



EDUCATIONAL, SCIENTIFIC AND CULTURAL PROJECT

ISAL | HIGHER INSTITUTE OF ADMINISTRATION AND
LANGUAGES

FUNCHAL, JULY 2016

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1. INTRODUCTION

The Educational, Scientific and Cultural Project is a document prepared for the entire ISAL Educational Community, which aims to organize the educational action of the institution. It contextualises its mission, vision and guiding values that support its aims and objectives, demonstrating, in essence, its identity.

The Educational Project is a means of projecting our organisational image of quality and competence. The current social challenges require an adequate and coherent response to the measures proposed for education and, therefore, it is imperative that we can guarantee pedagogical and social effectiveness through the commitment, effort and work of all the members of the educational community so that they become responsible for the good practices of the institution.

As a pedagogical planning instrument of the institution, it aims at defining pedagogical goals and commitments of the whole educational team. It is based on a pedagogical practice based on active, dynamic and positive education models, in a constructive attitude of dialogue and partnerships.

The strategic guidelines are materialised in a more specific way in ISAL Statutes, in the Strategic Plan and in the Annual Activity Plan, as well as in the decisions of the statutory bodies.

2. ISAL

The Higher Institute of Administration and Languages – I.S.A.L., is a non-integrated Private Polytechnic Higher Education Establishment.

The genesis of ISAL dates back to 1971, a time when other Vocational Education and Training institutions were created in Lisbon, which would develop decisive synergies for the organisation and establishment of ISAL in Madeira. In 1984, the Regional Secretariat for Education of the Autonomous Region of Madeira granted this Institute with an operating licence. Thus, the first private institution with post-secondary courses in the Region was born.

The creation and operation of I.S.A.L. is authorised by the competent Ministry which, in 1989, recognised the Higher Institute of Administration and Languages - ISAL, owned by CENIL - Centro de Línguas, Lda. (Ministerial Order no. 801 / 89), approved its study plans for higher and private education and recognised the value of the diplomas awarded by the courses taught there.

I.S.A.L. develops, alongside the higher education of tourism and management, complementary or related activities to that education, particularly in the areas of improvement and consultancy in management and tourism.

ISAL invests positively in overcoming gaps at national and regional level, as shown by the opinions already issued by the Regional Secretariat for Education and the Regional Secretariat for Tourism and Culture, regarding the need for courses in the Autonomous Region of Madeira with regional relevance, such as Tourism and Management.

ISAL's objectives, under the terms of art.6 of its Statutes, published in *Diário da República*, 2nd Series, no. 214 of 04 November 2009, are:

- To train managers and senior technical staff, scientifically and technically prepared for the exercise of functions in companies and other organisations;
- To promote the permanent improvement of managers and technical staff of companies and other organisations, through the design and implementation of short and long-term courses and training programmes in companies and other organisations, prepared according to their real and specific needs;
- To conduct basic and applied research in the fields of management and tourism sciences and techniques;

- To disseminate knowledge and scientific innovations related to management;
- To provide services to the community and support development;
- To foster cooperation and cultural, scientific and technical exchange with similar institutions, both national and foreign;
- To disseminate knowledge and scientific innovations related to management;
- To contribute, within the scope of tourism management, to international cooperation and to bringing peoples closer together;
- To answer to the training or improvement of the technical staff and managers of the company or another organisation, in the fields of management and tourism.

To pursue the objectives stated above, ISAL adopted the following guidelines:

- The constant improvement of its activity in the fields of research, teaching and permanent training in management and tourism, in order to deepen and consolidate its nature as a higher school of management and tourism, in direct and dynamic connection with companies and other organisations;
- The human, scientific and technical preparation of its students and other participants in training activities and courses, developing in them the spirit of innovation and openness towards change and the ability to interpret and critically intervene in the community where the company or organisation to which they will provide their activity is inserted.

The integration of our students into the active life is another objective that has guided the performance of ISAL so that all courses, taught at ISAL, integrate in their study plan a curricular internship, oriented towards the student's integration into the labour market. In order to facilitate the integration into the labour market, ISAL has an Employment Hub in its facilities, coordinated by the Regional Secretariat for Inclusion and Social Affairs.

