



TÉCNICO LISBOA

Instituto Superior Técnico

A School for the World

Strategic Plan

2015

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Executive Summary

Higher education is strongly driven by both international and national competition. The best students and professionals are attracted mainly by the best institutions in the world. European institutions are all becoming increasingly global. The institutional development of Instituto Superior Técnico (IST), its outstanding achievements, unique institutional profile, its privileged location in Lisbon, and the breadth and quality of its students, alumni, faculty and staff have made IST truly **a school for the world**, with a relevant place in rankings in Europe and the world.

However, to maintain itself as a leading engineering school, IST will have to focus on improving its standing as a **world-class learning environment**, while performing **leading research** with **global impact**.

The focus on creating a world-class learning environment, attracting students, professors and researchers from all over the world, should make IST a reference nationally and internationally, in terms of learning facilities, learning methodologies and learning outcomes.

Such a privileged environment can only be achieved if the school develops leading research, which will attract top students and researchers, and if it generates resources that can be applied to improve the quality of the work environment.

Teaching and research activities should be used to maximize the global impact of IST, by increasing technology transfer activities, creating new companies and startups and, in general, involving more intensely the IST community, alumni and external partners.



1.

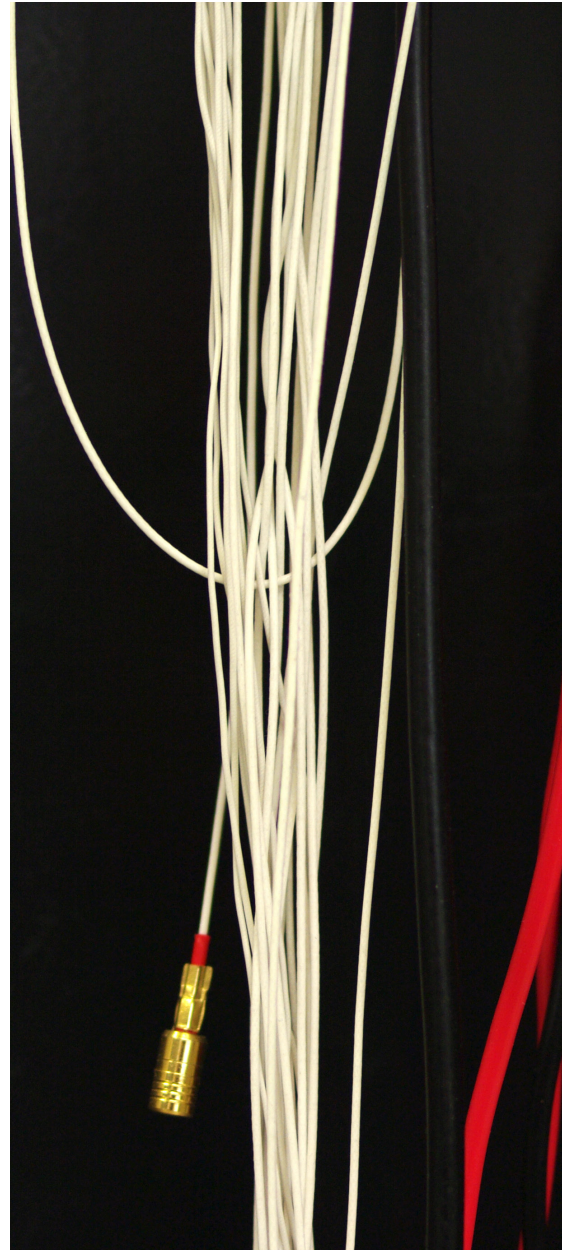
Mission and Vision

Mission

The Mission of IST is 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

The Vision is to have IST be 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.

