IST STRATEGIC PLAN

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ISMU - Institute of Strategic Management of Universities
Kyrgyz National University, Bishkek (Kyrgyzstan), April 2015
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

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I. IST FACTS & FIGURES

- **Students**: 10,894
  - 1st cycle students: 59%
  - Masters and PhD students: 41%
  - International Master students: 13%
  - International PhD students: 19%

- **Faculty & Researchers**: ~1,000
- **Staff**: ~700
2. STRATEGIC PLAN
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 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
2. STRATEGIC PLAN

MAIN STRATEGIC DECISIONS

• **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
- Research, Development and Innovation
- Technology Transfer

- Multipolar Operation
- Internationalisation
- Communication

- Human Resources
  - Infrastructure
  - Processes and Quality
  - Information Technology

- Funding
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 Técnicos Learning Center
- Improvement of student support infrastructure
- Improvement of quality of living at IST
- Increase of sustainability of the IST campuses

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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

- 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

<table>
<thead>
<tr>
<th>Line</th>
<th>Goal</th>
<th>Objective</th>
<th>n.º LAPE</th>
<th>Action</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1. 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>Construction of the &quot;Atrio do Cego&quot; 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>Improvement of student support infrastructure</td>
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<td></td>
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<td>Improvement of quality of living in IST</td>
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<td>Increase of IST campuses sustainability</td>
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<td></td>
<td>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.</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>Streamline the educational offer</td>
<td>ES 6</td>
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<td>Promote a strategic offer of advanced training programs, designed for Portuguese-speaking countries (PLOP)</td>
<td>ES 12</td>
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<td>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</td>
<td>Internationalization through mobility of researchers</td>
<td>ID&amp;M 5</td>
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<td></td>
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<td>Increase the number (and diversity) of international students</td>
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<td>Relate outgoing exchange students to promote and increase IST's international visibility</td>
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<td></td>
<td></td>
<td>To attract, to keep and to motivate the top talents</td>
<td>CH 1</td>
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<td>Foster internationalization of the faculty and the staff</td>
<td>CH 2</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. MONITORING

- 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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<tr>
<td>CG/DT</td>
<td>% SATISFACTION participants of the recruitment</td>
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<td>CG/DT</td>
<td>Average time to complete the Programme</td>
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### 3. MONITORING

- **KPI results (semester, year), deviation from target, qualitative information**

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<thead>
<tr>
<th>Academic</th>
<th>year XXXX</th>
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<tr>
<td>KPI results semester 1</td>
<td>deviation from acceptance standard</td>
</tr>
<tr>
<td>KPI results semester 2</td>
<td>deviation from acceptance standard</td>
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<tr>
<td>Academic year overall result</td>
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