 V6
AV2.4 Set the framework for the creation of UMinho Doctoral Schools or with the participation of the University, especially with regard to international partnerships.	Moderate impact	High impact		High impact		V1
AV2.5 Encourage the implementation of Summer Schools as a strategy to attract graduate and international students.	Moderate impact	High impact		High impact		V1
AV2.6 Consolidate the partnerships with Portuguese-speaking countries in the extension of the educational offer.		High impact	Moderate impact			V3
AV2.7 Generalise the use of e-learning platforms as tools for distance learning and pedagogical management.		High impact	High impact	Moderate impact		
AV2.8 Create a Teaching Support Centre aimed at the promotion of appropriate pedagogical practices.			Moderate impact	High impact	Moderate impact	V4
AV2.9 Launch a pilot programme for teaching in English.				Moderate impact	High impact	V3
AV2.10 Promote the integration of generic skills in the curricular plans of the different degree programmes.					High impact	V4

 high impact

 moderate impact

Table 4.3 - Vector 3: Enhance interaction with society. Actions to implement and their level of impact.

Actions	V3-M1 Consortia	V3-M2 Participations	V3-M3 Incubation and entrepreneurship	V3-M4 Cultural initiatives	V3-M5 Mobilising projects	Other vectors
AV3.1 Develop and consolidate an <i>International Cooperation Programme</i> , involving in particular the emerging economies and the Portuguese-speaking countries.	High			High		V1 V2
AV3.2 Strengthen the participation in the project <i>Urban Quadrilateral for Competitiveness, Innovation and Internationalisation</i> , which includes the cities of Braga, Guimarães, Barcelos and Famalicão.	High	Moderate		High		V1
AV3.3 Participate actively in the initiative <i>Guimarães CEC2012</i> .	High			High	Moderate	V1
AV3.4 Programme <i>UM-Living Lab</i> - transform the campuses into advanced spaces of demonstration of technological solutions and behavioural models on the basis of selective partnerships.	High	Moderate		High		V1 V2
AV3.5 Programme <i>Minho International Talent</i> – for the acknowledgement of Braga and Guimarães as a Region of reference in attracting and retaining international talent, in partnership with the municipalities and the INL.	High		Moderate	High		V1 V2
AV3.6 Consolidate and integrate the activities of interface entities, including: - mapping the activities of the entities funded by the University and the introduction of possible readjustments; - setting the framework for the participation of the University in foundational, associative and corporate entities.	Moderate	High				V1 V2 V6
AV3.7 Study the feasibility of the <i>Incubator of Creative Industries</i> under the cluster of Creative Industries of Northern Portugal.	Moderate		High	High		V1 V2
AV3.8 Incubation of new businesses, specifically by housing them at AvePark.	Moderate		High			V1 V2
AV3.9 Programme <i>Meetings & Networking</i> - promote regular meeting places for an informal contact between the academic community and the entities of the entrepreneurial, cultural, educational, governmental and associative sectors.	Moderate		Moderate	High	High	V1 V2 V6
AV3.10 Create <i>UMinho Knowledge Clubs</i> in high schools, developing partnerships for the dissemination of the scientific culture.	Moderate			High	High	V1 V2
AV3.11 Programme <i>Cultural Initiatives</i> - develop a cultural calendar of events in partnership with the municipalities and other public and private entities, mobilising the cultural units and other groups of the University.	Moderate			High	Moderate	V2
AV3.12 Project <i>Language Centre</i> – interface structure to support the development of a bilingual University and render services to the community.	Moderate		Moderate	High	High	V1 V2 V6
AV3.13 Promote the <i>Autumn Festival</i> - an initiative which aims to combine several cultural events to be held at the beginning of each academic year.			Moderate	High		V2

 high impact

 moderate impact

Table 4.4 - *Vector 4*: Strengthen the evaluation systems and quality management and promote academic ethics. Actions to implement and level of impact on the respective measures.

