



TÉCNICO LISBOA

A School For The World

IST Strategic Plan

Revised Version - Dec 2014

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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 only 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, and the breadth and quality of its students, alumni, faculty and staff has 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 in improving its standing as a **world class learning environment**, while performing **leading research** with **global impact**.

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

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

The teaching and research activities should be used to maximize the global impact of IST, by increasing the 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 to 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 as one of the top European Schools of Engineering, Science and Technology by attracting and nurturing talent, which will work in a global, international and culturally diverse environment. Efficient management, modern infrastructures and a holistic quality-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 aligned 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 areas and cultures intermix.
 - 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.
 - 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.
- **Leading research:** maintaining and reinforcing IST positioning as a leading research institution will remain a major objective, that 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 infrastructures that support specific areas with a strong experimental component, to be supported by a more diversified funding structure.
- Maintenance and reinforcement of existing evaluation and assessment processes of researchers and units, with a more complete view on 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 and social areas will require significant changes in the way the school communicates and teaches science and technology:
 - Reinforcement of links 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 the alumni and the companies interested in our graduates.
 - Enhancement of the external visibility of IST 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 in eleven focus areas.

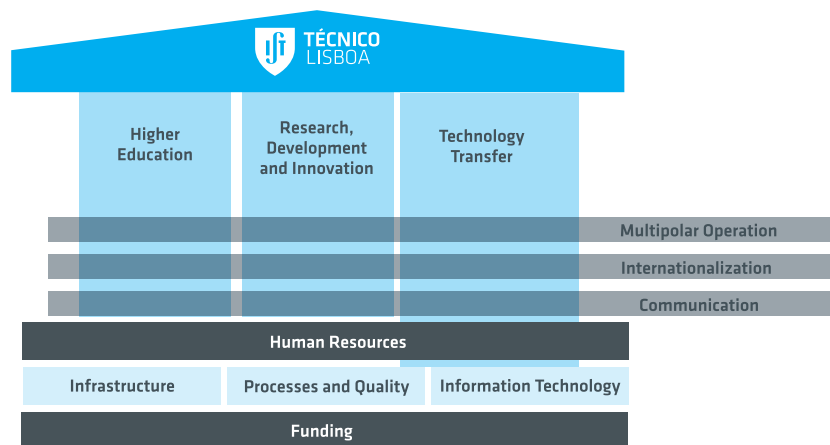


Figure 1 – Eleven Focus Areas for IST

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 (**Internationalization** and **Communication**), as well as with the need to consider a new aspect of the school organization, its **Multipolar Operation** in three distinct campi.

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

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

As a result of the identification, analysis, and diagnostic 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 the 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 operationalization of these action plans will be coordinated and monitored by the Strategic Plan Committee (SPC), chaired by the President of IST, 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

Improving the Academic Success: Revise the horizontal subjects, in order to improve the academic success. Identify and propose measures for degrees with high dropout rates. Perform early identification and monitoring of students that have poor academic performance and revise the process associated with dissertations in order to reduce the 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 the reduction of dropout rates, while offering complementary online courses in basic sciences of engineering, in Portuguese and English.

Increase the attractiveness of MSc and PhD degrees: Increase the attractiveness of the graduate degrees through more efficient and focused promotion and recruiting processes.

Improve the flexibility of the curricula, as well as the 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, including both the 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 and/or restructuration of existing master 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 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

- Improving the Academic Success
- Develop digital contents and e-learning platforms
- Increase the attractiveness of MSc and PhD degrees
- Improve the flexibility of the curricula, as well as the 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 activities, based on modern research infrastructures, anchored in a growing policy of multi-disciplinary and cutting edge projects, with the goal of attracting post-graduate students and promoting internationalization.

Focus

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

Investment in new scientific infrastructures : The construction of modern and adequate buildings, as well as the remodeling of the ones existing today will foster the research 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.

Increase post-graduate education: New PhD, post doctorate programs and scholarships as well as a new perspectives on training and soft skill developments, will raise even further the postgraduate education at IST.

Internationalization through mobility of researchers: The mobility of researchers and the perspective of participation in new international programs will promote Internationalization.

Research, Development and Innovation

Main action lines

- Boost the participation in international projects
- Investment in new scientific infrastructures
- Develop interdisciplinary and cutting edge areas at IST
- Increase post-graduate education
- Internationalization through mobility of researchers

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 increase the impact of IST in the world.

Focus

Reinforce IST links with 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, answering all questions regarding the recruitment of students, providing tools to establish contacts with the 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 program was put in place. One of the main challenges of this new strategic plan is to provide a framework to bring together national and international companies that wish to establish a continuous partnership with IST.

Improve IST career services:

The IST Career Development Program was established following the previous strategic plan to join together all activities aiming at supporting the students' transition for the professional world. The current strategic plan priorities are to enlarge the number students involved in this program 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 in IST the processes needed to establish solid intellectual property rights, starting with the intellectual property clauses in research contracts and ending in the first stage of the internationalization 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 moving forward in this process and start maintaining a limited number of rights for a longer period. In parallel, and to promote the 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 in 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 with entrepreneurship in the region. Our IST Spin-Off Community has been attracting new companies every year, wishing to serve as an example for our current students. The main goal of this strategic plan is thus to build on this results and expand them making IST an even more entrepreneurial school.