ISAL has started its training provision in higher education with the Bachelor's degrees in Tourism, Business Management and Organization and Hotel Management.

The undergraduate courses were introduced in the academic year 2007/2008, with the implementation of the suitability of the courses taught at ISAL to the legal regime established by Decree-Law no. 74/2006, of 24 March, thus materialising the objectives of the Bologna Declaration.

The recognition of the four undergraduate courses of ISAL (Tourism, Management, Accounting and Finance and Organization and Hotel Management) has constituted a decisive milestone in the growth and recognition of ISAL as a quality higher education institution.

Currently, ISAL provides three undergraduate courses, suitable for Bologna and which are Business Management, Tourism, and Organization and Hotel Management, several Postgraduate courses, seven Higher Professional Technical Courses, the ongoing development of two Master's degrees, one in Management and another in Health Management, being run in partnership with the School of Nursing S. José de Cluny (Escola Superior de Enfermagem S. José de Cluny), and also has a Programme for executives aimed at directors and staff of companies and public entities, within the scope of lifelong training.

2.1. Training Provision

Currently, ISAL only offers in its training provision courses of regional interest and which aim to meet the needs of the Autonomous Region where it is located.

In the development of this policy, ISAL provides three undergraduate courses suitable for Bologna and all of them in the evening, several Postgraduate courses, seven Higher Professional Technical Courses, the ongoing development of two Master's degrees, one in Management and another in Health Management, being run in partnership with the School of Nursing S. José de Cluny (Escola Superior de Enfermagem S. José de Cluny), and also has a Programme for executives aimed at directors and staff of companies and public entities, within the scope of lifelong training.

ISAL is committed to adult education, with its programme of access to higher education for adults over 23 years being a success.

2.2. 1st Cycle of Studies – Undergraduate Courses

ISAL provides the following courses that confer the academic degree of bachelor's degrees (1st Cycle of Studies), all in the evening:

- **Tourism** – Course that is homologated and registered under the Register R/B-AD-20/2007 and R/A-Ef222/2012/AL01 | Decree no. 6248/2007, published in the 2nd series of the *Diário da República*, on 27 March 2007 with the Study Plan amended on 03/01/2014. Register of the amendment No R/A-Ef222/2012/AL01, Notice no. 3982/2014, published in the 2nd series of the *Diário da República* on 21 March 2014.
Accredited by A3ES on 07-08-2012, for a period of 6 years.
- **Hotel Organization and Management** - Course that is homologated and registered under the Register R/B-AD-19/2007 and R/A-Ef221/2012/AL01 | Decree no. 7119/2007, published in the 2nd series of *Diário da República*, on April 13, 2007, with the Study Plan amended on 03/1/2014. Register of the amendment No. R/A-Ef221/2012/AL01, Notice no. 4099/2014, published in the 2nd series of *Diário da República* on 25 March 2014.
Accredited by A3ES on 07-08-2012, for a period of 6 years.
- **Business Management** - Course that is homologated and registered under Decree no. 7820/2007, published in the 2nd series of *Diário da República*, on 27 April 2007, Homologation: Register: R/B-AD-18/2007.
Accredited by A3ES on 20-06-2012, for a period of 6 years

The 1st Cycles of Studies of «Tourism», «Hotel Organization and Management» and «Business Management» develop in the field of Programmes of Non-Integrated Private Polytechnic Higher Education, being applicable to them the standards contained in the Statutes of ISAL, in the Internal Regulations, in what they are not contradicted by the specific rules of each.

The teaching is provided by descending order of intervention of the faculty and increasing student intervention, taking into account the globality of the student's work. The work that will be carried out by the student will assume a diversity of teaching forms and methodologies appropriate to the objectives of each course, including both contact hours and hours dedicated to internships, projects, field work, study and evaluation.

In accordance with the provisions of Article 5 of Decree-Law no. 74/2006, of 24 March, the education of students of the 1st cycle courses shall enable them with the following competences:

- Possess knowledge and ability to understand at a level that enables them to master the basic concepts, methods and instruments of their basic training area;

- Know how to apply the knowledge acquired and the ability of understanding, in order to highlight a professional approach to the work developed in their vocational area;
- Ability to solve problems within their training area and to construct and justify their own argumentation;
- Ability to collect, select and interpret relevant information, in their field of training, which enables them to justify the solutions they advocate and the opinions they express, including in the analysis of the relevant social, scientific and ethical aspects;
- Competences that enable them to communicate information, ideas, problems and solutions, both to audiences consisting of experts and non-experts;
- Learning skills that enable them to learn throughout life with a high degree of autonomy.

