



**TÉCNICO**  
LISBOA



# IST STRATEGIC PLAN

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## 1. IST FACTS & FIGURES

## 2. STRATEGIC PLAN

MISSION AND VISION

KEY WORDS

MAIN STRATEGIC DECISIONS

FOCUS AREAS

MAIN ACTION LINES

## 3. MONITORING



# I. IST FACTS & FIGURES



**Engineering, Science, Technology & Architecture**

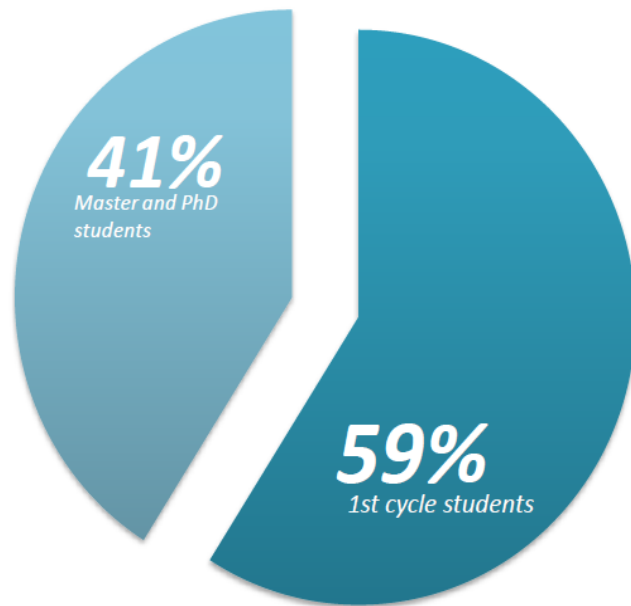
## University of Lisboa\*

- 18 Faculties
- 400 Programmes
- 45 000 students

\* merger process 2013 between 2 major/oldest universities in Lisbon

## 3 Campuses





## Students

**10894**

1st cycle students 59%

Masters and PhD students 41%

International Master students 13%

International PhD students 19%

Faculty & Researchers ~1,000

Staff ~700



# MISSION

*To create and disseminate knowledge and **to give our students the education and the knowledge tools to improve, to change and to shape society through science, technology and entrepreneurship.** By combining top quality education with research, development and innovation (RD&I) activities, according to the highest international standards, IST aims to provide students, alumni, faculty and staff an exciting and global environment geared towards solving the grand societal challenges of the century.*

# VISION

*To have IST as one of the top European schools of engineering, science and technology by attracting and nurturing talent, who will work in a global, international, culturally diverse and vibrant urbane environment. Efficient management, attractive and diversified infrastructure and a holistic merit-based culture are instrumental in fostering, through science, technology, and innovation, the impact in society of our global community.*