Actions	V4-M1 Quality system	V4-M2 Internal/external assessment	V4-M3 Assessment of teaching staff	V4-M4 Benchmarking	V4-M5 Ethics	Other vectors
AV4.1 Validate the quality system basic reference points and define its implementation and monitoring strategy, especially with regard to the internal quality assurance mechanisms.	High	High	High	High	None	V1 V2 V3
AV4.2 Create the Educational Offer Observatory with the purpose of assessing the relevance and adequacy of the educational offer as well as the academic and professional paths of students and alumni.	High	Moderate	High	High	None	V2 V3
AV4.3 Engage the University in periodic external assessment practices and subsequent follow-up.	High	High	High	High	None	V1 V2 V3
AV4.4 Regulate and implement the assessment system for the teaching and research staff.	High	High	High	High	None	V1 V2 V3
AV4.5 Improve the internal assessment practices of the non-teaching and non-research staff, thus consolidating the establishment of individual goals and the assignment of assessment ratings.	High	None	None	None	None	V5
AV4.6 Grant awards for scientific merit, pedagogical merit and others, namely in the scope of non-academic activities.	None	None	High	Moderate	Moderate	V1 V2
AV4.7 Create mechanisms to make service assignment to the teaching staff more flexible.	None	Moderate	High	Moderate	None	V1 V2 V3
AV4.8 Encourage best practices.	Moderate	High	High	Moderate	None	V1 V2 V3 V5 V7
AV4.9 Develop benchmarking exercises based on international standards and indicators.	None	Moderate	Moderate	High	None	V1 V2 V3 V5 V7
AV4.10 Propose the creation of an Academic Ethics Committee operating within the Academic Senate.	None	None	None	None	High	V1 V2
AV4.11 Develop an Academic Code of Conduct.	None	None	None	None	High	V1 V2
AV4.12 Launch a programme to combat academic fraud.	None	None	None	Moderate	High	V2

 high impact

 moderate impact

Table 4.5 - Vector 5: Promote decentralisation and decentralised management. Actions to implement and level of impact on the respective measures.

Actions	V5-M1 Global budgets	V5-M2 Local management	V5-M3 Dematerialisation	V5-M4 Procedures	V5-M5 Autonomy of Schools / Institutes	Other vectors
AV5.1 Reorganise the services of the University in a logic of decentralised management and continuous improvement of processes, under the new statutory requirements.		High	High	High	Moderate	V1 V2 V3 V4
AV5.2 Streamline and simplify administrative practices, avoiding the duplication of processes in the organic units and services; and guarantee the establishment, dissemination, and control of appropriate procedures and standards in the framework of the <i>Paper-Free University</i> programme (AV7.6).		Moderate	High	High	High	V1 V2 V3 V4 V7
AV5.3 Disseminate the best practices of interaction between the processes and organic units in the scope of the coordination of activities between the Administrator and the Secretaries of Schools/Institutes.		Moderate	Moderate	Moderate	Moderate	V1 V2 V3 V4
AV5.4 Produce and release the Annual Social Report and the Map of Staff as a set of management and planning tools ensuring transparency and visibility, particularly in the process of decision-making with regard to the promotion and progression of non-teaching and non-research staff.				High		V1 V4
AV5.5 Define goals and monitor indicators at the level of organic units and subunits as well as service units.	High			Moderate	High	V2 V3 V4
AV5.6 Set the framework for the establishment of programme-contracts with the organic units based on a set of previously agreed upon goals which can be properly monitored.	High				High	V1 V2
AV5.7 Prepare global budgets per unit as a way to strengthen their involvement in the pursuit of goals that are common to the University; participation in the cohesion fund; shared responsibility in financial management; and fundraising.	High				High	V2 V3
AV5.8 Hold the awards ceremony for undergraduate and graduate diplomas at the respective School/Institute, with the protocol of the event varying according to the dimension of the organic units.		Moderate			High	V2
AV5.9 Institutionalise the celebration of the <i>School/Institute Day</i> as a way to disseminate activities and strengthen the external connection of the organic units.					High	V3
AV5.10 Improve the information system, integrating all services in a single Intranet and encouraging an organisational environment able to guarantee an enhanced interface amongst services.		Moderate	High	Moderate	Moderate	V1 V2 V3 V4 V7

 high impact  moderate impact

Table 4.6 - Vector 6: Ensure financial stability. Actions to implement and level of impact on the respective measures.

Actions	V6-M1 Cost Accounting	V6-M2 Total costs	V6-M3 Increased student numbers / offer	V6-M4 Fundraising	V6-M5 Distribution of resources	Other vectors
AV6.1 Promote a full cost accounting system.	High impact	High impact	Moderate impact	Moderate impact	Moderate impact	V1 V2 V3 V5 V7
AV6.2 Valorise intangible assets such as training and research, and assess their impact on the financial reporting system.	High impact	High impact	Moderate impact	Moderate impact	Moderate impact	V1 V2 V4 V5 V7
AV6.3 Identify and develop return and guidance indicators considered important for the systematic analysis of the efficiency of processes, internal audit and control, and for the development of the Medium-Term Strategic Plan and of the Action Plan for the Quadrennium.	High impact	High impact	High impact	High impact	High impact	V1 V2 V3 V4 V5
AV6.4 Promote the internal account consolidation of the University and the public release of the Financial Statements under the present legislation.	High impact	High impact	Moderate impact	Moderate impact	Moderate impact	V1 V2 V3 V5
AV6.5 Prepare the Financial Sustainability Plan in the medium term, providing in particular for the diversification of funding sources, incentives to additional fundraising and cost reductions.	Moderate impact	Moderate impact	High impact	High impact	Moderate impact	V1 V2 V3 V4 V5 V7
AV6.6 Assess and estimate the effect of alternative policies for awards, tuition fees and overhead retention.	Moderate impact	Moderate impact	Moderate impact	High impact	Moderate impact	V1 V2 V3 V5
AV6.7 Guarantee the stabilisation and dissemination of an allocation model for human and financial resources based on objective criteria designed upon standard values and performance indicators.	Moderate impact	Moderate impact	Moderate impact	Moderate impact	High impact	V1 V2 V4 V5