The number of credits corresponding to the work of a full-time curricular year is 60 ECTS, and of a semester is 30 ECTS.

The number of credits corresponding to the work of a 1st Cycle of Studies that attributes an academic degree of bachelor (undergraduate course), is 180 ECTS.

This new concept of teaching presupposes the active participation of students in school activities, so attendance to collective teaching sessions is mandatory.

ISAL also provided the undergraduate course in Accounting and Finance, which was discontinued for market reasons.

ISAL from the first higher undergraduate courses to the present has graduated 1243 students:

Academic Year	Business Management	Tourism Org. and Management	Hotel Org. and Management	Tourism Techniques	Tourism	2nd Cycle of Tourism	Accounting and Finance	TOTAL
1989/90	7	2		22				31
1990/91	7	3		7				17
1991/92	7	13		15				35
1992/93	16	6		20				42
1993/94	35	7		11				53
1994/95	22	11		19				52

1995/96	29	6		9				44
1996/97	18	12		10				40
1997/98	21	9		14				44
1998/99	23	4		16				43
1999/00	21	5		13				39
2000/01	16	5		11				32
2001/02	14	4		11				29
2002/03	21	6		13				40
2003/04	21	11		11				43
2004/05	25	2	7	3	1			38
2005/06	23		9		4	20		56
2006/07	7				3	11	2	23
2007/08	44		36		36		8	124
2008/09	36		20		15		8	79
2009/10	48		16		20		9	93
2010/11	39		15		4		8	66
2011/12	30		16		3		11	60
2012/13	25		6		8		11	50
2013/14	23				9		3	35
2014/15	29				9			35
SUBTOTAL	607	106	125	205	112	31	60	1246
TOTAL	607	231		348			60	1246

Table 1 – Graduates

2.3. Postgraduate Courses

ISAL has a set of postgraduate courses, which, according to the evolution of the Autonomous Region of Madeira and its needs annually, is being delivered and updated.

The postgraduate courses include:

- Postgraduate course in Hotel Management
- Postgraduate course in Management of Health Services and Social Institutions

- Postgraduate course in Banking, Insurance and Financial Markets
- Postgraduate in Management
- Postgraduate course in Quality, Environment and HACCP
- Postgraduate Degree in Management and Public Policy
- Postgraduate course in Tourism
- Postgraduate course in Human Resource Management
- Postgraduate course in Management Control and Financial Analysis

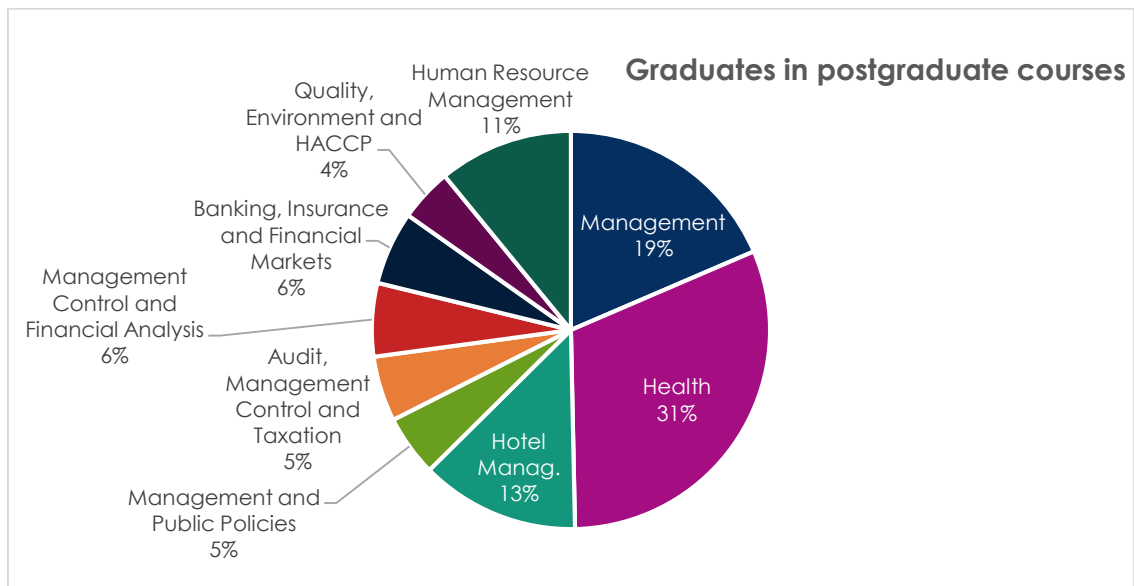
ISAL started its provision of Postgraduate courses in 2005, having since that date carried out at least one Postgraduate course per year.

