



SICA'S QUALITY MANUAL

VERSION 05



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1. GENERAL INFORMATION

1.1 Universidad Peruana de Ciencias Aplicadas

The Universidad Peruana de Ciencias Aplicadas (UPC) was created by virtue of Law 26276, dated January 5, 1994. On August 4 of that year, the first admission exam for UPC was given.

On September 15, 1994, the first academic year was inaugurated, and classes began on September 19 for the first future graduating classes of the Schools of Engineering, Architecture, and Communication Sciences.

The first Majors offered were: Electronic Engineering, Systems Engineering, Civil Engineering, and Industrial Engineering; Architecture, Advertising, and Journalism. In total, 329 students enrolled.

The Universidad Peruana de Ciencias Aplicadas (UPC) Graduate School was founded in 1998, with the mission of educating well-rounded and innovative business leaders who promote the creation of a new reality.

In 2005, the Division of Professional Studies for Executives (EPE) was created.

EPE merged in one unit the Higher Education Complementary Program in the Engineering Systems Mayor and Careers in Business Administration, International Business and Marketing Mayors, addressed to the graduates from technical colleges in other specialties, people without higher education or incomplete higher education.

In 2006, the Graduate School obtained ISO 9001 certification, followed by ISO 9001 certification in 2013 for the Undergraduate Academic Quality Management System.

In 2012, the authorities of UPC decided to accredit the university under the WASC international standard. As a step toward this goal, UPC aimed to certify the academic quality management system under the ISO 9001 standard.

Starting 2014, UPC began an organizational structure modification to a corporate model within its campus and sites.

At the beginning of 2015, it was decided to merge both quality management systems into a single integrated system of academic quality in order to unify and ensure quality management, comprehensively obtaining the ISO 9001 certification in its 2015 version.

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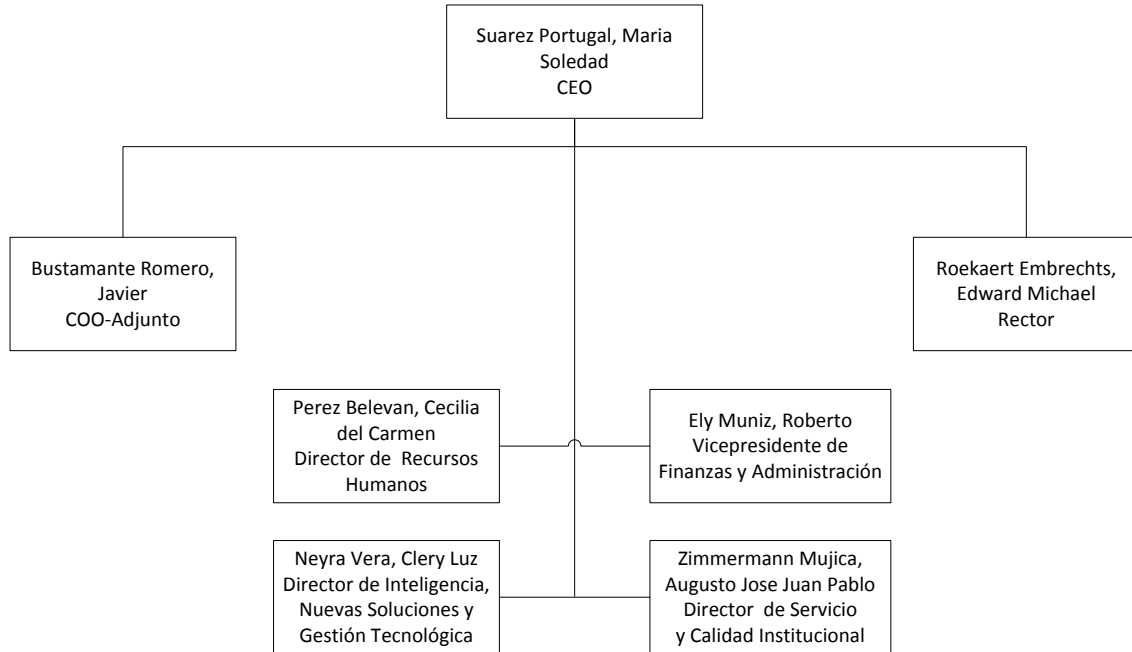
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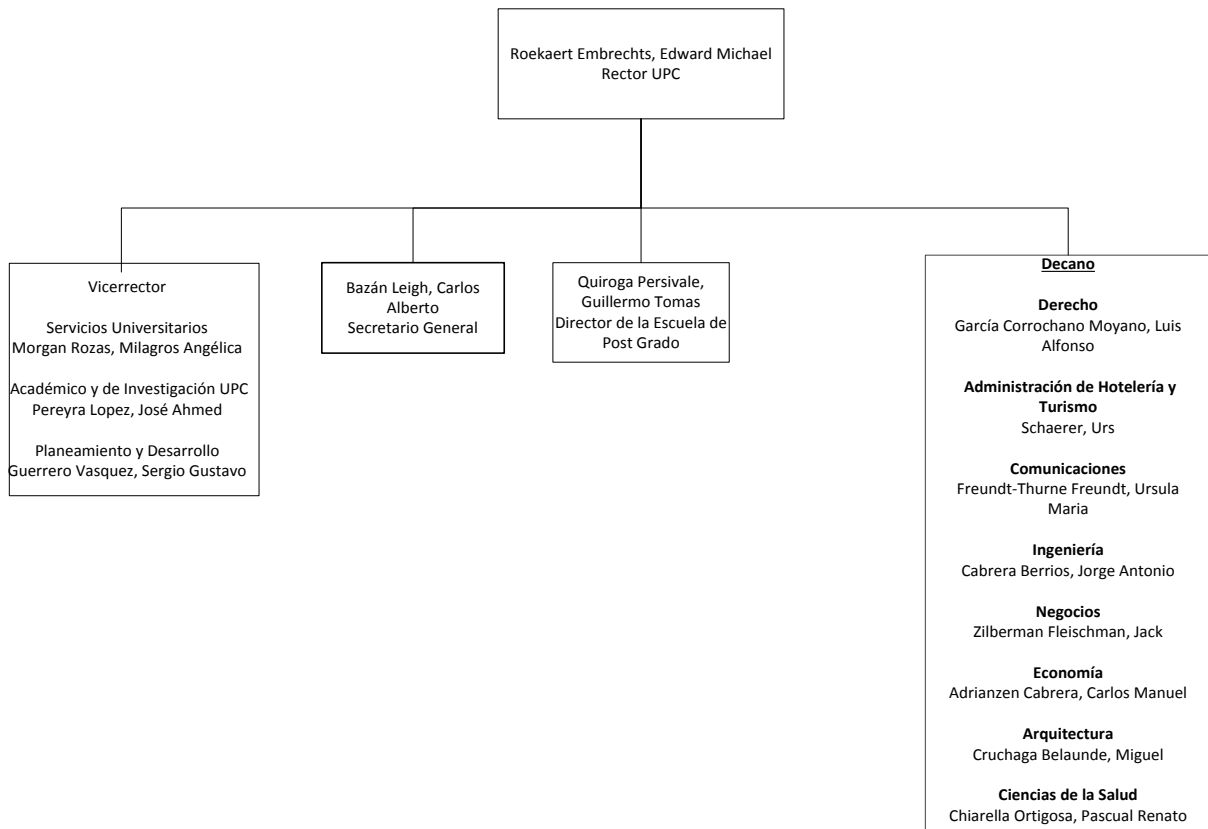