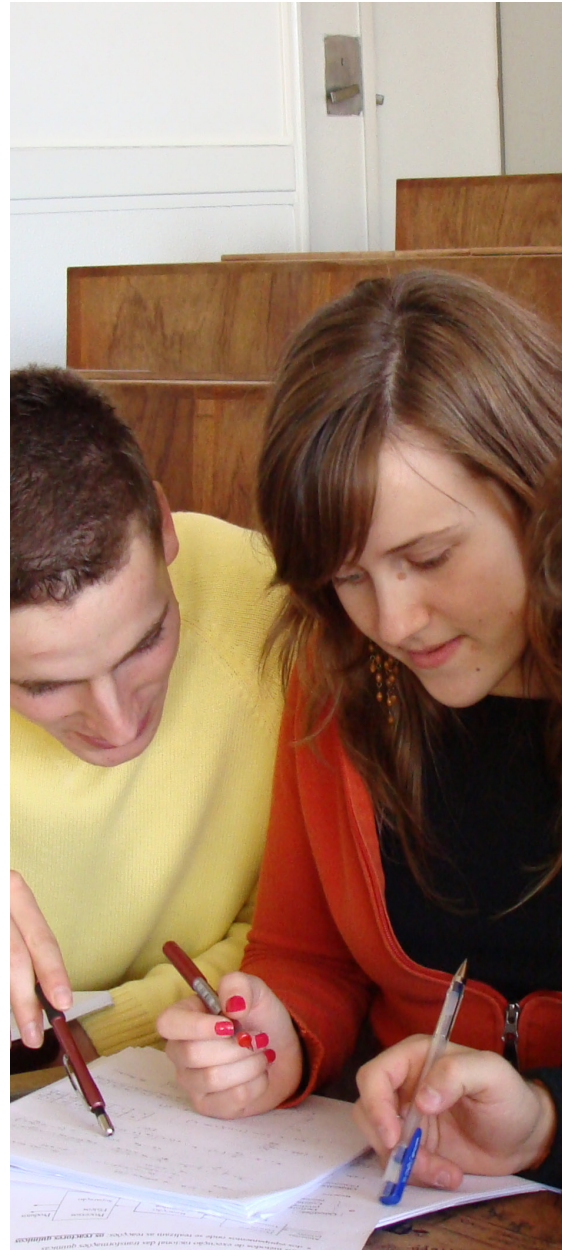


2.

Main Strategic Directions

The main strategic directions for IST in the next five years are in line with the three topmost priorities defined by the school:

- **World-class learning environment:** 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:
 - 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 academic fields and cultures can come together.
 - 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.
 - Increase in the number of international students and faculty members, with a focus on attracting the best talents through a stronger participation in international programmes and networks.



- **Leading research:** Maintaining and reinforcing IST's position as a leading research institution will remain a major objective, which will be made attainable by a combination of specific actions, including:
 - Development of support structures and mechanisms that lead to increased participation in internationally-funded large-scale projects, with special focus on cutting-edge subjects and cross-disciplinary areas.
 - Investment in renewed infrastructure that supports specific areas with a strong experimental component, to be financed by a more diversified funding structure.
 - Maintenance and reinforcement of existing evaluation and assessment processes of researchers and units, with a more complete coverage of the scientific, technological and technology transfer components.
- **Global impact:** Reinforcing the global impact and visibility of IST, in national and international terms, in the economic, technological, cultural and social areas will require significant changes in the way the school communicates and teaches science and technology:
 - Reinforcement of the liaisons with industry and further development of the intellectual property policies that have been designed.
 - Strengthening of the entrepreneurial spirit amongst students and researchers, development of better career placement services at all levels and reinforcement of the connections with alumni and companies interested in our graduates.
 - Enhancement of the external visibility of IST, by organizing high-visibility events and using digital marketing techniques, targeted at enhancing the visibility of the school amongst international candidates and potential faculty.



3.

Eleven Focus Areas for IST

The Strategic Plan of IST is materialized in a series of initiatives at the management and the operational levels, which have been grouped together in eleven focus areas.

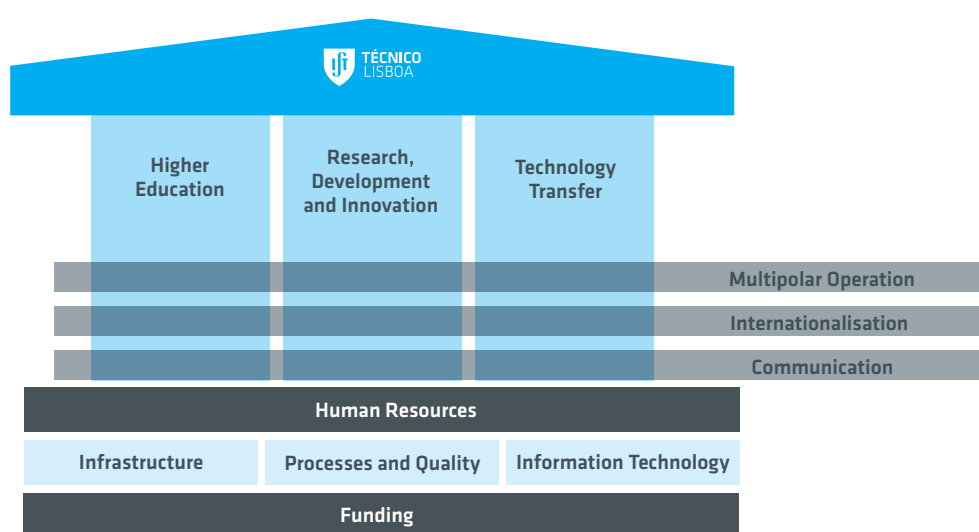


Figure 1 – Eleven Focus Areas for IST

The focus areas cover the three components of the core missions of IST (**Higher Education, Research, Development & Innovation and Technology Transfer**), but also include support and cross-cutting areas.