Since that date, ISAL has graduated 293 (two hundred and ninety-three) students, distributed by the Postgraduate courses below, having the Course the Postgraduate course in Management of Health Services and Social Institutions running:

Start	End	Management	Health	Hotel Management	Management and Public Policies	Audit, Management Control and Taxation	Management Control and Financial Analysis	Banking, Insurance and Financial Markets	Quality, Environment and HACCP	HR Management	TOTAL
2005	2006			26							26
2007	2007	20						18			38
2008	2008	21							13		34
2009	2009			13	15						28
2010	2010		25								25
2011	2011		22				18				40
2012	2012		19			16					35
2014	2015		19							18	37
2015	2015	15									15
2015	2016									15	15
TOTAL		56	94	39	15	16	18	18	13	33	302

Table 2 – Graduates from the postgraduate courses

In graphical representation per course:



Graph 1 – Graduates (from the postgraduate courses) per course

2.4. TESP – Higher Professional Technical Courses

Following the Decree-Law No. 43/2014 of 18 March, which proceeded to the creation of a new type of short-lived higher education not conferring a degree - the higher professional technical courses (TESP), ISAL started in 2014 the establishment of 7 TESP.

These cycles of studies will be taught within the framework of Polytechnic Higher Education and have a general and scientific training component, a technical training component and a work-context training component, which is materialised through an internship.

This initiative aims to introduce, in the context of higher education, a vocational educational provision at level 5 of the European Qualifications Framework for Lifelong Learning, following the European Parliament and Council Recommendation of 23 April 2008.

Within the framework of higher education, higher professional technical courses have replaced the courses of technological specialisation (TEC), benefiting from the training capacity existing in the institutions that provide polytechnic higher education at the level of the bachelor's and master's degrees.

This course gives a level 5 qualification of the National Qualifications Framework characterised by:

- a) Ensuring that the graduate has comprehensive, specialised, factual and theoretical knowledge in a given field of study or work, and awareness of the limits of such knowledge;
- b) Equipping the graduate with a comprehensive range of cognitive and practical skills necessary to design creative solutions to abstract problems;
- c) Developing in the graduate the capacity for management and supervision, in context of study or work subject to unforeseeable changes, and for review and development of his or her performance and that of third parties.

In 2014, ISAL submitted to approval the following courses, which were meticulously developed according to regional needs:

Designation of the Higher Professional Technical Course	Designation of the Higher Professional Technical Course	Date of publication of the decree in <i>Diário da República</i>
Commercial and Marketing Management	Notice no. 14105/2015	02/12/15
Financial Management and Accounting	Notice no. 13922/2015	30/11/15
Administrative Management of Human Resources	Notice no. 13795/2015	26/11/15
Management of SMEs and Entrepreneurship	Notice no. 1885/2016	17/02/16
Organisation and Management of Events	Waiting for publication	
Hotel Management and Accommodation	Waiting for publication	
Tourist Information and Animation	Notice no. 13796/2015	26/11/15

Table 3 – Designation and Registration of TESP

2.5. CET | Technological Specialisation Courses

Since 2008, ISAL has provided the following CET:

- Administrative management of human resources
- Environmental Tourism
- Commercial management
- Secretariat of Business Management and Communication

Since that time, ISAL has already carried out 4 actions in these areas.

These courses were necessarily discontinued by normative imperative with the introduction in higher education of TESP.