1.2 Organization

Organizational Flow Chart - General Manager's Office



Organizational Flow Chart - Rector's Office



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2. STATUTORY REFERENCES

2.1 Quality Management Standards

ISO 9000:2015 Quality Management System. Principles and Vocabulary.

ISO 9001:2015 Quality Management System. Requirements.

2.2 Legal Framework

General Education Act Law 28044

University Act Law 30220

Business Corporations Act

2.3 Internal By laws

UPC By Laws

Graduate School By Laws

3. OBJECTIVE

The objective of the UPC Quality Manual is to define and describe the Integrated Academic Quality System (hereinafter, the "SICA," for its acronym in Spanish), determine its authorities and responsibilities, and refer to the documentation on which the System is based.

4. CONTEXT OF THE ORGANIZATION

4.1 Understanding of the Organization and Its Context

UPC has a long-term strategic plan known as LRP, which identifies strategic actions based on positive factors (strengths and opportunities) and negative factors (threats and weaknesses), taking into account the legal, technological, competitive, market, cultural, social, and economic context.

UPC has defined the following:

Vision

To be at the forefront in higher education for academic excellence and innovate capability.

Mission

Educate upstanding and innovative leaders with a global vision, who will transform Perú.

Values

- **Leadership:** Ability to inspire and positively influence others in the achievement of objectives.
- **Teamwork:** Ability to work together and share duties for the achievement of a common objective.
- **Service:** Desire to provide an experience that greatly exceeds stakeholder's expectations.
- **Excellence:** Ability to act as a skilled, autonomous, and proactive organizer, establishing plans and managing resources in order to guarantee quality and exceed goals.

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- **Innovation:** Ability to propose and implement innovative solutions and projects with a flexible attitude toward change.