Three cross-cutting focus areas are shared by all the core activities of IST, closely associated with the needs of a global organization (**Internationalisation**

and **Communication**), and the need to consider a new aspect of the school's organization, its **Multipolar Operation** across three distinct campuses.

The core activities of IST depend mainly on its **Human Resources**, which themselves depend on the support of a number of different areas whose development is addressed in this plan: **Infrastructure, Processes and Quality, and Information Technology**.

Finally, all the development strategy rests on adequate and flexible **Funding** resources, which have to be further developed in order to make IST as independent as possible from the fluctuations that are inherent in public funding.

As a result of the identification, analysis and diagnosis of the focus areas, a detailed breakdown of action plans for each of the areas has been performed, with the goal of aligning the strategic activities with the Mission and Vision of IST. The detailed implementation plans, to be defined in its annual plans of activities, will be derived from the activities that are associated with each focus area.

The summary of plans for each area, the focus and the key outcomes are outlined in the next sections of this document.

The operationalisation of these action plans will be coordinated and monitored by the Strategic Plan Committee (SPC), which is chaired by the president of IST and whose mandate, composition and operation are detailed in a separate section of this document.

4.

Action Plans for the Eleven Focus Areas for IST

4.1.

Higher Education

Summary

Continuing the work IST has been developing regarding the promotion of excellence in teaching, the priorities will now be the increase of flexibility of the curricula, the fostering of partnerships with the industry and the development of digital contents and e-learning platforms.

Focus

Improve Academic Success: Revise the horizontal subjects in order to improve academic success. Identify and propose measures for degrees with high dropout rates. Perform early identification and monitoring of students who have poor academic performance. Revise the process associated with theses in order to reduce average completion time.

Develop digital contents and e-learning platforms: Implementation of new educational approaches, through the development of digital contents and e-learning platforms that promote academic success and reduce dropout rates, while offering complementary online courses in the basic sciences of engineering, in Portuguese and English.



Increase attractiveness of MSc and PhD degrees:

Increase the attractiveness of the graduate degrees through more efficient and focused promotion and recruiting processes, and increased financial support for students.

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

Confer greater autonomy levels to the students through the implementation of more flexible curricula, by allowing them to choose their academic path, within IST and the University of Lisbon, including both technical subjects and soft skills. Additionally, increase both the students' mobility and entrepreneurial spirit, through the promotion of internships in business environments.

Stimulate lifelong learning:

Revise the advanced education curricular offer, through the creation of new and/or the restructuring of existing master's degrees that are focused on specific national and international audiences.

Streamline the educational offer:

Identify courses that may be shared by several degrees (at the MSc and PhD levels) in order to streamline the educational offer. Decrease the number of courses with a very small number of students. Analyze and improve the information technology component of the curricula, as well as the online offer of additional course materials.

Higher Education

Main action lines

- 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

4.2.

Research, Development and Innovation

Summary

Improve the conditions for conducting research, based on modern research infrastructure, anchored in a growing policy of multi-disciplinary and cutting-edge projects, with the goal of attracting postgraduate students, promoting internationalisation and furthering cooperation within the University of Lisbon.

Focus

Boost participation in international projects: The participation of IST researchers in international projects will be promoted through the establishment of project managers and infrastructure to coordinate and identify opportunities in different scientific areas.

Investment in new scientific infrastructure : The construction of modern and adequate buildings, as well as the rehabilitation of existing infrastructure will foster research and development in cutting-edge scientific areas and attract younger researchers.

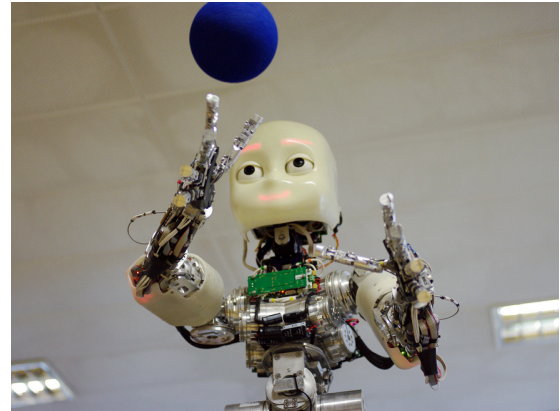
Develop interdisciplinary and cutting-edge areas at IST: The development of interdisciplinary and cutting-edge scientific areas at IST will be intensified through the promotion of interdisciplinary and common research proposals in cooperation with other schools of the University of Lisbon.