Technology Transfer

Main action lines

- Reinforce IST links with 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 Taguspark Campus (CTP) and the creation of the Technological and Nuclear Campus (CTN) with the integration of ITN (Nuclear Technology Institute) created the need for the definition of a strategy that leads to a coherent integration of the activities in the three campi while, at the same time, allowing for independent developments and significant campus autonomy,

Focus

Improve mechanisms for physical and virtual communication between campi:

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. The mechanisms should be complemented by effective virtual communication mechanisms that make it possible and easy to teach courses and to participate in events remotely.

Reinforce teaching activities at Campus Tecnológico e Nuclear:

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

Reinforce research activities at Campus do Taguspark:

While the number of students at Taguspark has reached a significant level and stabilized, a less than proportional fraction of professors and researchers develop their activities in 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 campi
- Reinforce teaching activities at Campus Tecnológico e Nuclear
- Reinforce research activities at Campus do Taguspark

4.5. Internationalization

Summary

In order to strengthen its international outlook, IST will endeavour to strengthen its international presence, through the active engagement in premium global partnerships, increasing the attraction of international students, professors, researchers and collaborators, consolidate the use of English as the teaching language and carry 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 strengthen the global nature of the working environment at IST.

Promote a strategic offer of advanced training programs, designed for Portuguese-speaking countries (PLOP): Several Portuguese-speaking countries, namely Angola and Mozambique, 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 post-graduate level, to help mitigating this pressing demand and consolidating its position as a strategic partner.

Rely on outgoing exchange students to promote and increase the international visibility of IST: Following the practice initiated in the 2013/14 academic year, IST will empower its students, engaged in exchange programmes, as IST Ambassadors with the mission to promote and disseminate the image and activities of IST next 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, SEEEP) 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 new policies and strategic developments, (like the MOOCs), will take advantage of these platforms and the close cooperation existing with those premium partners.

Internationalization

Main action lines

- Increase the number (and diversity) of international students
- Promote a strategic offer of advanced training programs, designed for Portuguese-speaking countries (PLOP)
- Rely on outgoing exchange students to promote and increase IST's 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 address selected strategic issues in the School 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 lines of action.

Focus

Enhancing visibility and improving 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 the alumni.

Strengthen societal connection through events and seminars: Promote high visibility events and seminars about socially relevant themes to give visibility to IST competences in a larger number of fields.

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

Communication

Main action lines

- Enhancing visibility and improving 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 aims to continuously improve its mechanisms for attracting, selecting and keeping the top talents. The initiatives in this focus area aim to implement a long term sustainable strategy to enhance the human capital of IST with an emphasis on the internationalization and the continuous improvement of our community.

Focus

Attract, keep and motivate the 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 the top talents and leaders. Important factors are the mechanisms that insure a proper integration in the organization, as well as an exciting work environment and attractive career development opportunities.

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

Fully integrate the research faculty and post-docs in the IST community: The formal mechanisms required to integrate and recognize the research faculty and post-docs, 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 the success of all strategic initiatives, requiring new skills and capabilities, that should be identified and then transferred to the staff through training programs and focused recruitment initiatives.

Reduce administrative tasks of faculty and 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 directly with the teaching staff, together with a revision of the regulation for delegation of administrative tasks.

Human Resources

Main action lines

- Attract, keep and motivate the top talents
- Foster internationalization of the faculty and the staff
- Fully integrate the research faculty and post-docs in the IST community
- Improve the skills and capabilities of the staff
- Reduce administrative tasks of faculty and 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 the 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 quality of living and global attractiveness of the city.

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 IST community.

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

Increase of IST campuses sustainability: 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, already internationally recognized, began in the Alameda campus and is being extended to the Loures and Taguspark campi, 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 in IST
- Increase of IST campuses sustainability

4.9. Processes And Quality

Summary

Following a policy of continuous improvement, IST must ensure adequate practices that promote quality of the various areas of action and respective evaluation processes. The consolidation and innovation in IST operating models, structures and processes, will increase productivity and the commitment of its staff in pursuing IST strategy.

Focus

Identification, consolidation and dissemination of good institutional practices: 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, contributing to the achievement of the Strategic Plan's goals.

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

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 quality good practices, with special focus on the PhD level 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 SIA-DAP procedures improved, enhancing IST assessment and accountability culture.

Redefinition and optimization of administrative processes within 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 among the various institutions of IST universe should be made clearer and simpler.

In order to optimize the various processes it is fundamental to implement a document management system.

Aligning and monitoring 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 units 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 IST universe
- Aligning and monitoring IST positioning in international rankings

4.10. Information Technology

Summary

Information Technology (IT) services play a critical role in an engineering/technological school, and the IT services of IST 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 the infrastructure level, service level and organizational level. Top priorities are the innovation in services portfolio and recruitment of 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:

Expand, diversify and innovate the IT services 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 plays 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 post graduation 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: The efficiency of administrative services is 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 improvement of portals providing 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, periodic renovation and upgrade of network and computing infrastructures 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 infrastructures across the campus must be ensured, through extensive wired and wireless coverage, widespread deployment of voice over IP (VoIP) and 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 im-

proved, 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 established 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 fulfill 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 professors, researchers and technical support personnel.

