



STRATEGIC PLAN 2018-2022

Follow-up document

A VISION FOR THE FUTURE:
OPEN MINDS. GRAB THE FUTURE.

SUBMITTED TO THE SCHOOL BOARD – DECEMBER 17th, 2020

EXECUTIVE SUMMARY

This document summarizes the main strategic goals set by ISEG for the coming years. The annexes contain more detail about: the full document that the Dean submitted in June 2018 to the School Board with specific actions to be implemented, a self-evaluation report of the School, recommendations made by the experienced external reviewers of AACSB who visited ISEG between December 2017 and October 2018, and an annual report with the updated figures regarding indicators and targets set in the previous strategic plan.

In a world that is facing significant technological and climate change, ISEG will play a central role in Lisbon, in Portugal, and in the global setting, as an international school of Economics and Management that prepares technically able and knowledgeable economists and managers who also have a social and civic conscience.

ISEG has established 6 main strategic areas for this new mandate:

- (1) to strengthen its International brand recognition,
- (2) to be recognized by its unique and multidisciplinary approach to address the 17 SDGs of the United Nations,
- (3) to innovate in education with the establishment of international partnerships, with the materialization of synergies within the University of Lisbon, and with the revision of curricula and teaching methods,
- (4) to excel in research that is plural in methodologies and themes,
- (5) to promote an innovative and entrepreneurial mindset, and
- (6) to fulfill its third mission towards society by developing responsible leaders, economists, managers and entrepreneurs, by keeping in touch with the needs of firms and other organizations, and by supporting the sustainable development of the city, the country and the global world with which ISEG establishes links.

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MESSAGE FROM THE DEAN (Fall 2018)

In a changing world with increasing geopolitical uncertainty and hardly deniable climate and technological change, it is paramount to educate responsible and knowledgeable economists and managers who care about quality life on Earth. The world needs economists and managers who are technically solid, who want to increase the value of their organizations, but who also have a social and civic conscience.

ISEG has the challenge and the opportunity to establish itself internationally as a School of Economics & Management prepared for the future: with a unique blend of quantitative skills and social contextualization of economic and managerial decisions, ISEG's faculty, professionals, students and alumni are at the forefront of those who address the UN's 17 Sustainable Development Goals (SDGs) with an entrepreneurial and collaborative mindset.

The coming years in the life of ISEG will be challenging and exciting in the ambition to actively contribute to better organizations and to a better world – which has always been part of ISEG's DNA – and to be recognized internationally for doing so. Our research and our teaching will reflect this new ambition to be central to the city of Lisbon, to our country, and to the global world of those who have a cause.

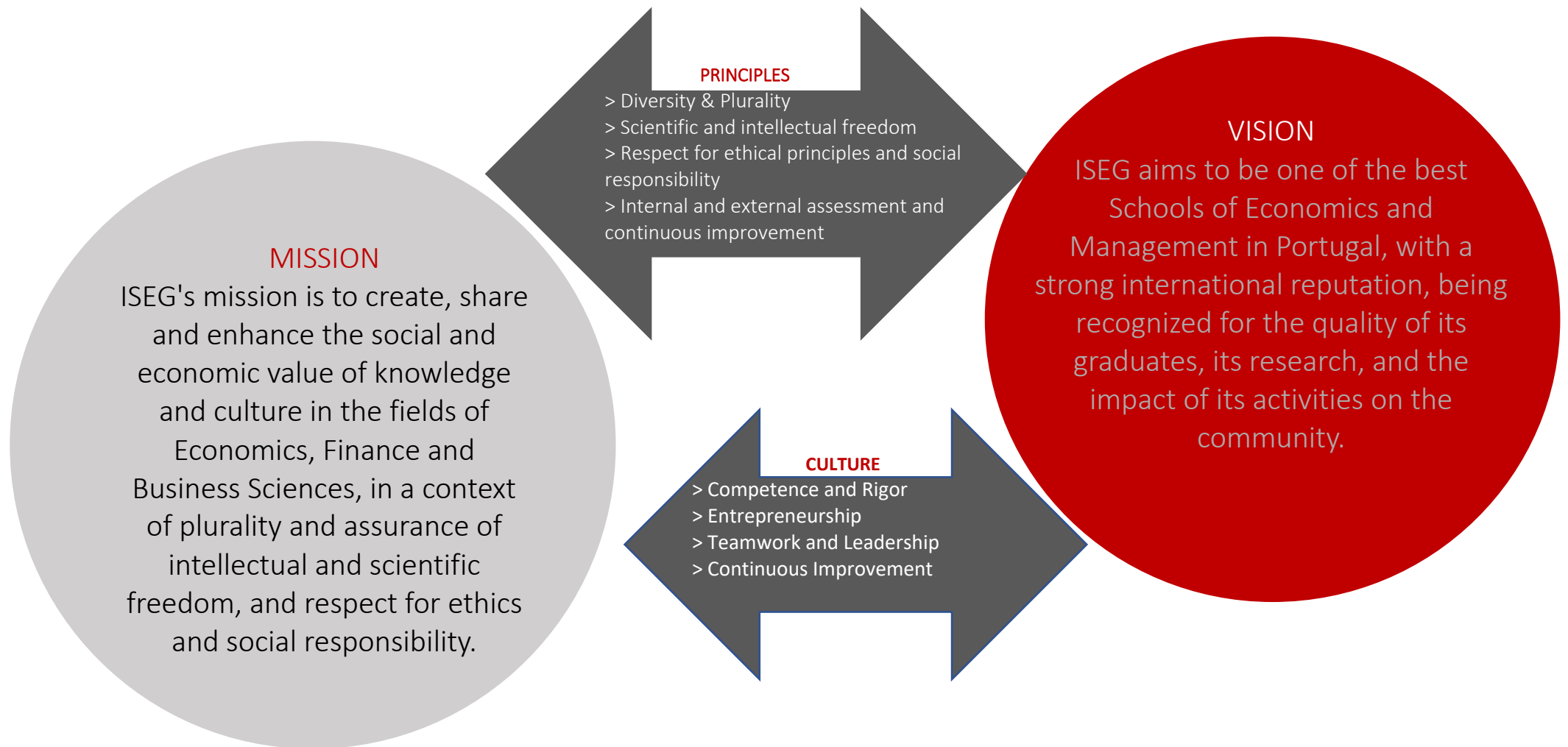
We look forward to the future!