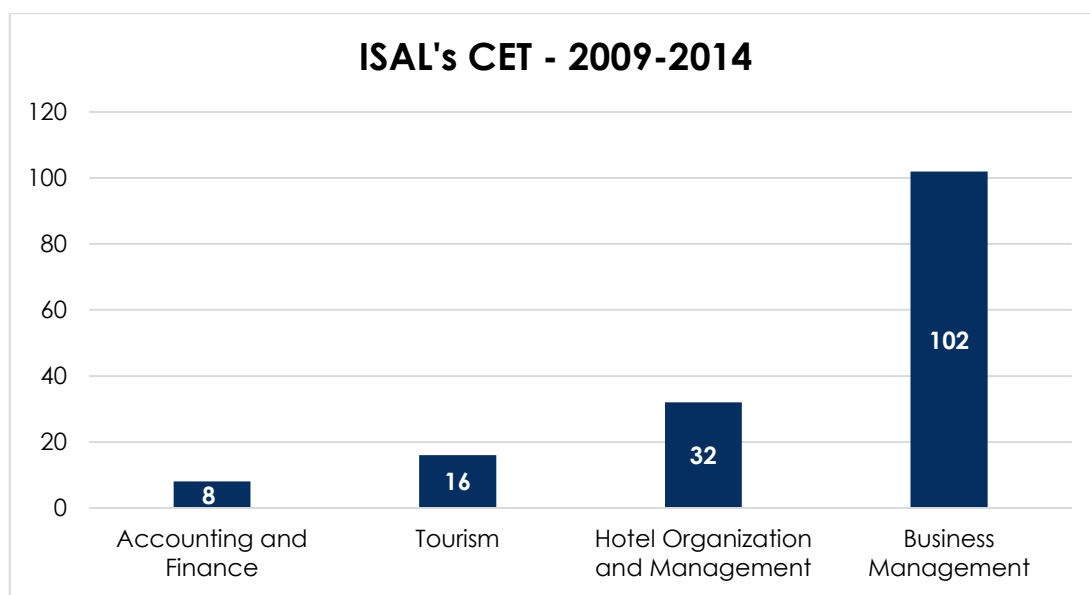
The provision of technological specialization courses, which have the nature of post-secondary courses, not higher courses, and aimed to respond to the needs of the labour market different from those aimed at providing through the higher professional technical courses, which are in addition to a technical and professional perspective also a possibility of progress of studies.

ISAL, from 2008 to 2014, awarded 223 CET diplomas, distributed across the following courses:

Academic Year	Commercial Management	Environmental Tourism Techniques	Administrative Management of Human Resources
2009		11	22
2010		12	23
2011			20
2012		12	24 + 18 PL
2013	18		24
2014		17	22
Total	18	52	111

Table 4 – Graduates from CET

Graphically:



Graph 2 – Distribution of the CET courses

The CET courses allowed the continuation of studies to higher education of 47 (forty-seven) students according to the following table:

Course	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	TOTAL
Business Management	1	1	3	8	7	11	31
Hotel Organization and Management	2					8	10
Tourism		1		2		2	5
Accounting and Finance		1					1
TOTAL	3	3	3	10	7	21	47

Table 5 – Progression of CET studies to undergraduate courses

2.6. Over 23 years old and their preparation course

The special competition – Over 23 years old - is a special type of access to higher education, which allows people over 23 years old, and who do not meet the normal conditions of access, to resume their studies in higher education, valuing the knowledge acquired throughout their lives.

One of the objectives pursued by the Ministry of Education and Science, has been the promotion of equal opportunities in access to higher education, attracting new audiences, outside the normal context of continuing studies, and introducing a logic of lifelong learning, fostering the return to studies by individuals who generally do not meet the necessary conditions for this.

To achieve this objective, new rules have been created to facilitate and flexibly enrol in higher education, giving the right of access to higher education to individuals who, not being eligible with a secondary or equivalent course, are subject to certain conditions, such as the proof of their capacity for attendance. These candidates are also assessed in terms of their motivations to enter higher education and have to carry out a test of assessment of knowledge and competencies, defined by the Institution and according to the course they aim to integrate.

Following this new philosophy of access to higher education, ISAL annually sets specific vacancies for this form of access.