Increase revenue from post graduate-activities and lifelong education: Increase lifelong learning activities and their contribution to the financing of the school activity.

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 post graduate-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 requires 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 SPC is thus to support the Strategic Plan of IST, ensuring and monitoring its implementation and contributing to its revision and continuous improvement.

Coordination And Leaders

The implementation of the IST Strategic Plan will be coordinated by a committee, SPC, chaired by the President of IST, composed of four teams, coordinated by the President of the Scientific Council, the President of the Pedagogical Council, the VP for International Affairs, and the VP for Administrative Affairs reporting directly to the President. The coordination of each one of the Eleven Focus Areas is assigned to a specific leader.

Meetings, Reporting And Progress Evaluation

The coordinators report to the President of IST on the progresses of the implementation of the Strategic Plan on a regular basis. Coordination within each team is defined internally. SPC will prepare a yearly progress report that will support the revision of the Strategic Plan, to be performed every two years.

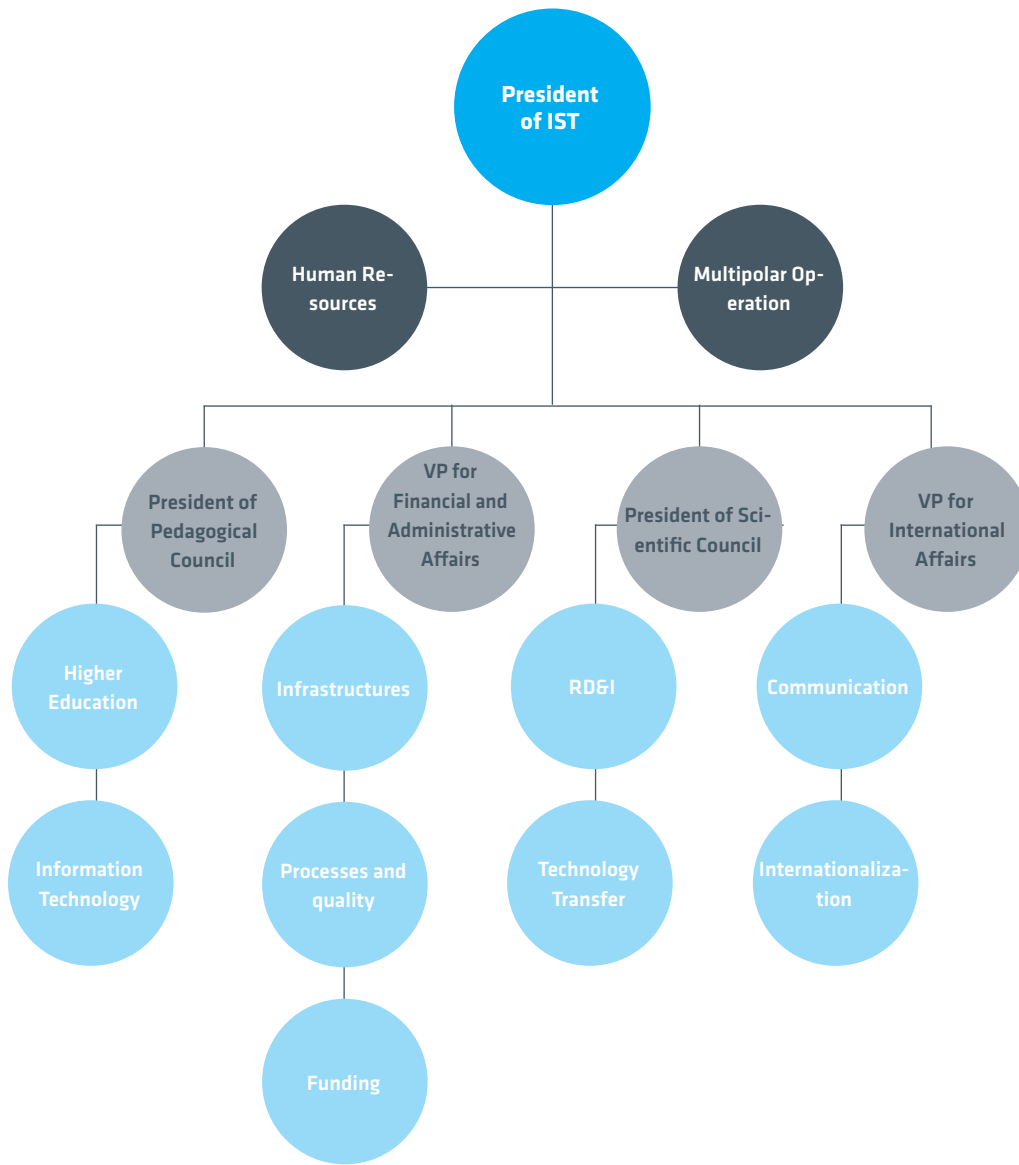


Figure 2 - Structure of the Strategic Plan Committee