Cooperation in the areas of life sciences (School of Medicine and School of Sciences), and business (Business School) should be a priority.



Increase postgraduate education: New PhDs, postdoctorate programmes and scholarships, and new perspectives on training and soft skill development, will improve postgraduate education at IST even further.

Internationalisation through researchers' mobility: The mobility of researchers and the perspective of participation in new international programmes will promote internationalisation.



Research, Development and Innovation

Main action lines

- 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

4.3. Technology Transfer

Summary

The last IST strategic plan laid the foundations for the mission of the recently created IST Technology Transfer Office (TT@IST). The activities resulting from that strategic plan turned IST into a model for other Portuguese higher education institutions. The current revision builds on the acquired experience and aims at increasing the impact of IST around the world.

Focus

Reinforce IST links with the industry: One of the consequences of the previous strategic plan was the promotion of the Technology Transfer Office as the IST main contact point for companies. The office was contacted by companies from all over the world, an-

swering all questions regarding student recruitment, providing tools to establish contacts with students and channelling cooperation opportunities to research centres and IST departments. Many partnership contracts and protocols were established, but, except for the IST Spin-Off Community, no permanent partnership programme was put in place. One of the main challenges of this new strategic plan is to provide a framework for bringing together national and international companies that wish to establish a continuous partnership with IST.

Improve IST career services: The IST Career Development Programme was established following the previous strategic plan to join together all resources that support student transition to the professional world. The current strategic plan priorities are to enlarge the number of students involved in this programme



activities, to make the IST JobBank a better tool for both recruiters and students, and to include alumni in the process of supporting and guiding the students.

Enhance the valorisation of IST intellectual property:

The previous strategic plan provided the framework to implement the processes needed to establish solid intellectual property rights at IST, starting with intellectual property clauses in research contracts and ending in the first stage of the internationalisation of the resulting patents. The lack of financial resources has prevented the maintenance of such rights in the following national phases of this process. The main priority of this plan is to move forward in this process and start maintaining a limited number of rights for a longer period. In parallel, and to promote early licensing of those rights, the proposed activities aim to strengthen

the involvement of companies in research activities conducted by IST professors and researchers.

Strengthen the entrepreneurial mindset: One of the most successful results of the previous strategic plan was the promotion of entrepreneurship among students, researchers and professors. As a result, IST became an important player in the entrepreneurial eco-system participating in almost all events and organizations related to entrepreneurship in the region. Our IST Spin-Off Community has been attracting new companies every year, serving as an example for our current students. The main goal of this strategic plan is thus to build on these results and expand them making IST an even more entrepreneurial school.

Technology Transfer

Main action lines

- Reinforce IST links with the industry
- Improve IST career services
- Enhance the valorisation of IST intellectual property
- Strengthen the entrepreneurial mindset