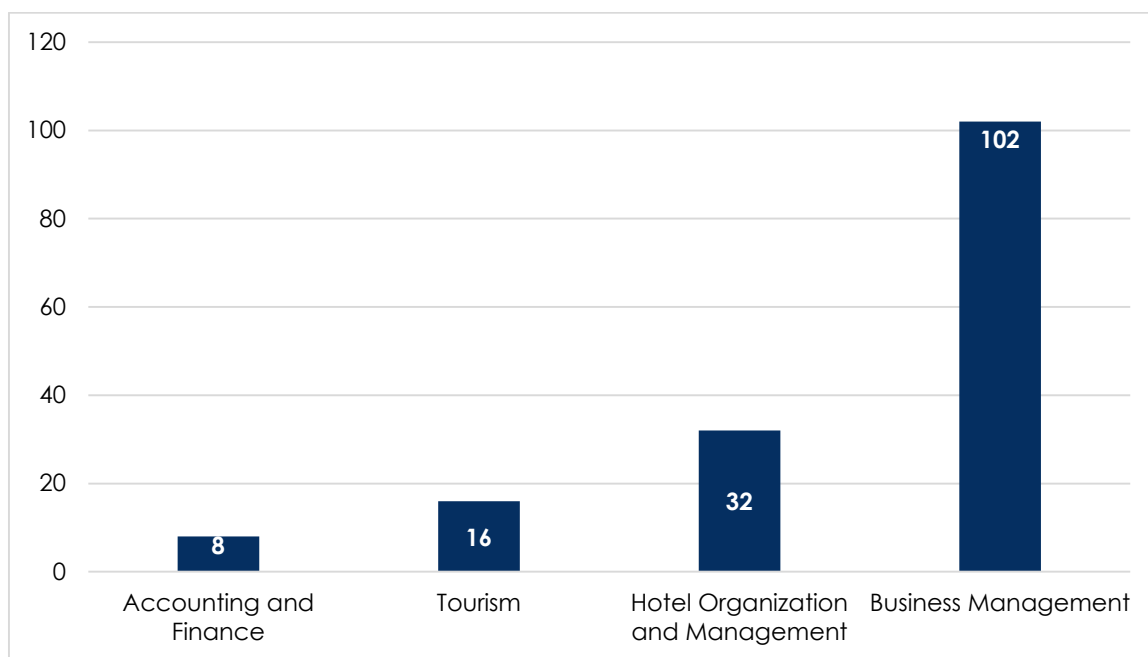
Aware of the necessary support in this new stage of resumption of studies and the fact that many of the candidates no longer have any contact with the studies for several years, ISAL provides interested parties with a course of preparation for the Economics test, aimed at providing the candidate with a brief contact with studies, preparing them for the test, but also giving them the confidence and self-esteem necessary for resuming their studies.

Their candidates for Higher Education through the Special Competition for the over 23 years old are as follows:

Degree	Academic Year										
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
BM	2		5	17	11	11	11	7	7	18	13
HOM	0		2	4	1	1	2	0	2	6	16
Tourism	0		1	1	0	0	1	0	6	4	4
AF	0		5	3	2	3	0	0	0	0	
Total	2	0	13	25	14	15	14	7	15	28	33

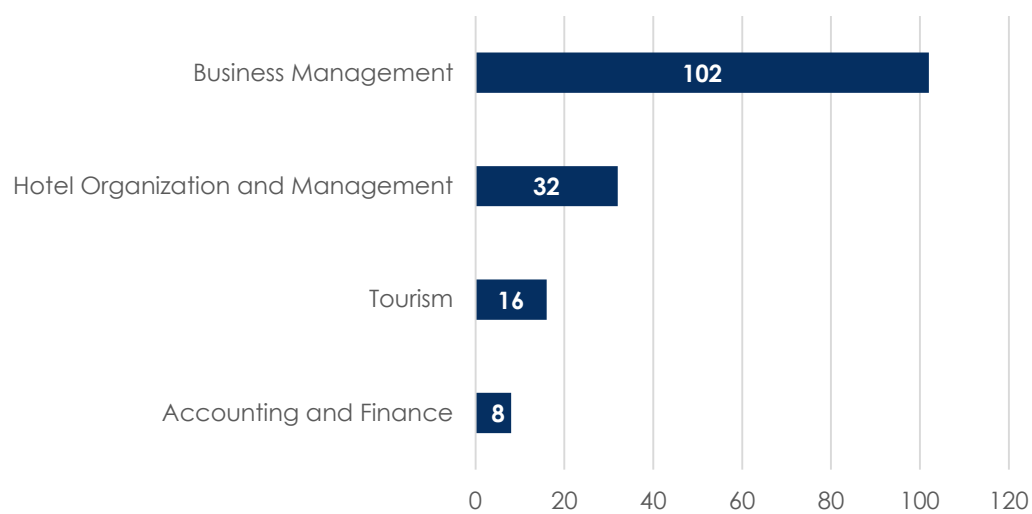
Table 6 – Candidates to higher education through the modality of over 23 years old.