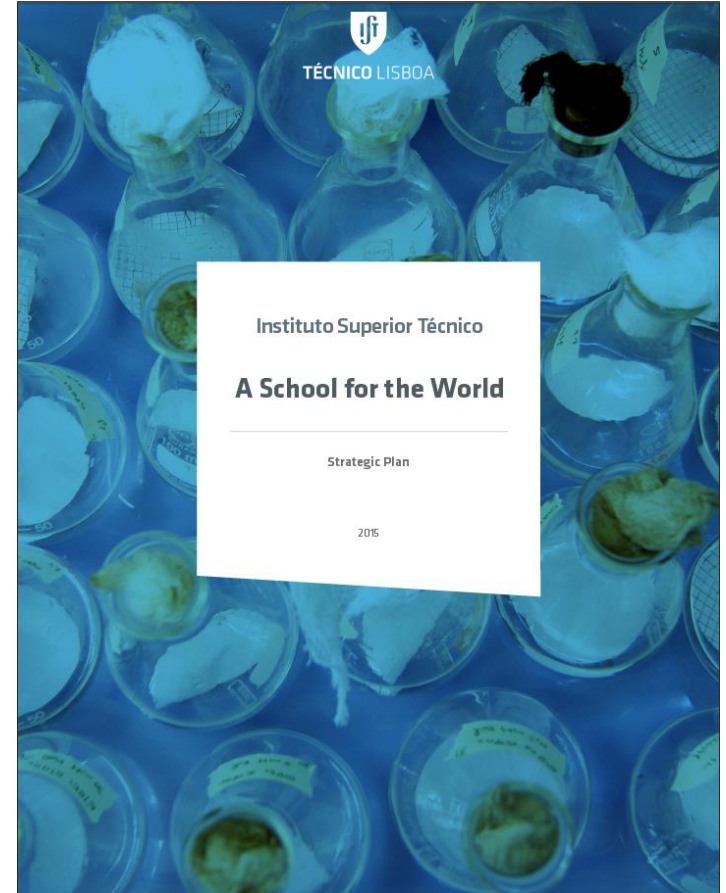
# 2. STRATEGIC PLAN

## KEY WORDS

## A SCHOOL FOR THE WORLD

- ✓ *World-Class Learning Environment*
- ✓ *Leading Research*
- ✓ *Global Impact*