In the performance of its duties, the University seeks to promote the development of the following general competencies:

- **Citizenship:** Ability to value human coexistence in plural societies, reflecting on the moral aspects of their own actions and decisions, and taking responsibility for the consequences thereof, within a framework of respect for citizen's rights and duties.
- **Written Communication:** Ability to construct messages with relevant content, solid and clearly connected arguments adapted to different purposes and publics.
- **Oral Communication:** Ability to effectively transmit messages orally, aimed at different audiences, using different tools to facilitate their understanding and achievement of the purpose.
- **Information Management:** Ability to identify the necessary information, as well as seeking it out, selecting it, evaluating it, and using it ethically, in order to solve a problem.
- **Critical Thinking:** Ability to exhaustively explore problems, ideas, or events in order to formulate well-founded conclusions or opinions.
- **Innovative Thinking:** Ability to detect needs and opportunities for the generation of innovative, viable, and profitable projects or proposals. Efficient planning and decision-making oriented toward the project's objective.
- **Quantitative Reasoning:** Ability to interpret, represent, communicate, and use a range of quantitative information in real-world circumstances. This includes calculating, reasoning, and making judgments and decisions based on this quantitative information.

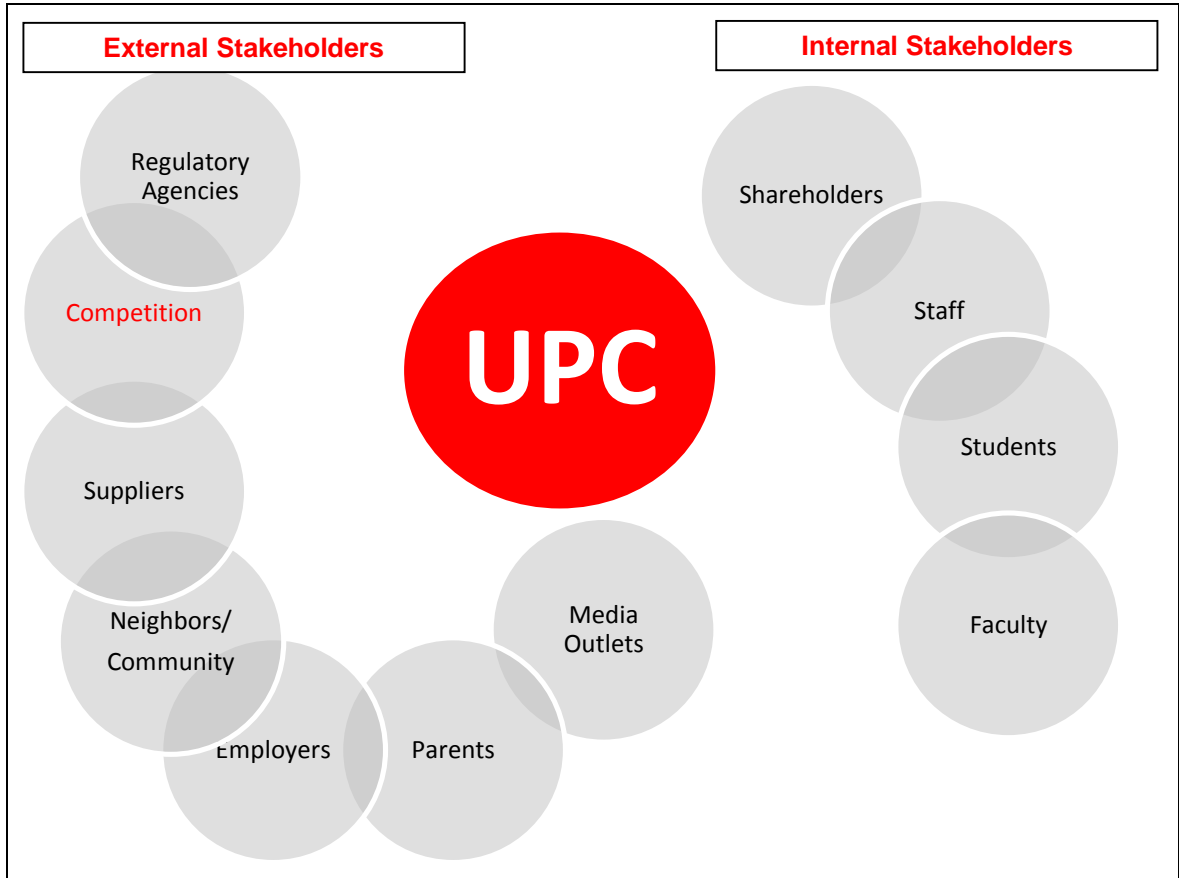
To accomplish its Mission, UPC has established an Educational Model that orients the academic processes in a common direction and guides the Teaching and Learning process toward the achievement of the general and specific competencies of each major, graduate program, or continuing education program (hereinafter, the "Programs").

4.2 Understanding of Stakeholder's Needs and Expectations

The clients identified for SICA are the students of Graduate and Undergraduate Programs as well as those organizations that request customized courses and programs.

Each Dean and each Program Director monitors and reviews the information on these stakeholders and their relevant requirements, incorporating them into their strategic plans and the design of the curricular maps of each program. Some of the relevant SICA's stakeholders are identified in the following table:

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The same as according to their relevance, are part of the Academic Advisory Council of each program.

