Strategic Planning and Quality at IST

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Russian Armenian University
Yerevan, Armenia, 27th October 2016
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FOCUS AREAS
MAIN ACTION LINES

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QUALITY MANAGEMENT COUNCIL

3. QUALITY PLAN
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MISSION AND VISION

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 urbano 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.
I. STRATEGIC PLAN

KEY WORDS

A SCHOOL FOR THE WORLD

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

Key words
1. STRATEGIC PLAN

FOCUS AREAS
I. STRATEGIC PLAN
MAIN ACTION LINES – 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
I. STRATEGIC PLAN

MAIN ACTION LINES – PROCESSES AND QUALITY

QUALITY POLICY

✓ commitment to ensuring the quality of teaching, research, internationalization and technology transfer

✓ according to the guidelines adopted by national and international entities

✓ institutional development based on targets formally established in strategic management tools

✓ promoting active participation of academic community in continuous improvement processes

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
### 2. QUALITY SYSTEM

**CERTIFICATION** - January 2013 – 6 years

<table>
<thead>
<tr>
<th>AUDIT AREAS</th>
<th>RESULTS</th>
</tr>
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<tbody>
<tr>
<td>Teaching and Learning</td>
<td>Substantial Development</td>
</tr>
<tr>
<td>Research and Development</td>
<td>Substantial Development</td>
</tr>
<tr>
<td>Links to Society</td>
<td>Substantial Development</td>
</tr>
<tr>
<td>Information System</td>
<td>CONSOLIDATED Very Advanced</td>
</tr>
<tr>
<td>Human Resource Management Policies</td>
<td>Substantial Development</td>
</tr>
<tr>
<td>Support Services</td>
<td>Substantial Development</td>
</tr>
<tr>
<td>Publication of relevant information to stakeholders</td>
<td>Substantial Development</td>
</tr>
<tr>
<td>Internationalisation</td>
<td>Substantial Development</td>
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</table>
2. QUALITY SYSTEM MODEL

1. PLAN
ESTABLISHMENT OF GOALS
(Re)definition of objectives and targets

2. DO
SELF-REGULATION
Control of objectives, processes and outcomes

3. CHECK
ACCOUNTABILITY
Self assessment
External assessment

4. ACT
PROMOTION OF QUALITY
Development of corrective measures

Recommendations and improvement plans, corrective measures

coordination structures and strategic guidance documents

Evaluation tools, self assessment and external reports

manuals, regulations, records (process records, rules and procedures)
2. QUALITY SYSTEM
QUALITY MANAGEMENT BOARD

President of IST

1 Academic representative of Scientific Council
1 Academic representative of Pedagogic Council
1 Student representative of Pedagogic Council
Quality and Internal Audit Coordinator
Institutional Studies and Plan Coordinator
Students Association President
2. QUALITY SYSTEM

SUPPORTING DOCUMENTS

SP  STRATEGIC PLAN
Vision / Strategy
Last Version: Jan 2015
Review: Every 5 years

QM  Quality Manual
Policy / Procedures Quality
Last version: May 2012
Review where required

QP  QUALITY PLAN
Targets / indicators
In progress
Review: Every 5 years

PA  ACTIVITY PLAN
Implementation of strategies / actions
Last Version: PA 2015

RA  ACTIVITY REPORT
Results
Last version: RA 2014
Yearly update: April

QUAR  FRAMEWORK OF ASSESSMENT AND ACCOUNTABILITY
Assessment / Accountability
Last version: QUAR 2015
Review: every year

Structure/strategic areas
Indicators
Action lines, targets, indicators
Operating objectives, goals, indicators
Results and goals and evolution of
Results; actions

TÉCNICO LISBOA
3. QUALITY PLAN

ARE WE DOING THE RIGHT THINGS RIGHT?

FOLLOW-UP
KPI - Key Performance Indicators

- 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

Russian Armenian University
Yerevan, Armenia, 27th October 2016
### 3. QUALITY PLAN

#### Strategy line, Goal, Objective, Action

<table>
<thead>
<tr>
<th>Line</th>
<th>Goal</th>
<th>Objective</th>
<th>No. LAPE</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>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:</td>
<td>Construction of the “Aro da Cego” Learning Center</td>
<td>11</td>
<td>Monitor programme curricular units with high failure rates with special emphasis on cross-curricular units</td>
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<td></td>
<td>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 interact.</td>
<td>Improvement of student support infrastructure</td>
<td>12</td>
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<td></td>
<td></td>
<td>Improvement of quality of living in IST</td>
<td>13</td>
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<td></td>
<td></td>
<td>Increase of IST campuses sustainability</td>
<td>14</td>
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<tr>
<td>2.</td>
<td>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.</td>
<td>Improving the Academic Success</td>
<td>ES 1</td>
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<td>Develop digital contents and e-learning platforms</td>
<td>ES 2</td>
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<td>Increase the attractiveness of MSc and PhD degrees</td>
<td>ES 3</td>
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<td>Stimulate lifelong learning</td>
<td>ES 5</td>
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<td></td>
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<td>Streamline the educational offer</td>
<td>ES 6</td>
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<td></td>
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<td>Promote a strategic offer of advanced training programs, designed for Portuguese-speaking countries (FLOP)</td>
<td>12</td>
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<td></td>
<td></td>
<td>Internationalization through mobility of researchers</td>
<td>ID &amp; 5</td>
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<td></td>
<td></td>
<td>Increase the number (and diversity) of international students</td>
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<td>3.</td>
<td>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</td>
<td>Relate outgoing exchange students to promote and increase IST’s international visibility</td>
<td>CH1</td>
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<td></td>
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<td>To attract, to keep and to motivate the top talents</td>
<td>CH2</td>
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<td>Foster internationalization of the faculty and the staff</td>
<td>CH4</td>
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<td>Improve the flexibility of the curricula, as well as the mobility of both national and international students</td>
<td>ES 4</td>
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3. QUALITY PLAN

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

<table>
<thead>
<tr>
<th>Person in charge</th>
<th>KPI definition</th>
<th>Acceptance and Target KPI</th>
<th>Milestones</th>
<th>Monitoring Tool</th>
<th>Evaluation Tool</th>
<th>Resources</th>
<th>Priority</th>
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<tbody>
<tr>
<td>CG/DT</td>
<td>% SATISFACTION participants of the recruitment</td>
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<td>CG/DT</td>
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<td>CP</td>
<td>Average time to complete the Programme</td>
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<td>CP</td>
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THANK YOU!
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ANTÓNIO GUTERRES
Next UN Secretary-General
IST Alumnus

✓ Alumnus and former professor of IST

✓ In 1971, he graduated in Electrical Engineering and became professor at IST teaching Telecommunications and Signal Processing Theory

✓ He began his political career in November 1975 and was Portugal prime-minister (1995-2002)

✓ He was Visiting Professor at IST from 2003-2009, where he lectured Sustainable Development and Innovation

✓ He was United Nations High Commissioner for Refugees (2005-2015)

ALUMNI TALKS

“We live in a confused world, where the unpredictability of events became the key feature. We must have self-discipline and a strong capacity analysis. Therefore, the mental discipline that I acquired at Técnico is the most important thing that I have”