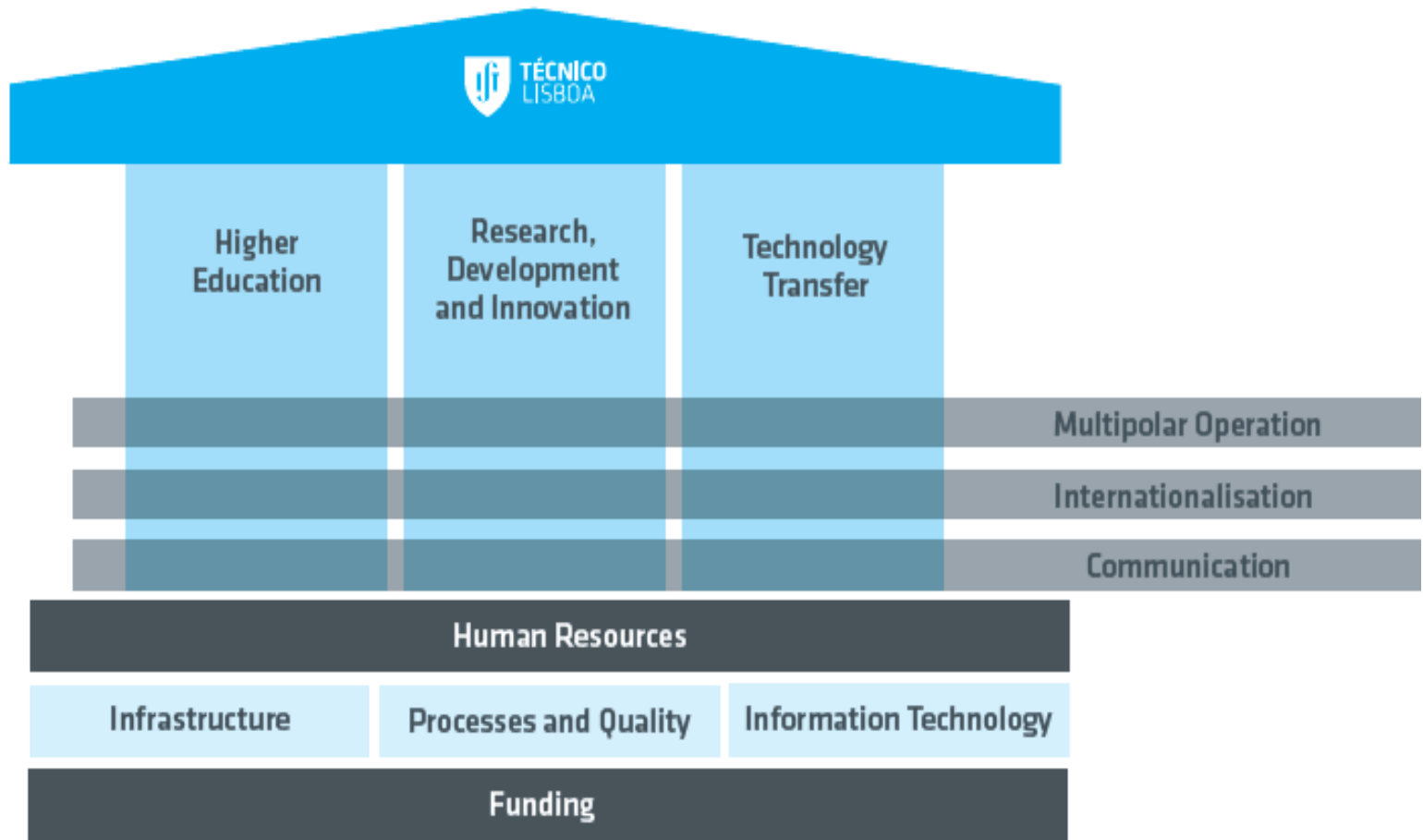
*Key words*



- **World-Class Learning Environment**
  - New spaces for students and researchers
  - Digital contents and e-learning platforms
  - Added focus on internationalization
- **Leading Research**
  - Increased participation in large-scale projects
  - Renewed experimental facilities
  - Improved assessment and evaluation of units
- **Global Impact**
  - Reinforcement of connection with industry
  - Create entrepreneurial spirit
  - Enhanced external visibility

# 2. STRATEGIC PLAN

## FOCUS AREAS





# Higher Education



**Improve academic success**

**Develop digital contents and e-learning platforms**

**Increase attractiveness of MSc and PhD degrees**

**Improve curricula flexibility and mobility of both national and international students**

**Stimulate lifelong learning**

**Streamline the educational offer**

# Research, Development and Innovation

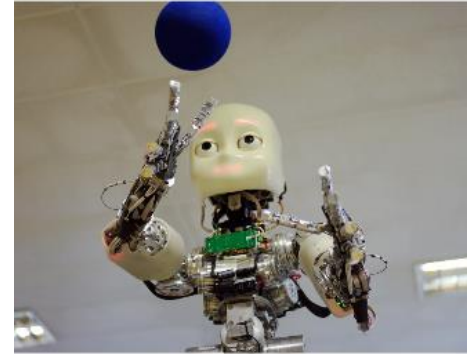
Boost participation in international projects

Investment in new scientific infrastructure

Develop interdisciplinary and cutting-edge areas at IST

Increase postgraduate education

Internationalisation through researchers' mobility



# Technology Transfer



**Reinforce IST links with the industry**

**Improve IST career services**

**Enhance the valorisation of IST intellectual property**

**Strengthen the entrepreneurial mindset**

# Multipolar Operation



**Improve mechanisms for physical and virtual communication between campuses**

**Reinforce teaching activities at Campus Tecnológico e Nuclear**

**Reinforce research activities at Campus Taguspark**



# Internationalisation



**Increase the number (and diversity) of international students**

**Promote a strategic offer of advanced training programmes designed for Portuguese- speaking countries (PLOP)**

**Rely on outgoing exchange students to promote and increase IST international visibility**

**Consolidate IST's active participation in international networks, as leveraging platforms for IST's international strategy**

# Communication



**Enhance visibility and improve IST awareness using digital marketing**

**Strengthen the relationship and engagement with IST alumni**

**Strengthen societal connection through events and seminars**

**Promote stronger collaborations with strategic partners**



# Human Resources



**Attract, keep and motivate top talents**

**Foster internationalisation of the faculty and the staff**

**Fully integrate the research faculty and the postdocs into the IST community**

**Improve the skills and capabilities of the staff**

**Reduce administrative tasks of the faculty and the research staff**

# Infrastructure



**Construction of the Técnico Learning Center**

**Improvement of student support infrastructure**

**Improvement of quality of living at IST**

**Increase of sustainability of the IST campuses**

# Processes and Quality

Identification, consolidation and dissemination of good institutional practices

Assessment processes at departmental and research unit levels

Consolidation of the assessment processes regarding the programmes offered

Consolidation of the internal assessment of faculty, researchers and non-academic staff

Redefinition and optimization of administrative processes within the IST universe