4.3 Determination of the Scope of the Quality Management System

The Scope of the Integrated Academic Quality System is applicable to the Design, Development and Academic Processes of Professional Education that grants Bachelor's Degrees and Professional titles at UPC; and to the Programs that grants Master's Degree and Executive Education at UPC's Graduate School.

UPC's website contains:

- A list of undergraduate programs.
- A list of programs offered by the graduate school.

For SICA, the term "Service" refers to the educational service provided to students for the acquisition of the graduate competencies defined in each program.

The SICA includes all of the processes defined in the SICA-M-01 SICA's Processes Map. The list of processes supplied externally is included in Section 8.4 of this Manual.

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4.4 Quality Management System and Its Processes

UPC has established, documented, implemented, and maintains the SICA and continuously improves the effectiveness thereof in accordance with the requirements established in the ISO 9001:2015 standard. For such purpose, it:

- Determines the SICA necessary processes and the application thereof through the organization, identifying the sequence and interaction of these processes, which are shown in the document SICA-M-01 SICA's Processes Map.
- Determines and applies the criteria and methods to assign resources to ensure the effective operation and control of the processes.
- Assigns the responsibilities and authorities for these processes.
- Identifies risks and opportunities, and manages them in order to improve the effectiveness of the SICA in accordance with **Section 6.1** of this Manual.

UPC has a documented information that supports the SICA, regulated by SICA-P-01 SICA's Document and Records Control.

5. LEADERSHIP

5.1 Leadership and Commitment

The Top Management of SICA is conformed by the following authorities of UPC: Rector, Vice-Rector for Academic Affairs and Research, Vice-Rector for Student Affairs, Vice-Rector for Planning and Development, and the Director of the Graduate School.

The Top Management is committed to the development and implementation of the SICA, as well as the continuous improvement of its processes, providing proof of this commitment through the following actions:

- a) Taking accountability for the effectiveness of the quality management system.
- b) Establishing the Quality Policy and Objectives in the document SICA-PYO-01 Academic Quality Policy and Objectives.
- c) Communicating to the organization the importance of meeting clients requirements, as well as the legal and regulatory requirements applicable to the SICA, through this document and the statement contained in the Quality Policy.
- d) Assuring the accomplishment of the planned results by the Quality management system;
- e) Committing to supervise and support the UPC staff in order to contribute to the effectiveness of the quality management system.
- f) Promoting continuous improvement;
- g) Performing management reviews.
- h) Ensuring the availability of resources through the budgets of the different Offices.

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The Top Management of the SICA assures that the client's requirements, *legal requirements and relevant regulations* are determined and met, with the goal of increasing customer satisfaction *taking into consideration the risks and opportunities that may affect the services conformity.*

5.2 Policy

UPC has defined the Quality Policy and Objectives in the document SICA-PYO-01 UPC Academic Quality Policy and Objectives. This document is available to all interested parties at <http://sica.upc.edu.pe>.

5.3 Organizational Roles, Responsibilities, and Authorities

5.3.1 Responsibility and Authority

UPC assures that the responsibilities and authorities are defined and communicated through UPC Organizational Flow Chart and the documents entitled Job and Competency Description, which are managed by the Human Resources Department; as well as the documents of the SICA entitled Quality Plans and Procedures. These responsibilities and authorities must ensure that the integrity of the quality management system is maintained when planning and implementing changes to the *quality management system.*

5.3.2 Management Representative

UPC has designated the Director of Quality Assurance as the Management Representative. This representative is responsible for coordinating all matters concerning the SICA. Furthermore, independently of his other responsibilities, he has the responsibility and authority to ensure the establishment, implementation, and maintenance of the processes necessary for the following points: a) for the maintenance and management of the SICA, including changes; b) report to the Top Management about the SICA's performance and any improvements necessary; and c) ensure the fostering of awareness of clients' requirements at all levels of the organization.

6. PLANNING

6.1 Actions to Address Risks and Opportunities

UPC understands its stakeholder's needs and expectations in order to address risks and opportunities.

For such purpose, it makes use of the following tools:

- SICA-P-04 Process Risk Management Procedure.
- Process quality plans.
- Strategic plans.

Actions taken to address risks and opportunities are proportional to the potential impact on the conformity of the products and services offered by UPC.

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6.2 Quality Objectives and planning to achieve them

The planning of the SICA is aimed to comply the provisions of the Academic Quality Objectives and the requirements established in the ISO 9001 standard *that are kept as documented information*. The Academic Quality Objectives are communicated through the objectives board, and are implemented through the program's strategic plans and the implementation of achievement objectives in each one of the relevant duties and functions.

6.3 Planning of changes

All organizational modifications are approved by the Top Management and disseminated to all pertinent levels.

Any modification in the programs are regulated by the Design and Development Process.

In all cases, modification are analyzed to identify their impact on the processes (risks and opportunities), and, if necessary, implement their adaptation.