 high impact

 moderate impact

Table 4.7 - Vector 7: Adopt sustainable options and practices. Actions to implement and level of impact on the respective measures.

Actions	V7-M1 Culture of sustainability	V7-M2 Sustainable mobility	V7-M3 Energetic sustainability	V7-M4 Environmental information	V7-M5 Documental management	Other vectors
AV7.1 Implement the Plan for the Promotion of Environmentally Sustainable Practices by adapting the methodological approach of <i>Local Agendas 21</i> to the campuses.	High impact	Moderate impact	Moderate impact	Moderate impact	Moderate impact	V2
AV7.2 Create favourable conditions for the development of soft modes (bicycle riding and walking), the use of public transportation, electric or hybrid vehicles, as well as the adoption of more sustainable practices such as car-sharing, carpooling or others.	Moderate impact	High impact	Moderate impact			V1 V2
AV7.3 Promote the use of electric or hybrid vehicles, particularly through the installation of charging infrastructures.	Moderate impact	High impact	Moderate impact			V1
AV7.4 Study and phased implementation on the campuses of a smart grid, which includes advanced solutions for the microgeneration of electrical energy and respective efficient management with recourse to renewable sources.	Moderate impact		High impact			V1 V6
AV7.5 Create the <i>Environmental Information System</i> of the campuses, which will be available on the Internet and will include long-term information regarding the monitoring of noise, air quality, traffic and parking, as well as carbon emissions.	Moderate impact			High impact		V1 V2
AV7.6 <i>Paper-free University</i> Programme - generalisation of document digitisation and electronic distribution, while gradually adopting technologies that enable information to be added electronically, including digital signatures.	Moderate impact		Moderate impact		High impact	V5 V6

 high impact

 moderate impact

Table 4.8 – Transverse measures – Actions to implement

MT01 – Statutory Framework	
AT1.1	Complete the elaboration of regulations of the organic subunits, promoting interaction leading to institutional cohesion.
AT1.2	Implement the functioning of the governing and management bodies as foreseen in the Statutes of the University.
MT02 – Cohesion Framework	
AT2.1	Identify, disseminate and promote the mechanisms and elements of institutional cohesion, namely: statutory principles and values; unique quality management system; unique academic calendar facilitating the mobility of students and teachers; integrated budgetary management; facility sharing among organic units; multidisciplinary projects and institutional awards.
AT2.2	Promote projects amongst students, researchers and teachers from different organic units and interface entities, and create mechanisms to facilitate their mobility between locations that house University infrastructures.
MT03 - Intellectual property	
AT3.1	Change the internal reference framework in terms of intellectual property, establishing a Free Regime.
MT04 – Internal communication and information	
AT4.1	Update the UMinho website, making it more agile in language, more diversified in media, and more attractive and user-friendly.
AT4.2	Reorganise the Student Portal, including more pertinent information segmented according to the 1 st , 2 nd and 3 rd cycles and to students from different backgrounds (Erasmus and Over 23).
AT4.3	Restructure the Information Portal, encouraging a proactive agenda and creating opportunities for media coverage and spaces for debate.
AT4.4	Create and share a collection of images on initiatives taking place at UMinho (conferences, meetings, visits...).
AT4.5	Release academic information on other platforms (for example, mobile phones).
AT4.6	Develop a project to create an internal television circuit.
AT4.7	Establish the UMinho Forum so that the Rector can informally inquire the various University bodies (teaching and research staff, students from the different degree programmes as well as non-teaching and non-research staff) during periodical meetings with an open agenda.
MT05 – External communication and information	
AT5.1	Establish permanent channels of communication with the media, releasing information deemed as journalistically relevant.
AT5.2	Create a database with contacts and areas of expertise of researchers to be made available to journalists.
AT5.3	Arrange meetings between teachers/researchers and journalists to help scholars engage in a more effective dialogue with media professionals.
AT5.4	Hold initiatives such as Open Days in partnership with the Schools/Institutes to inform the media about ongoing innovative teaching and research projects.
AT5.5	Expand the presence of UMinho in social networks.
AT5.6	Promote the external image policy of UMinho at regional, national and international levels, using different techniques for communication.
AT5.7	Disseminate the work developed at UMinho among separate groups (for example, middle and high schools, economic and productive sectors as well as public administration bodies).