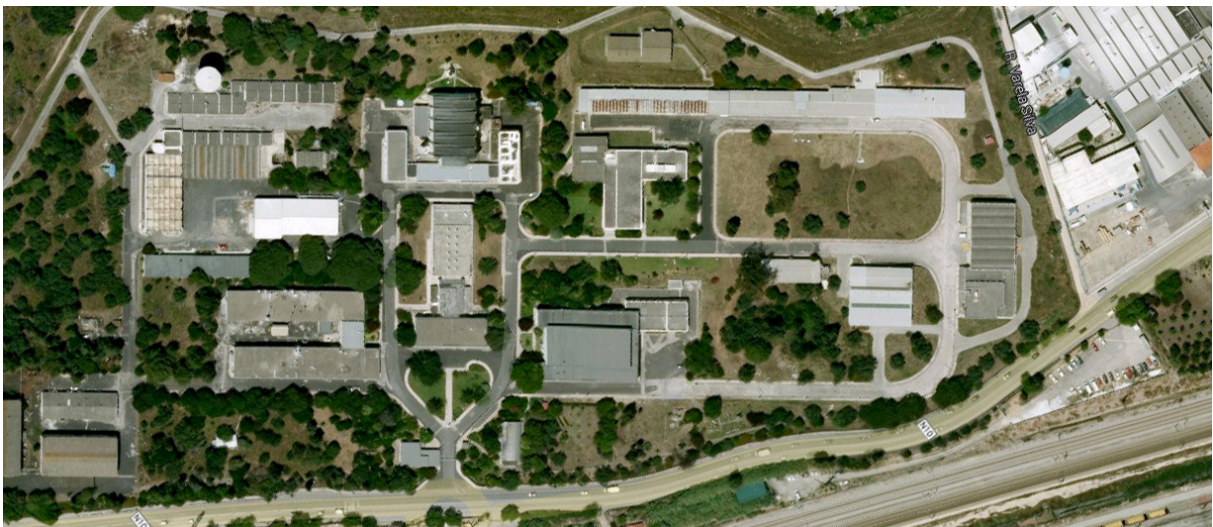
4.4. Multipolar Operation



Summary

The development of the Campus Taguspark (CTP) and the creation of the Campus Tecnológico e Nuclear (CTN) with the integration of Instituto Tecnológico e Nuclear (ITN) has created the need for devising a strategy that leads to a coherent in-

tegration of the activities on all three campuses, while allowing for independent development and allowing for independent development and significant campus autonomy.





Focus

Improve mechanisms for physical and virtual communication between campuses: Existing mechanisms that enable students to travel rapidly and comfortably between Alameda and Taguspark should be reinforced and adapted to the needs of the CTN, once teaching activities at CTN reach a significant level. These mechanisms should be complemented by effective virtual communication facilities that make it possible and easier to teach courses and to participate in events remotely.

Reinforce teaching activities at Campus Tecnológico e Nuclear:

The development of CTN critically depends on the ability of IST to create and deploy new degrees that use the potential of this campus to teach competences related to the many existing applications of nuclear technologies.

Reinforce research activities at Campus Taguspark:

While the number of students at Taguspark has reached a significant level and stabilized, a less than proportional fraction of professors and researchers have developed activities at this campus. This fraction can only increase if new research activities are deployed to Taguspark, taking advantage of the excellent conditions that are available.

Multipolar Operation

Main action lines

- Improve mechanisms for physical and virtual communication between campuses
- Reinforce teaching activities at Campus Tecnológico e Nuclear
- Reinforce research activities at Campus Taguspark

4.5. Internationalisation

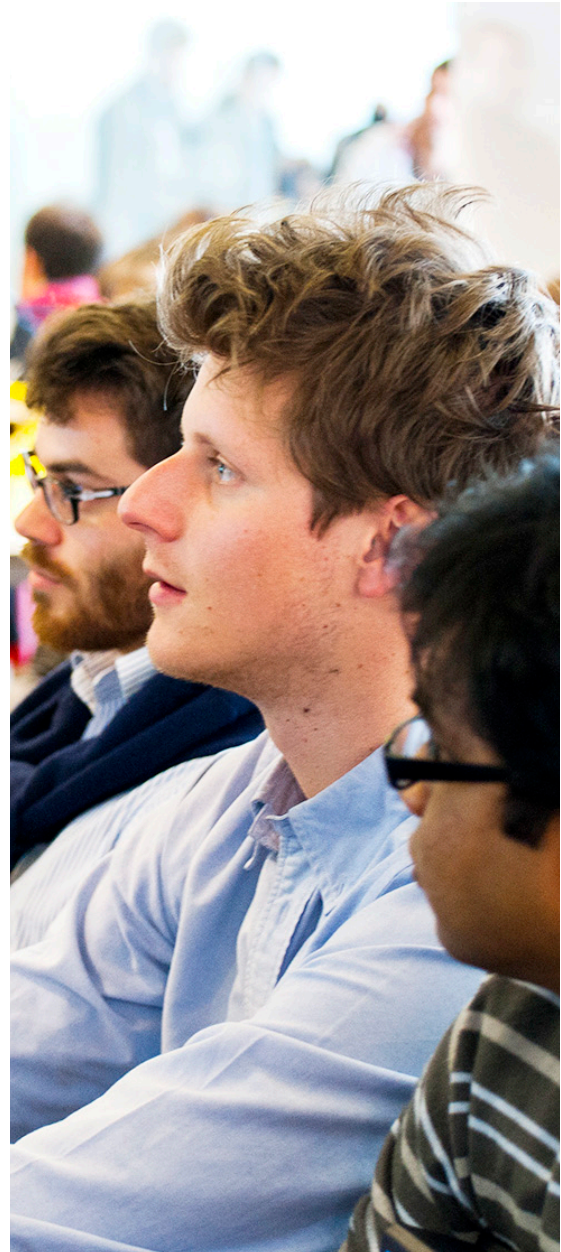
Summary

In order to strengthen its international outlook, IST will endeavour to strengthen its international presence through active engagement in premium global partnerships, increasing attraction of international students, professors, researchers and collaborators, consolidating the use of English as the teaching language, carrying out activities and designing special cooperation programmes with specific parts of the globe such as the Portuguese-speaking countries.