Clara Raposo

Clara Raposo

Dean, ISEG Lisbon School of Economics & Management,

ISEG'S MISSION, VISION AND CORE VALUES



A VISION FOR THE FUTURE: OPEN MINDS. GRAB THE FUTURE.

Building up on ISEG's historical identity of being a school of scientific and intellectual freedom, a plural and multidisciplinary school, with a culture of leadership but also of collaborative team work, we want to be recognized internationally for this heritage, but also for being at the forefront of schools that deal positively with the challenges of tomorrow, such as technological and climate change.

ISEG has always educated open minds that adapt in a changing world – we now face the challenge of stimulating more ambitious and active minds: Open Minds who seize the opportunity, don't let life pass by them, open minds who set the new agenda.
Open Minds. Grab The Future.

December 2020

The rapidly changing world with new technology and climate challenges, together with a virtually unlimited amount of data, demands new skills from leaders, managers, economists, and entrepreneurs.
It is our role to educate professionals with solid quantitative knowledge who are able to solve problems in a collaborative fashion in multidisciplinary teams.
It is also our role to develop professionals who are aware of the ethical dilemmas posed by new technology and who actively contribute to a more sustainable world.
Open minds who are active and assertive.
Open Minds. Grab the Future.

ISEG's faculty, professionals, alumni, and students have a meaningful purpose: besides contributing to increase the value of their organizations, the ISEG ecosystem is responsible and promotes sustainable business, managerial, and economic decision-making. We are educating professionals with a solid quantitative, technical and technological

foundation, but also with a social and civic conscience. We educate professionals but we also educate responsible, well-rounded, purposeful people, with an entrepreneurial and collaborative mindset.

ISEG's vision for the future is motivated by and meant to address fundamental questions:



How can we better prepare the new generations for the challenges of the 21st century?



Which principles and skills should guide the education of future economists, managers, and entrepreneurs?



How can ISEG leverage its reputation in a rapidly changing world, given its interdisciplinary and plural culture, ranging from math to sociology besides the core areas of business studies and economics?

STRATEGIC GOAL #1: INTERNATIONAL RECOGNITION

ISEG has great tradition in Portugal, as well as a significant reputation in Portuguese speaking African countries. In a world that has become more globalized and in which the new generations are more mobile, it is important that ISEG is widely recognized in different parts of the world. International accreditations and rankings play an important role in this matter.

Internationalization should materialize in a more diverse and international student population, in more international placement, in more quality partnerships for exchanges and double degrees, and in prestigious published research outputs.

OBJECTIVE 1: Successfully complete the AACSB accreditation.

OBJECTIVE 2: Initiate the EQUIS accreditation process and prepare the School to complete it successfully.

OBJECTIVE 3: Initiate the FT Rankings process and revise the EDUNIVERSAL process.

OBJECTIVE 4: Keep investing in the current accreditations and recognitions of the School (e.g., AMBA, RICS, Institute of Actuaries, CFA University Affiliation Program, PMI,...)

OBJECTIVE 5: Increase International student population in programs in English and in Portuguese.

STRATEGIC GOAL #1 FOLLOW-UP: INTERNATIONAL RECOGNITION

OBJECTIVE 1: Successfully complete the AACSB accreditation.

STATUS:

- Completed successfully for a 5-year term.
- New objective:
 - Prepare the CIR (Continuous Improvement Review).
 - Submit initial report before May 31st, 2021.
 - This is a seriously demanding task.

OBJECTIVE 2: Initiate the EQUIS accreditation process and prepare the School to complete it successfully.