Over 11 years, 158 students have applied, distributed across the four courses, which are graphically represented:



Graph 3 – Candidates to higher education through the modality of over 23 years old.

Over 23 years old from 2008/09 to 2015/16



Graph 4 – Candidates to higher education through the modality of over 23 years old.

3. THE EDUCATIONAL PROJECT

The Educational, Scientific and Cultural Project of ISAL is based on the mission of ISAL, its general principles of operation, global objectives and their respective guidelines.

3.1. General principles of operation

The general principles of operation of ISAL are:

- Independence from any political, social, economic or religious force or institution;
- Scientific and pedagogical autonomy;
- Increasing and deepening relationships with companies and other organisations, in order to make effective and efficient teaching and scientific research carried out;
- Collaboration and exchange with local and foreign similar institutions;
- Permanent adequacy to the scientific or technical needs of the Autonomous Region of Madeira.

3.2. General objectives

- To train managers and senior technical officials, scientifically and technically prepared for the exercise of functions in the company and other organisations;
- To promote the continuous improvement of managers and technical staff of companies and other organisations, through the design and implementation of short and long-term courses and training programmes in enterprises and other organisations, prepared according to the real and specific needs of these;
- To carry out fundamental and applied research in the fields of management sciences and techniques and tourism;
- To disseminate scientific knowledge and innovations related to management;
- To respond to the training or improvement of the technical staff and managers of the company or other organisation, in the field of management and tourism;

- To contribute to the professional integration of its Graduates into the labour market (e.g.: operation of the Employment Hub Office in the facilities of ISAL).

3.3. Guidelines

In order to pursue the overall objectives set out above, ISAL adopts the following guidelines:

- The continuous improvement of its activity in the fields of research, teaching and lifelong training in management and tourism, in order to deepen and consolidate its nature of a higher school of management and tourism, in direct and dynamic connection with companies and other organisations;
- The human, scientific and technical preparation of its students and other participants in training courses and activities, developing in them the spirit of innovation and openness in relation to change and the ability to interpret and intervene critically in the community where the company or organisation to whom they will provide their activity is located;
- The development of new areas of intervention, in particular:
 - New Technologies – Information and Management Systems Interconnected with Communication
 - Management Systems in the fields of Environment, Quality and Hygiene and Safety
 - Evaluation of materials developed in the European space and their transfer, according to the needs of the Autonomous Region of Madeira, to ISAL

ISAL aims to be a clearly demarcated institution in the context of higher education in the Autonomous Region of Madeira. For this, it assumes its positioning in polytechnic teaching, namely, with 3 undergraduate courses eminently aimed at "know how".

3.4. Scientific, pedagogical and cultural autonomy

The study plans, the object of the courses and the programmes of the courses, as well as the methods and pedagogical techniques used are owned by ISAL, which for them assumes full responsibility, enjoying the lecturers and students of intellectual freedom in the teaching and learning processes.

The training programme and cultural initiatives are defined by ISAL, through a culture of sustainability, based on innovative practices that promote efficiency, competitiveness, participation, cohesion, complementarity of knowledge and that values openness to society and an active policy of knowledge transfer and innovation.

It is on the Technical-Scientific and Pedagogical bodies of ISAL that the responsibility for the exercise and defence of its scientific, pedagogical and cultural autonomy falls priority.

3.5. Vision

ISAL aims to be an institution recognised for its quality in the different dimensions of its activity: teaching, knowledge transfer and research.