Focus

Increase the number (and diversity) of international students: IST should increase the number, diversity and quality of international students, by establishing premium partnerships with the top engineering schools around the world. This goal should contribute to strengthening the global nature of the working environment at IST.

Promote a strategic offer of advanced training programmes designed for Portuguese-speaking countries (PLOP): Several Portuguese-speaking countries, specifically Angola, Mozambique and Cabo Verde, are facing huge challenges in terms of a pressing demand for high-quality tertiary education, contrasting to the very limited number of qualified professors. IST has a unique opportunity to offer advanced programmes, mainly at the postgraduate level, to help mitigate this pressing demand and consolidate its position as a strategic partner.



Rely on outgoing exchange students to promote and increase IST international visibility: Following the practice initiated in the 2013/14 academic year, IST will empower its students engaged in exchange programmes to be IST Ambassadors with the mission of promoting the image and activities of IST to its academic partners.

Consolidate IST participation in international networks, as leveraging platforms for IST's international strategy: The international academic networks (CLUSTER, CESAER, TIME, MAGALHÃES, SEEPP) and international programmes/partnerships (CMU, MIT, UTAustin, EPFL, KIC Innoenergy, and Erasmus Mundus) offer the reference substrate for IST to leverage its international collaborations around the world. The expansion of the portfolio of international activities, the development of new projects (e.g. EIT KICs) and the benchmarking of new policies and strategic developments (like the MOOCs) will take advantage of these platforms and the close cooperation existing with those premium partners.



Internationalisation

Main action lines

- 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.

4.6. Communication

Summary

Meeting Técnico's strategic goals and expanding our global outreach will require school-wide responses that have to be transmitted through a decentralized organization. Good internal communication is central to addressing selected strategic issues in the school's ongoing trajectory of excellence. Enhancing visibility and improving IST awareness is key to attracting an excellent and diverse student, research and teaching body. Communicate, integrate, connect and engage are our action lines.

Focus

Enhance visibility and improve IST awareness using digital marketing: Move towards the use of a more consistent image of IST and implement a Customer Relationship Management (CRM) system based marketing strategy to reach a larger number of national and international candidates.

Strengthen the relationship and engagement with IST alumni: Promote initiatives that foster the relationship between alumni and the school, and enhance this relationship by creating a more regular mechanism to contact and engage alumni.

Strengthen societal connection through events and seminars: Promote high-visibility scientific, technical and cultural events and seminars to give visibility to IST competences in a larger number of fields, with a special focus on socially relevant themes.

Promote stronger collaborations with strategic partners: Reinforce liaisons with companies, educational institutions and secondary schools through the organization of regular events that involve these strategic partners.



Communication

Main action lines

- 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

4.7. Human Resources

Summary

The future of IST is determined by the talent, the capabilities and the skills of our community. IST strives to continuously improve its mechanisms for attracting, selecting and keeping top talents. The initiatives in this focus area aim at implementing a long-term sustainable strategy to enhance IST human capital with an emphasis on the internationalisation and the continuous improvement of our community.

Focus

Attract, keep and motivate top talents: The competition for talent is critical, and it is of paramount importance to implement mechanisms that increase the international attractiveness of IST as a premium institution for top talents and leaders. Important factors are the mechanisms that ensure that these talents can be properly integrated in the organization, as well as providing an exciting work environment and attractive career development opportunities.

Foster internationalisation of the faculty and the staff: A global organization must have a strongly networked and internationalised faculty and staff. Mechanisms to trigger and foster this internationalisation will be implemented, in coordination with the Internationalisation focus area.

Fully integrate the research faculty and the postdocs into the IST community: The formal mechanisms required to integrate and recognize the research faculty and postdocs, at all the institutional and service levels, will be deployed.





Improve the skills and capabilities of the staff: The staff plays a critical role in the IST community. The development of this pool of talent is critical to ensure that all strategic initiatives are successful, requiring new skills and capabilities, which should be identified and then transferred to the staff through training programmes and focused recruitment initiatives.

Reduce administrative tasks of the faculty and the research staff: The time dedicated by faculty and research staff to administrative tasks should be minimized at all costs. Bottlenecks and improvement opportunities must be identified in close cooperation with the teaching staff, and the regulations for delegating administrative tasks should be revised.

Human Resources

Main action lines

- 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

4.8. Infrastructure

Summary

The investment in IST infrastructure will aim at supporting the different focus areas defined in this document. Priority will be given to new constructions and the rehabilitation of existing buildings, improving and giving an international character to the overall teaching and learning environment. These spaces should duly promote and host top research activities and contribute to strengthen the position of IST in this globalized world.

