

**STRATEGY RECONFIGURATION MODELING FOR HIGHER EDUCATION INSTITUTIONS
IN THE CONTEXT OF THE BOLOGNA DECLARATION**

CÉLIA SALMIM RAFAEL

*Escola Superior de Tecnologia, Gestão, Arte e Design, ESTGAD (IPLei), Caldas da Rainha,
Portugal*

ISABEL M. C. TEIXEIRA AND J. PAULO TEIXEIRA

*Instituto Superior Técnico, IST (UTL), Instituto de Engenharia de Sistemas e Computadores – ID,
INESC-ID, Lisboa, Portugal*

The European Union, EU, is today an European area where citizens move freely to live and work. This new reality critically impacts almost every aspect of life in Europe. As a consequence, Education (and the employment it enables) gained a European dimension. However, the establishment of equivalences among Higher Education Institutions (HEIs), educational programmes is not a trivial task, being an obstacle to the mobility and employability of European citizens. The Bologna Declaration (BD) states the EU strategic intent in this field, namely, by providing mechanisms to establish programmes equivalence. Equivalence is built using the European Credit Transfer System (ECTS). The purpose of this paper is to propose a new model to support HEI strategy reconfiguration in order to comply with this new reality. This model addresses two main aspects. First, a formal model is developed to compute ECTS. Second, a set of cost (human and material) indicators is proposed. In order to ascertain the main characteristics of the model, a Programme from “Escola Superior de Tecnologia, Gestão, Arte e Design” (ESTGAD) of Caldas da Rainha is used as case study.