It also aims to be a reference higher institute, consolidate itself as a strong higher education institution, with a qualified university community.

Improving the quality of life and working conditions of the university community, while improving and expanding the infrastructure and material and technological resources is also our vision.

3.6. Mission

The mission of ISAL is related to the provision oriented to the economic and social needs of its region, allied to its polytechnic nature (know-how).

It aims to train professionals with excellence in their field of activity, with an ethical posture, collaborating for their integration into the social context.

Its mission is to contribute to the advancement of knowledge and to human development through the production and dissemination of knowledge, as well as the provision of other services to the civil community.

This mission is pursued through several objectives:

- Promotion or participation in scientific events of national or international scope in order to enhance research activity;
- Human training at the highest level in its scientific, professional, ethical, cultural and technical dimensions;

- Transfer of knowledge to companies, public institutions and other organisations, and provision of other services to the community;
- Ongoing training and promotion of entrepreneurship;
- Cultural, scientific and technical exchanges with national and foreign institutions and bodies through the mobility of students, faculty and researchers;
- Conducting research programmes in partnership with other national or foreign institutions;
- Contribution to the social and economic development of the region;
- Close cooperation with companies, public institutions and other organisations, to promote the employability of its graduates.

3.7. Values

ISAL is guided by a set of values that define its identity:

- Intellectual freedom;
- Academic integrity, ensuring intellectual and moral independence in teaching and research;
- Excellence, guided by the highest standards of teaching and research, based on a management model oriented to the appreciation of merit;
- Diversity, promoting a consciousness that values tolerance and respect;
- Social responsibility, fostering the collective awareness of commitment to social well-being in its social, environmental and cultural dimensions;
- Learning for life, promoting individual effort and continuous appreciation;

3.8. Culture

ISAL has a cultural role in the region where it is located, assuming itself as an essential factor for cultural development based on the promotion of regional traditions and heritage.

ISAL is open to civil society, and it aims with this openness to foster manifestations and cultural exchange, and also to mobilize and actively participate in the various sectors of society.

3.9. Pedagogical Practice

ISAL critically implements new pedagogical, didactic and evaluation methods, to respond to new demands in the creation and consolidation of teaching-learning communities that promote the progressive increase in the autonomy of the student.

ISAL offers its faculty the possibility of participation in training, promoted by the Centre for Academic Development, creating a space for the presentation of current and innovative teaching strategies, and providing the conditions for the optimal exercise of teaching functions.

3.10. Scientific Research

ISAL has a research centre – NIISAL, which is a space of research and public intervention, in the fields of Management and Tourism.

NIISAL has the following activities:

- Preparation of scientific articles and their submission for publication in national and international journals;
- Preparation of other publications, such as books, book chapters, working papers;
- Participation and presentation of articles at national and international conferences and meetings;
- Organising seminars, lectures and conferences;
- Intervention in the media;

Research at ISAL prioritizes regional development, the establishment and development of projects, groups, and research centres and lines in partnership with other higher education institutions, namely the Nursing School of S. José de Cluny.

3.11. Educational, Scientific and Cultural Project

The educational, scientific and cultural project of ISAL is based on the mission of the ISAL, its general principles of operation, global objectives and their respective guidelines and is characterised by the promotion and development of knowledge and capacities fundamental to scientific production and should reflect scientific expertise and development in social sciences. The scientific

project is the guarantor of the updating and academic progression of the faculty that ensures the various cycles of study.

The cultural project is developed through collaboration with existing community structures in their geographical area, providing the provision of services to the community, in particular conferences and seminars open to the public.

In its facilities, ISAL has an Employment Hub open to the community in general, which aims at helping and placing potential workers in the labour market.

For the pursuit of its duties, ISAL promotes and develops polytechnic, postgraduate education in the fields of management, tourism and recently health.

Its educational project aims to be closely linked to teaching, knowledge transfer and the provision of diverse services to the community.

ISAL is dedicated to the transfer of knowledge and the provision of diverse services to the community, actively collaborating with companies, public institutions and other organisations.

Recently, ISAL has started an internationalisation strategy, and its undergraduate courses are already bilingual.

*Positive Opinion by the Pedagogical Council on 28 September 2016
Approved by the Scientific-Technical Council on 29 September 2016*