Focus

Construction of the “Arco do Cego” Learning Center:

The “Arco do Cego” Learning Center is a major investment, which will create a study and learning space of great standing, enabling faculty and students of IST and other schools to interact. It will also promote and host cultural and scientific events. This infrastructure will project a positive image of IST in Lisbon and contribute to the city’s quality of living and global attractiveness.

Improvement of student support infrastructure: The design and quality of spaces dedicated to the students should keep pace with the transformations that are taking place in the learning processes, due to technological change and new ways of social interaction. Priority should be given to the rehabilitation of existing spaces and the creation of new ones that foster the development of academic and social activities and promote interaction with other members of the IST community. Additionally, IST should develop efforts and partnerships to increase the number of available rooms in student residences.





Improvement of quality of living at IST: The quality of living of students, faculty, researchers and staff is to a great extent linked to the quality of existing infrastructure. In this regard, common areas of the three IST campuses will be rehabilitated, with special emphasis on outdoor spaces. Different buildings will also be rehabilitated and their current occupation readjusted and optimized.

Increase of sustainability of the IST campuses: IST will continue to develop the efficient use of resources, namely water and energy, based on system monitoring and technical studies that have been systematically carried out. This practice, which has already been recognized internationally, began at the Alameda Campus and is being extended to the CTN and Taguspark campuses, aiming at improving IST's environmental performance and producing cost savings.

Infrastructure

Main action lines

- Construction of the 'Arco do Cego' Learning Center
- Improvement of student support infrastructure
- Improvement of quality of living at IST
- Increase of sustainability of the IST campuses

4.9.

Processes and Quality

Summary

Following a continuous improvement policy, IST must ensure that quality-driven practices and respective assessment processes are carried out. The consolidation and innovation in IST operating models, structures and processes will increase productivity and the commitment of its staff to pursuing IST strategy.

Focus

Identification, consolidation and dissemination of good institutional practices: By pursuing a continuous improvement of IST's operational processes, good practices will be consolidated in all IST strategic areas. In addition to their identification and dissemination in internal and external initiatives, concrete result indicators from these good practices will also be identified. These indicators will be monitored under the consolidation process of SIQuIST (IST Integrated Quality Management System), particularly through the elaboration of the Quality Plan where targets will be detailed, therefore contributing to the achievement of the goals contained in the Strategic Plan.

Assessment processes at departmental and research unit levels: The discussion and regulation of IST's department and research unit assessment processes, by IST governing bodies, has reshaped the assessment methodologies in these areas. In this action line, the models resulting from this reflection will be promoted and implemented.



Consolidation of the assessment processes regarding the programmes offered: The work and know-how that IST has accumulated over the years, in various teaching assessment processes, will be consolidated by maintaining and extending existing good practices, with special focus on PhD degrees. Concurrently, the implementation of the recommendations resulting from the various external assessment processes will be monitored, enhancing the external recognition quality labels of IST programmes.

Consolidation of the internal assessment of faculty, researchers and non-academic staff: Review of IST faculty assessment process (RADIST), in order to make it more demanding, enhancing the importance of teaching component and improving and optimizing the information collection process and the quality of data. Concurrently, the RADIST will be extended to IST researchers, and the SIADAP procedures improved, enhancing IST assessment and accountability culture.

Redefinition and optimization of administrative processes within the IST universe: The purpose is to define a number of rules and procedures that improve the internal control mechanisms regarding budget execution. In addition, the rules that govern the relations between the various institutions of the IST universe should be made clearer and simpler. In order to optimize the various processes it is fundamental to implement a document management system.

Align and monitor IST positioning in international rankings: This action line primarily aims to monitor, on a regular basis, the results of key university rankings. Simultaneously, an updated data base for these rankings will be created, and the IST and/or the University of Lisbon positioning, will be clearly and objectively disclosed, explaining ranking methodological aspects and indicators, particularly in the field of engineering.

Processes and Quality

Main action lines

- 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

4.10. Information Technology

Summary

Information Technology (IT) services play a critical role in an engineering/technological school, and IST's IT services are recognized as top tier. To retain this position, IT services must be able to continuously adapt to the fast-paced evolution of information technologies, at infrastructure, service and organizational level. Top priorities are to innovate the service portfolio and recruit high-quality human resources. Other initiatives will target full dematerialization of both academic and administrative services, increase the resilience and coverage of IT services, improve the support to media communication, optimize user support and, in a broad sense, provide critical IT support to all the strategic goals of IST.

