

day	time	where	what	who	why
day 0 february 23	late afternoon		arrival of evaluation team		
	60 minutes		briefing meeting	evaluation team alone	division of tasks, preliminary discussion of evaluation report structure and issues
	20:00	restaurant Dom Joaquim	dinner	evaluation team with rector, liaison person and other guests at rector's discretion: - rector: Jorge Araújo - liaison person: Carlos Vieira - guests: Ana Maria Freitas (vice-rector) Diogo Figueiredo (vice-rector) Maria do Céu Machado (vice-president of the General Council)	get to know one another, discussion about recent and anticipated changes, and the key areas to be addressed during the visit; review what is expected from the evaluation team and from the rector

day	time	where	what	who	why
day 1 morning february 24	9:00 - 10:00	espírito santo college - room 310	meeting with rector	evaluation team with the rector alone: - rector: Jorge Araújo	to discuss <i>privately</i> the follow-up evaluation
	10:15 - 11:15	espírito santo college - room 310	meeting with self-evaluation steering group and assessment council members	evaluation team with the self-evaluation steering group: - Ana Maria Freitas - Carlos Vieira - Luís Silva Dias - Cesaltina Louro - Luís Rodrigues evaluation team with members of the assessment council: - Virgílio Meira Soares	to introduce the evaluation team to the institution and discuss the key issues
	11:15 - 12:30	espírito santo college - room 310	meeting with the deans from schools	evaluation team with the deans from schools: - Christopher Bochmann (school of arts) - Paulo Quaresma (school of sciences and technology) - José Alberto Machado (school of social sciences) - Manuel José Lopes (nursing school) - Soumodip Sarkar (institute of research and advanced studies - IRAS)	to discuss the impact of the IEP evaluation report and the present (and future) key elements of the institutional development, mainly in terms of the capacity for change
	12:40 - 14:00	espírito santo college - cozinha do cardeal	lunch	evaluation team with the liaison person: - liaison person: Carlos Vieira	reflect upon impressions of the morning and complete information as necessary

day	time	where	what	who	why	
day 1 afternoon february 24	14:00 – 15:00	espírito santo college - room 310	meeting with management council members	evaluation team with management council members: - Jorge Araújo (rector and president of the management council) - Ana Maria Freitas (vice-rector) - Ausenda Balbino (vice-rector) - Rui Pingo (administrator) - António Ramalhinho (social services administrator)		to discuss the impact of the IEP evaluation report and the present (and future) key elements of the institutional development, mainly in terms of the capacity for change
	15:00 – 16:00	espírito santo college - room 310	meeting with General Council (representative members)	evaluation team with General Council members (25 members): - Manuel Cancela D'Abreu - Maria Manuela Carrott - José Tirapicos Nunes - Paulo Silva - Ricardo Monginho - Cesaltina Louro - Armindo Monteiro - Maria do Céu Machado	academic staff representatives students representative non academic staff representative external members	as above
	16:00 – 16:45	espírito santo college - room 310	meeting with student delegation (with no staff present)	evaluation team with student delegation (student representatives): - Sérgio Pereira - António Jacinto - Helena Braga - Carlos Poejo - Hugo Rebelo - Liliana Catarina de Sousa - José Alberto Ferreira	students union member students union member school of arts school of sciences and technology school of social sciences nursing school IRAS	as above
	17:00 – 18:00	espírito santo college - room 310	meeting with outside partners (industry, society and/or local authorities)	evaluation team with outside partners: - Rui Lobo (Empresa Lobo Solar) - António Dieb (CEVALOR) - Luís Rosado (Fundação Eugénio de Almeida) - Dinis Martins (BES) - Luís Cavaco (ADRAL) - Cláudia Sousa Pereira (CME) - Joaquim Fialho (CCDRA)		to discuss relationships of institution with external stakeholders of private and public sector
	18:00 – 19:00	espírito santo college - room 310	debriefing meeting	evaluation team alone		exchange impressions, review the day
	evening (20:00)	hotel M'AR De AR Muralhas	dinner	evaluation team alone		to reflect on impressions and start preparing oral report

day	time	where	what	who	why
day 2 afternoon february 25	14:00 – 15:00	espírito santo college - room 310	meeting with international researchers, international and national graduate students	evaluation team with international researchers, international and national graduate students: - Maria Margaret Lopes international researcher - Daniele Bortoli international researcher - Peter Surovy international researcher - Valdenor Clementino international graduate student - Étienne Lamaison international graduate student - Ana Alexandre national graduate student - José Alberto Ferreira national graduate student - Maria Correia national graduate student - Márcia Oliveira national graduate student	to discuss their experience of the institutions
	15:00 – 16:00	espírito santo college - room 310	meeting with the QA staff	evaluation team with Quality Assessment unit staff and academic responsible for QA issues: - Carlos Vieira quality office coordinator - Ana Geraldês de Carvalho quality office staff - Dália Cristóvão quality office staff - Luís Raposo quality office staff - Luís Quintano computer services - Eduardo Lopes school of arts - José Rafael Silva school of sciences and technology - João Pereira school of social sciences - Felismina Mendes nursing school - Laurinda Abreu institute of research and advanced studies - IRAS	discuss the impact of the IEP evaluation report and the present (and future) key elements of the institutional development, mainly in terms of the capacity for change
	16:30 – 20:00	hotel M'AR De AR Muralhas (working room)	debriefing meeting	evaluation team alone	exchange impressions, review day and begin drafting the oral report
	20:00	hotel M'AR De AR Muralhas	dinner	evaluation team alone	continuation of debriefing meeting
	21:00 – 23:00	hotel M'AR De AR Muralhas (working room)	drafting oral report	evaluation team alone	continuation of debriefing meeting

day	time	where	what	who	why
day 3 february 26	09:00 – 10:00	espírito santo college - room 310	concluding meeting with the Rector	evaluation team with the rector alone: - rector: Jorge Araújo	to discuss draft oral report <i>with the rector alone</i> , to ensure it reflects the findings of the team as well as the needs of the rector for the institution's further development
	10:00 – 10:30	espírito santo college - room 310	adapting oral report	evaluation team alone	adapt oral report according to discussion with rector
	10:30 – 12:00	espírito santo college - room 131	presentation of oral report	evaluation team, rector and members of the institution (invitations to be decided by the rector, e.g. rectoral team, liaison person, self-evaluation group, senate, etc).	
	12:30 – 13:30	espírito santo college - cozinha do cardeal	lunch	evaluation team with rector, liaison person and other guests at rector's discretion: - rector: Jorge Araújo - liaison person: Carlos Vieira - guests: Ana Maria Freitas (vice-rector) Diogo Figueiredo (vice-rector) Carlos Braumann (elected rector) Rui Pingo (administrator)	for farewell
	afternoon		departure of the evaluation team		