Align and monitor IST positioning in international rankings



# Information Technology

**Strengthen the ability of IST to effectively use information technologies**

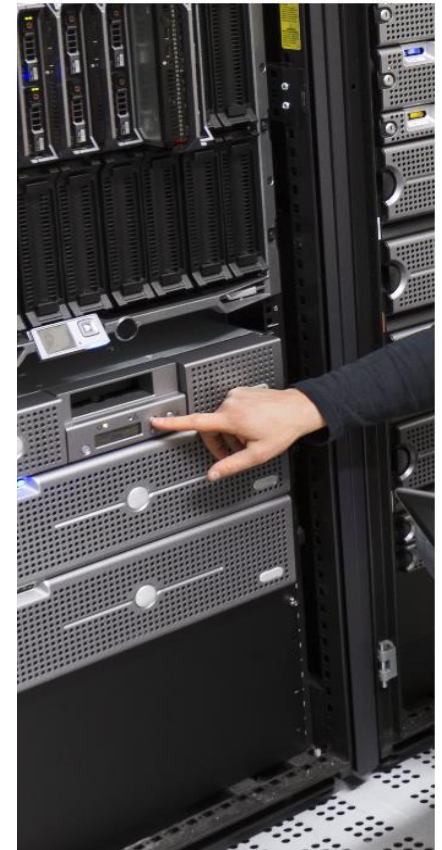
**Extend the scope of the academic information system**

**Implement an electronic document management system and dematerialize most administrative process flows**

**Increase the resilience and coverage of IT services**

**Improve the support of design and IT services to the media communication of IST**

**Improve IT support and help-desk**



# Funding



**Raise own revenue and increase management autonomy**

**Ensure sustainability of staff renewal mechanisms**

**Increase revenue from postgraduate activities and lifelong education**

**Increase funding from large international projects**

## Quality & Progress Plan

✓ **ARE WE DOING THE RIGHT THINGS RIGHT?**



### FOLLOW-UP

#### KPI - Key Performance Indicators

MEASURE  
SUCCESS



- *Quality Indicators:*
  - *Process indicators measuring expectations, perceptions, satisfaction, improvement, impact*
- *Progress Indicators:*
  - *Informative indicators measuring results, achievements, outcomes, success*

### Strategic Plan Committee

✓ 17 members for 11 focus areas





# 3. MONITORING

## ► Strategic line, Goal, Objective, Action

### PLANNING

Line	Goal	Objective	n.º LA PE	Action
<b>1. • World class learning environment:</b> the objective is to position IST as a reference in terms of its learning culture, environment, methodologies and results. The following specific actions, included in one or more action plans, contribute directly to this top priority, including:	1. o Development of new spaces available to students and improvement of existing facilities, with the objective of creating a stimulating physical environment where students from different areas and cultures intermix.	Construction of the 'Arco do Cego' Learning Center	I 1	
		Improvement of student support infrastructure	I 2	
		Improvement of quality of living in IST	I 3	
		Increase of IST campuses sustainability	I 4	
	2. Development of digital contents and e-learning platforms and methodologies, as well as adoption of other mechanisms that improve the quality of the results obtained by the students.	Improving the Academic Success	ES 1	Monitor programme curricular units with high failure rates with special emphasis on cross-curricular units
		Develop digital contents and e-learning platforms	ES 2	
		Increase the attractiveness of MSc and PhD degrees	ES 3	
		Stimulate lifelong learning	ES 5	
		Streamline the educational offer	ES 6	
		Promote a strategic offer of advanced training programs, designed for Portuguese-speaking countries (PLOP)	I 2	
	3. Increasing in the number of international students and faculty members, with a focus on attracting the best talents through a stronger participation in international programs and networks	Internationalization through mobility of researchers	ID&I 5	
		Increase the number (and diversity) of international students	I 1	
		Rely on outgoing exchange students to promote and increase IST's international visibility	I 3	
		To attract, to keep and to motivate the top talents	CH 1	
		Foster internationalization of the faculty and the staff	CH 2	
		Improve the flexibility of the curricula, as well as the mobility of both national and international students	ES 4	

# 3. MONITORING

## ► Person in charge, KPI definition, Acceptance and Target, Milestones, Monitoring and Evaluation Tools, Resources, Priorities

Person in charge	KPI definition	Acceptance and Target KPI	Milestones	Monitoring Tool	Evaluation Tool	Resources	Priority
CG/DT	% SATISFACTION participants of the recruitment						
CG/DT							
CG/DT							
CG/DT							
CP	Average time to complete the Programme						
CP							

# 3. MONITORING

## ► KPI results (semestrer, year), deviation from target, qualitative information

MONITORING PROCESS						
Academic year XXXX						
KPI results semester 1	deviation from acceptance standard	Qualitative information	KPI results semester 2	deviation from acceptance standard	Qualitative information	Academic year overall result



**TÉCNICO**  
LISBOA

**WELCOME TO LISBON**



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