Focus

Strengthen the ability of IST to effectively use information technologies: The purpose is to expand, diversify and innovate the IT service portfolio, namely by introducing new software tools, offering housing, hardware virtualization, advanced platforms for high performance computing and general-purpose cloud services. Meeting the continuous challenges imposed by the ever growing portfolio and complexity of IT services requires ongoing recruitment of new, highly qualified human resources, as well as regularly providing the existing ones with opportunities to update their skills.

Extend the scope of the academic information system: Academic services are the backbone of IST's core business and IT play a key role in this area. Continued improvement of the academic information system must be a permanent goal, extending its scope to all academic processes. Strategic goals must include improved support for remote student applications, namely at the postgraduation level, full dematerialization of all academic processes, support for digital signature of student records, support



for mobile platforms and improved tools for e-learning and examination. Additionally, the introduction of social interaction aspects into the academic information system should also be considered and evaluated.

Implement an electronic document management system and dematerialize most administrative process flows: Efficient administrative services are a requirement for excellence in teaching, research and development. IT is a key enabler in this area. Strategic targets include the full dematerialization of all administrative process flows, flexible workflow support, digital record management, digital preservation, access and indexing of operational documents and historical archives, and improved access to administrative services.

Increase the resilience and coverage of IT services: The resilience and broad availability of IT services is a key factor for the efficiency of modern organizations. Service downtime must be minimized through the extension of redundancy to all critical services, the periodic renovation and upgrading of network and computing infrastructure and by implementing test and quality-assurance methodologies in software development. Reference service level agreements (SLAs) for each IT service must be established and monitored. Pervasiveness and integration of network and communication infrastructure across the campus must be ensured through extensive wired and wireless coverage, widespread deployment of voice over IP (VoIP) and the installation of new videoconferencing

facilities, including interactive immersive rooms.

Improve the support of design and IT services to the media communication of IST: Develop usability assessment and user research techniques to improve the communication of the main website and operational web portals and tools. Experiment with new communication paradigms and adapt to new communication channels and media. Expand the professional video production resources and make them available for improving dissemination activities, media communication and production of high-quality videos of relevant seminars, events and conferences. Provide technical support to strategic Massive Open Online Course (MOOC) initiatives.

Improve IT support and help-desk: Effective support is crucial for the quality of service perceived by end users. The help-desk service must be improved by creating an integrated front-end for all IT services and providing users with easy-to-use self-service interfaces. Professional IT support services must be made available to all departments and research units, creating efficient models for remote desktop management and minimizing the need for local IT staff. Regular user surveys should be conducted for formal assessment of perceived quality of service. Short courses, on the most relevant aspects of the academic and administrative information systems, should be made available to the user community.

Information Technology

Main action lines

- 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

4.11. Funding

Summary

To fulfil its mission, IST will continue to diversify its funding sources, with the objective of increasing its sustainability and financial autonomy, without compromising the ability to renew its faculty and staff.

Focus

Raise own revenue and increase management autonomy: The level of financing obtained from partner institutions, companies and associates should be increased, as a way to finance investment projects that would otherwise be impossible to carry out. Whenever possible, this financing should be managed by institutions controlled by IST, but not encumbered by administrative restrictions applicable to public entities.

Ensure sustainability of staff renewal mechanisms: Monitor, revise and keep up-to-date long-term plans and mechanisms for renewal and promotion of faculty, researchers and technical support personnel.

Increase revenue from postgraduate activities and lifelong education: Increase lifelong learning activities and their contribution to the financing of the school's activities.

Increase funding from large international projects: Establish support structures that actively seek international funding opportunities for projects and identify internal resources that can execute these projects.



Funding

Main action lines

- 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

V.

Strategic Plan Committee and Strategic Plan Implementation

Scheme

The breadth and the scope of the Strategic Plan require a formal professionalized structure within IST responsible to prepare, to implement and to monitor the Strategic Plan of IST. To lead this effort the president of IST has created the Strategic Plan Committee (SPC). The Mission of the SPC is to support the Strategic Plan of IST, ensuring and monitoring its implementation and contributing to its review and continuous improvement.

Coordination and Leaders

The implementation of the IST Strategic Plan will be coordinated by a committee, the SPC, chaired by the president of IST. The coordination of each one of the Eleven Focus Areas is assigned to a specific leader. The coordinators report to the president of IST on the progresses of the implementation of the Strategic Plan on a regular basis. The SPC will prepare a yearly progress report that will support the review of the Strategic Plan. The SPC will prepare a yearly progress report that will support the review of the Strategic Plan. This review will be performed every two years.