In the event of the need for substantial changes in the programs (change of name, updating of courses, etc.) or new programs, as well as changes in the educational model, the respective regulatory institutions must be notified. These include (SUNEDU, accrediting bodies, etc.). See Point 8.5.4.

7. SUPPORT

7.1 Resources

UPC determines and provides the resources necessary for the following:

- Implementation and maintenance of the SICA and the continuous improve of its effectiveness; and
- Increase customer satisfaction by meeting their requirements.

The Offices involved in the SICA have an Annual Budget with which to carry out their duties.

a) People

UPC has determined the University's academic organizational model (multi-site model), the number of professors and academic administrative staff, based on the guidelines of the UPC By Law.

Professors are hired based on the procedure contained in GD-P-02 Professor Selection.

b) Infrastructure

UPC has determined the infrastructure requirements necessary for each program based on the provisions established in document VRPD-PLCA-01 Academic Infrastructure Planning (which includes the procedures for the determination of the standard for specialized Offices, standard change for specialized Offices or laboratories, and change or inclusion of software and equipment not associated with specialized Offices). The Infrastructure Management provides the facilities, buildings, workspace, and associated services necessary to meet the service requirements.

The maintenance of UPC's facilities is regulated by a preventive maintenance plan, which is

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managed by the Operations and Customer Service Management.

The Office of Intelligence, Technology, and New Solutions, working together with the processes leaders, provides the IT infrastructure and services necessary to meet the service requirements.

Each Program Director works with the Office of the Vice-Rector for Planning and Development to determine the equipment and software for laboratories and specialized Offices necessary to achieve the goals established for each course. The Operations and Customer Service Department or the Program Direction, as applicable, is responsible for the management and maintenance of specialized Offices.

c) Environment for the Operation of Processes

UPC provides an appropriate environment to the university community for the services provided in accordance with the requirements established.

The Offices all have adequate facilities, including lighting, clean spaces, restrooms, easy access features, the necessary signage, security, and parking lots.

d) Monitoring and Measurement Resources

The methodology and resources necessary for monitoring and measurement used by UPC to verify the suitability of the services provided on the following:

- DACA-P-07 360° Evaluation.
- VRA-P-04 Competency-Based Assessment.
- VRA-P-05 Program Review.

The laboratories of UPC that make use of measurement instruments required for the performance of the professor demonstrations. Each Office is responsible for verifying the compliance of the operating requirements based on manufacturer's recommendations in order to achieve the respective learning goals.

e) *Measurement traceability*

The minimum requirements to assure the measurement traceability are defined in the following:

- ***DACA-P-07 360° Evaluation.***
- ***VRA-P-04 Competency-Based Assessment.***

f) Knowledge of the Organization

UPC manages knowledge to assure the effectiveness of SICA, maintaining it and making it available through the following tools:

- Repositories of the statutory documentation in force and historical by laws.
- Control panel.
- Repositories with meeting minutes of the different working committees.
- Databases with information on academic processes.

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- *NPS General Results NPS and UPC Satisfaction.*
- *Graduates Employability Report.*
- *Program Review Reports.*

7.2 Competency

The UPC staff, who are responsible for SICA tasks that may affect the conformity of the service requirements, is deemed competent based on their appropriate education, training, skills, and experience.

7.2.1 Human Resources Management - Faculty

UPC determines:

- The competency and experience necessary for faculty members through GD-P-01-F01 Model Class Evaluation Sheet.
- Education requirements in the document SICA-REG-16 Faculty Regime Standards.

The Human Resources Management process for full-time professors are led by the Human Resources Department, which is considered an internal supplier of the SICA.

- UPC provides education and training to achieve the necessary competency of the professors, as described in the following documents, which form part of the Faculty Management macro process:
 - CED-P-02 Teacher Training Application
 - CED-I-01 Selection of Part-Time Support Staff - Educational Quality
- UPC evaluates the effectiveness of the training and education provided to faculty using the Faculty Academic Survey led by the Quality Assurance Office.
- UPC assures that professors are aware of the relevance and importance of their activities and how they contribute to the achievement of the Academic Quality Objectives through the following activities:
 - Diffusion of the Academic Quality Policy and Objectives.
 - Describing the achievements to be attained by each course in the respective syllabi.
- GD-P-01-F01 Model Class Evaluation Sheet allows to keep records of the professor's capability and experience. Likewise, the Vice-Rector for Academic Affairs and Research keeps a file on each professor to ensure adequate records of their education and training.

7.2.2 Human Resources Management for full-time staff involved in the SICA

The Human Resources Management process for full-time staff are led by the Human Resources Department.

- UPC determines the necessary competency through the documents titled "Description of Positions and Competencies." These documents are drafted by the Directors of each Office, in

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coordination with the Staff Selection Office. Likewise, the Staff Selection Office evaluates candidates for vacant positions based on the competencies described in the respective "Description of Position and Competencies."