Table 4.8 – Transverse measures – Actions to implement (Cont.)

MT06 – Promote student associative structures and improvement of the support to cultural and sports initiatives resulting from their proactivity	
AT6.1	Support the viability of cultural and sports events from the Students' Union (AAUM) and other student organisations.
AT6.2	Provide political and technical support to AAUM in effecting the process of building new facilities at Gualtar.
AT6.3	In collaboration with AAUM, study the activation of the AAUM Foundation, reassessing its mission and focussing on the coordination of cultural initiatives.
AT6.4	Also in collaboration with AAUM, study the solutions for more appropriate facilities for the University of Minho Radio Station towards a greater interaction with the academic community and its target audience, as well as a more effective collaboration with the teaching and research units.
MT07 Consolidate and strengthen support to the inclusion of students with disabilities	
AT7.1	Increase the access to information, to spaces and services for students with disabilities.
AT7.2	Consolidate the GPI (Office for Inclusion) as a structure for the coordination of actions that meets the needs of this specific area.
MT08 Increase interaction with the alumni and their associative structures	
AT8.1	Recover the paths of former students and support diverse networking initiatives, extending the university-space to a community which is nowadays much more internationalised and occupies relevant positions in many organisations.
AT8.2	Involve former students in an effort of institutional promotion and new fundraising mechanisms, strengthening its coordination with the <i>Alumni</i> Association (AAEUM).
MT09 Encourage the creation of associative structures among the working community of the University and their proactivity	
AT9.1	Support the social, cultural and sports initiatives and events from the University of Minho Employee Association, by defining a framework programme for collaboration.
MT10 Improve training as well as professional and personal development of the non-teaching and non-research staff	
AT10.1	Develop training programmes able to articulate the goals of personal development and the institutional strategies for each unit or service, in the context of an integrated management of human resources.
AT10.2	Increase the internal training provided by central services, bringing them closer to the organic units.
MT11 Improve social and medical assistance for the academic community	
AT11.1	Improve medical assistance for the various groups of the academic community and develop preventive and screening initiatives.
AT11.2	Extend the scope of health, hygiene and safety at work services, in compliance with legal regulations.
AT11.3	Increase social housing for students in the 2 nd and 3 rd cycles.
AT11.4	Provide technical support for proactive social initiatives from organisations in the academic community.
MT12 Bring services closer to the respective users, within a framework of improved performance and cost rationalisation	
AT12.1	Develop and implement a plan that ensures a gradual transition of services to the campuses and that establishes the use of Largo do Paço as a symbolic location for the University, destined to house governing and representation services.

Table 4.8 – Transverse measures – Actions to implement (Cont.)

MT13	Reassess the operating conditions of the campuses, ensuring high standards of quality of life as well as ways of accessing and using the facilities that are tailored to the actual needs
AT13.1	Develop a context of greater openness of the campuses, by launching a set of activities linked to cultural and scientific interaction, to leisure and sports, taking place in alternative schedules, including weekends.
AT13.2	Analyse and implement mechanisms and solutions for the access to the campuses that allow for the extension of its working hours, without compromising security.
MT14	Improve and expand the infrastructure, adapting it to the needs of the different sectors of the University and exploring the opportunities resulting from public-private partnerships
AT14.1	Consolidate the University's Investment Plan and develop applications for the funding of new infrastructures, mainly: the Nursing School and the headquarters of the Students' Union (AT6.2) in Gualtar; the Central Library/Teaching Space and the Panoramic Restaurant in Azurém; and buildings to house central services (AT12.1) and research projects or other multidisciplinary initiatives in both campuses.
AT14.2	Finish projects and find solutions for the funding of sports and leisure infrastructures in Gualtar and Azurém, providing solutions for their use by society.
AT14.3	Finish the works for outdoor spaces on the campuses of Azurém and Gualtar, trying to integrate leisure and sports areas and promote an easier interaction with the surrounding environment.
AT14.4	Redesign libraries and teaching spaces according to the new paradigms of teaching/learning originated from the Bologna model.
AT14.5	Restore the University buildings in the city of Braga, after redefining the respective framework for their use.
AT14.6	Strengthen the data and voice communication infrastructure, especially by increasing the level of availability, security and redundancy, and by implementing more economical usage solutions.
MT15	Analyse the possible replacement of the University's legal system by adopting a regime of <i>public foundation governed by private law</i>
AT15.1	Propose the creation of a Working Group to the General Council, in order to study the subject and launch an internal debate about it.