- b) Given the Achievement Evaluation, the daily observation of the staff's work, and the Staff Selection report (in the case of new staff), the Director of each area will plan his staff's training under his/her responsibility, including the resources necessary in the Annual Training Budget. For the execution of the training sessions, the Director of each area request the realization of these sessions to the Training Office. The Training Office keeps records of the training sessions held throughout the year for each person in the organization.
- c) To verify the effectiveness of the training, the Training Office use the daily observation of work, the Staff Selection report (in the case of new staff), and the Achievement Evaluation records.
- d) UPC assures that its employees are aware of the relevance and importance of their activities and how they contribute to the achievement of the Academic Quality Objectives through the following activities:
 - Diffusion of the Academic Quality Policy and Objectives.
 - Alignment of the achievement objectives of each employee to the UPC's Objectives.
- e) The Recruiting and Selection Office keeps a file on each employee, assuring adequate records of their education, skills, and experience.

7.3 Awareness

All UPC staff members involved in the scope of SICA are aware of their contribution to the effectiveness of the system, the quality policy, and the quality objectives related to their duties.

7.4 Communication

UPC assures that the SICA's relevant information is provided to all levels of the organization, using the following:

- SICA Department Review Meetings.
- Policies Committee Meetings.
- Administrative Academic Committee (COMACAD) meetings.
- Working meetings among UPC staff members.
- SICA website: <http://sica.upc.edu.pe>.
- UPC's website.
- Emails.
- UPC's intranet and virtual classroom.
- The IT systems used for the support and management of the processes of the SICA.
- Informational pamphlets for faculty prepared by Educational Quality, the Registrar's Office, and the different Schools.

UPC has the following Offices, which are responsible for defining the communication guidelines at the following levels:

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- Institutional communication: Institutional Image Office
- Commercial communication: Manager of Advertising and Branding
- Internal communication: Communications Office (students, professors, and employees)

7.5 Documented Information

7.5.1 Document Requirements

The Offices of UPC involved within the scope of the SICA keep the following documents as a means for ensuring that the services provided meet the specified requirements. The documentation of the SICA, published at <http://sica.upc.edu.pe>, includes:

a) General Documents of the SICA

- UPC By Laws
- SICA-PYO-01: Academic Quality Policy and Objectives
- SICA-M-01: SICA's Processes Map
- SICA-MA-01: SICA's Quality Manual
- SICA-P-01: SICA's Documents and Records Control
- SICA-P-02: Internal Audits
- SICA-P-03: Corrective Actions and Non-Compliant Service
- SICA-P-05: Selection, Evaluation, and Reevaluation of Suppliers

b) **Processes Documented information**

- Processes Characterizations
- Processes Quality Plans
- Procedures
- Instructions
- Syllabi for each course
- Class Materials and Laboratory Guidelines
- Records required by the ISO 9001 standard and UPC processes: Records in IT systems, records in digital archives, and physical records.

c) External documents needed by the parties responsible of the processes which deem necessary for the SICA.

7.5.2 **Creation, update and control of documented information**

In the SICA-P-01 SICA's Documents and Records Control defines the control measures necessary to approve, review, and update **the documents** of the SICA. Likewise, the current versions of SICA documents are published on the website <http://sica.upc.edu.pe>, ensuring that the applicable versions of the documents are available at all points of use.

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Records are controlled using Procedure SICA-P-01 SICA's Documents and Records Control, which establishes the guidelines for the identification, storage, protection, recovery, holding time, and disposal thereof. Furthermore, the List of Records for each process is published on the website <http://sica.upc.edu.pe>.

8. OPERATION

8.1 Planning and Operating Control

UPC plan the implementation of the service in a way that is consistent with the requirements of all SICA's processes. The Academic Planning process has been defined with the respective documentation, which establishes how the planning performance of the service is executed. It has also established documents called Characterizations and Quality Plans, defined as follows:

- The acceptance criteria for the product or service.
The activities required for the verification, control, and monitoring of the product or service.
The records necessary to prove that the processes and the product or service meet the requirements.

To closing down a program, SICA has established the following document: VRPD-P-03 Program's closing.

8.2 Product and Service Requirements

8.2.1 Customer Communication

UPC has determined and implemented effective guidelines for communication with students about following matters:

- Information on the service offered by UPC. This information is provided to the client through brochures, insert cards, the UPC website, and other means.
Contact channel have been defined to attend to questions, complaints, and suggestions. These include attention modules at each site, under the responsibility of the site Academic Directors and Academic Services of the Graduate School, telephone exchange, website contact, UPC Mobile, and student attention modules.
All students may contact the professors, course coordinators, and program directors and authorities, requesting in-person meetings or email exchanges.
Students are informed of the curricular updates by email and/or in informational meetings prior to the entry into force of the change, and the current curricular map is published on the University's website.
Student information, controlled as per the UPC By laws.

8.2.2 Determination of Requirements related to Products and Services

UPC make use of the design and development process, and the programs update process to

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determine the following:

- The customer specified requirements.
- The customer not established requirements, but necessary for the service execution.
- The legal and regulatory requirements applicable to the service execution.

UPC reviews the requirements related to the service before committing to provide the service to the client. UPC assures that:

- The service requirements are defined in the **documented information** of SICA.
- The information on the programs are delivered to applicants prior to the admission process, for which the appropriate **record-keeping** systems have been established.
- UPC has the capacity to meet the requirements defined, for which purpose it has defined the document VRPD-PLCA-01 Academic Infrastructure Planning as part of the design and development process.

When a Program update take place, UPC assures that the **documented information** of SICA, as well as the syllabi, class materials, and corresponding records will be modified. This modifications will be communicated to all the staff members.

The Admissions Process is led by the Commercial Department, which is a SICA's internal supplier.

8.3 Design and Development

UPC manages the design and development of the educational service making use of the documents VRPD-P-01 **Design and development of programs y VRA-P-02 Program's Update, both applicable to the undergraduate and graduate programs.**

8.4 Control of Externally Provided Processes, Products, and Services

UPC assures that the products or services procured meet the specified procurement requirements. The Logistics process is managed by the Vice-President of Finance and Management, which is a SICA's internal supplier. However, the evaluation and re-evaluation of suppliers is performed by each individual Office, according to the document SICA-P-05 Supplier Selection, Evaluation and Re-evaluation.

The quotes submitted by suppliers and the information registered in the Purchase Orders or Services Orders in the PeopleSoft System describe the product or service to be procured.

Users register the acceptance of the services received using PeopleSoft, as well as their signature on the Purchase Orders when receiving the products or goods procured.

Likewise, the faculty management and student support processes have established the following documents for the selection of external collaborators:

- CED-I-01: Selection of Part-Time Support Staff - Educational Quality Department.
- OA-PLCA-01: Student Orientation Quality Plan.

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The SICA processes performed by internal suppliers are:

Process	Internal Supplier
Admission	Commercial Management
Marketing and Sales	Commercial Management
Finance	Vice-President of Administration and Finance
Logistics	
Human Resources Management	HR Department
Maintenance and Infrastructure	Infrastructure Department
Information Systems	Business and Technology Information Department
Academic Environment Management	Services and Quality Department

8.5 Production and Provision of the Service

8.5.1 Control of Service Provision

UPC plans and develops the provision of its services under controlled conditions, which include the following:

- Documents denominated Characterizations, which establish the incomes and outcomes requirements and indicators of each process.
- Documents denominated Quality Plans for the processes. These documents establish the controls and monitors for each risk identified in each process, the responsible parties, and the related documents.

The list of Characterizations and Quality Plans can be found in SICA-P-01-F01 Master Documentation List, on the website <http://sica.upc.edu.pe>

UPC validates the competencies achieved by students as a result of the teaching and learning process and supplementary processes by the process for evaluation and compliance with program objectives, which forms part of the review program.

8.5.2 Identification and Traceability

During the Admission process, each approved applicant is assigned an exclusive UPC student code, which will be used to identify him/her throughout the SICA processes. UPC student codes are registered in the University's information systems.

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8.5.3 Student's and Supplier's Property

The following is considered to be property of the students:

- Personal information provided during the Admission process.
- Grades obtained during their studies at UPC.
- Intellectual property.

UPC identifies, verifies, protects, and safeguards student's property during its use in the SICA processes.

For the teaching service management, it has not been identified the need to keep the suppliers property.

8.5.4 Preservation

This requirement applies to the Academic Registrar process, preserving all academic information on courses and students, as well as the certification and academic degree activities for which the respective documents have been established.

8.5.5 Activities Following Delivery

UPC makes use of the Alumni Process to manage the services to the graduate students that includes ongoing communication, employment exchange management, alumni events, and the constant provision of information on specialization and update courses.

8.5.6 Management of change

Curricular changes are managed using VRA-P-02 Program's Update. Every implemented modifications are registered in the Registros Académicos modules, and Registro Curricular y Matrícula Office that keeps the Program changes files.

When there is a modification in a process, the quality plans and the risk evaluation are adjusted accordingly.

Prior its implementation, all substantial modifications must be reviewed by the Rector and Vice-Rector of Academic Affairs and Research. SICA performs a review on their impact, notifying the accrediting agencies in accordance with the respective internal procedures.

Such modifications include:

- Any change in the legal status, form of control, or ownership of the institution.
- The addition of courses or programs that represent a significant departure, in either content or method of delivery.

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- The initiation of degree programs in which 50% or more of the program is offered through distance education or is electronically mediated, unless the institution has General approval for distance education programs.
- The initiation of any degree program whose requirements for graduation are based on the mastery of competencies rather than the accrual of credit hours.
- The addition of courses or programs, including joint or dual degrees, at a degree or credential level for which the institution does not have General approval.
- A change from clock hours to credit hours.
- A substantial increase in the number of clock or credit hours awarded for successful completion of a program.
- The establishment of an additional location that is **40 Km** or more from the main campus and at which the institution offers at least 50 percent of an educational program.
- The establishment of a new degree program that will be delivered under contract with an institution or organization.
- The acquisition of any other institution or any program or location of another institution.
- The addition of a permanent location at a site.

8.6 Release of Products and Services

UPC makes use of the Graduation/Certification Process to confirm that undergraduate and graduate students achieve the competencies defined in each program, in accordance with the definitions established in the UPC Educational Model. This process is contained in EPG-SA-PR-06 Close for Graduation; GYT-PLCA-01 Issuing of Bachelor's Degree; and GYT-PLA-01 Academic Degrees.

All **records** generated in the Graduation/Certification Process are duly kept by Degrees and Titles and Academic Services Offices, respectively.

At each level, students must have achieved the competencies defined in the curricular map. The requirements for each course are defined in the respective syllabi.

8.7 Control of nonconforming outputs

UPC assures that the nonconforming outputs are controlled and identified. The controls, responsibilities, and authority related to the treatment of nonconforming outputs are defined in the SICA-P-03 Corrective Actions and Nonconforming Service procedure.

9. PERFORMANCE EVALUATION

9.1 Monitoring, Measurement, Analysis, and Evaluation

9.1.1 Customer Satisfaction

UPC monitors the student's information about their perception regarding the compliance with the SICA requirements. For such purpose, the respective documentation has been established as part

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of the Self-Evaluation process. Likewise, the Commercial Department uses a market research provider to measure the General Student Satisfaction Level (including the NPS indicator) and Satisfaction Level and Job Insertion among UPC graduates.

9.1.2 Analysis and Evaluation

UPC determines, compiles, and analyzes the data generated based on the results of the monitoring and measurement of processes and from other sources, such as customer satisfaction evaluation and quality audits.

The data analyses provide information for decision-making with regard to:

- ***The Process of Analysis/Evaluation described, in its documented information, the student's satisfaction.***
- Conformity with service requirements, as described in the **document** SICA-P-03 Corrective Actions and Nonconforming Service.
- Process indicators are used to analyze the characteristics and trends of the processes.
- Suppliers, as described in **document** SICA-P-05 Supplier Selection, Evaluation, and Reevaluation.

9.1.3 Monitoring and Measurement

UPC performs the monitoring and measurement of the processes of the SICA in order to demonstrate its ability to achieve the planned results. The monitoring of processes is performed using the monitoring activities defined in the Quality Plan documents for each process. Likewise, the Characterization documents define the respective indicators, which are measured and registered in the control panels for each process. The control panels for each process define goals. When these goals are not met, a nonconformity it's registered, implementing procedure SICA-P-03 Corrective Actions and Nonconforming Service.

UPC monitors the service characteristics to ensure that the respective requirements are met. This verification is performed in the appropriate stages during the execution of the service, according to the established in the Characterization and Quality Plan documents for each process. When a nonconforming situation is identified in any of the stages for the service, the mechanisms established in SICA-P-03 Corrective Actions and Nonconforming Service are applied.

9.2 Internal Audits

Internal quality audits are performed in accordance with procedure SICA-P-03 Internal Audits.

9.3 Top Management Review

UPC reviews the SICA at least twice per year to ensure its suitability, adequacy, effectiveness **and alignment to the strategic direction of the organization**. This review includes the evaluation of opportunities for improvement and the need to implement changes for the SICA, including the Quality

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Policy and Quality Objectives. Likewise, UPC keeps records of the Top Management Reviews in the **documents** entitled Top Management Review Reports.

The input information for Top Management Reviews includes:

- Audit results,
- **Level of achievement of the Quality objectives,**
- client **and stakeholders** feedback,
- performance of processes and compliance of the service,
- the status of corrective actions,
- follow-up actions for previous Top Management reviews,
- the effectiveness of actions taken to address risks and opportunities,
- modifications that may affect the SICA, and
- Recommendations for improvement.

The results of the Top Management Review include all decisions and actions related to:

- The improvement of the effectiveness of the SICA and its processes,
- Improvements in the service according to the client requirements, and
- Needs for resources.

10. IMPROVEMENT

10.1 Nonconformity and corrective action

UPC takes actions to eliminate the causes of nonconformity, with the goal of preventing them from reoccurring, using the procedure SICA-P-03 Corrective Actions and Nonconforming Service.

10.2 Continuous Improvement

UPC continuously improves the effectiveness of the SICA through the use of the Quality Policy, Quality Objectives, audit results, data analysis, corrective actions, process risk management, Top Management reviews, **Assessment and Program Review Processes, and the improvement projects arising from the organizational strategic plan and programs**

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Vice-Rector for Academic Affairs and Research

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