STATUS:

- Initial contact made with the EFMD Headquarters in Brussels in 1Q 2019;
- ISEG was visited in June 2019 by the EFMD Officer responsible for accreditations (David Asch);
- The Dean attended the EFMD Strategic Leadership Program in Brussels in October 2019;
- The Dean attended the Deans' conference in February 2020 in Milan;
- The school is preparing the Datasheet for initial assessment to submit in the 4Q2020.

OBJECTIVE 3: Initiate the FT Rankings process and revise the EDUNIVERSAL process.

STATUS:

- Regarding the Financial Times Rankings:
 - The Dean of ISEG contacted the FT in December 2018 (it was the first time the FT heard about ISEG) and obtained detailed information on rankings and requirements.
 - The analysis made in December 2018 lead to some conclusions:
 - The MiF (Masters in Finance) formally meets the requirements but the ranking exercise was not performed in 2019 by the FT. ISEG entered the FT Global Rankings of 2020, with its Master in Finance, ranked #31 in the world, a remarkable achievement.
 - ISEG lacks the minimum requirements for consideration in several categories:
 - A MiM (Masters in Management) fully taught in English for an international student population majority of no-previous-work-experience students with prior studies in Economics/Management, with 3 years of history with a minimum 30 students graduating per year. ISEG prepared a new syllabus for a MiM in 2019-2020, submitted it for approval by the national accreditation agency A3ES, got approval in 2020 and started the first edition of the MiM in September 2020.
 - Regarding the MBA the requirement is for 3 years of a minimum 30 students graduating in their cohorts in a program fully taught in English. At ISEG, 2020 was the first year in which students graduated in an MBA program taught in English. The intake of students in 2019 was lower than 30, though, which requires attention. The program was fully redesigned for 2020-21. Admissions held close to similar numbers to the previous year, despite the pandemic, which is noteworthy bt possibly insufficient for FT standards.

- Regarding Executive Education:
 - In Customized Programs, our Executive Education does not yet meet the minimum revenue scale to be even considered.
 - In Open Enrolment Programs, it is the “general management” programs that are assessed, with a maximum of 2 programs for category General Programs and a maximum of 2 programs for category Advanced Programs. The portfolio we had in 2018-2019 was not designed for this objective. Still the Dean made the effort of selecting programs and contacting students to participate in the survey. The good news was that the participation rate was high. The bad news was that the quality of the surveys was not sufficiently good to be included in the FT Exec Ed list of 2019. A similar process was followed in 2019-2020. For 2021 (based on data of year 2020) the FT will not be conducting Executive Education Rankings, given the difficulties felt by reputed schools throughout the world.

- Regarding EDUNIVERSAL:
 - The Dean and the Associate Dean for International Affairs attended the Annual Convention in October 2019. In 2020 the convention was held virtually.
 - ISEG kept its 3 palms in this ranking. The good news was the increase in the votes of the deans, which made us raise in the ranking for Portugal in 2019 and again in 2020.
 - Investment needs to be made in the portals run by Eduniversal and in the participation in their events.
 - The reply rates of our 2nd year students are typically low.

OBJECTIVE 4: Keep investing in the current accreditations and recognitions of the School (e.g., AMBA, RICS, Institute of Actuaries, CFA University Affiliation Program, PMI,...)

STATUS:

- AMBA: The school is following the recommendations made and restructuring the MBA program. Two progress reports were prepared and submitted in 2020 and both were approved.
- RICS: The school was visited in 2019 for reaccreditation, which was successful.
- IFoA: The school was visited in 2019 for reaccreditation, which was successful.
- CFA: The affiliation is in place. The school invests strongly in this relationship.
- PMI: Partnership is in place.

OBJECTIVE 5: Increase International student population in programs in English and in Portuguese.

STATUS:

- ISEG introduced more masters programs (Accounting, Applied Econometrics and Forecasting, Data Analytics for Business, Master in Management) and bachelor programs taught in English (Finance).
- ISEG is discussing the establishment of new dual programs (examples are the University of São Paulo and the INSPER in Brazil, and Normandie in France).
- ISEG is establishing more partnerships with top international schools for exchanges (recent ones: Copenhagen Business School, IESEG, emLyon, NEOMA, FIU, K.U. Leuven, Rotterdam, Aalto, Tilburg).
- The pandemic situation and the mobility limitations it inflicts is an issue at the moment, though.

STRATEGIC GOAL #2: A SCHOOL THAT ADDRESSES THE 17 SDGs

ISEG'S diverse and multidisciplinary faculty produce research and are engaged with a variety of topics that have recently become central worldwide.

As a bonding mechanism in the school, and also with the purpose of actively contributing to a better world, ISEG's initiatives and outputs that relate to the United Nations' Strategic Development Goals should be clearly organized and communicated.

The ways in which ISEG addresses the 17 SDGs are diverse: in faculty research, student projects, or alumni initiatives, to name only a few.

OBJECTIVE 1: Collect individual data on how ISEG's population addresses the SDGs.

OBJECTIVE 2: Aggregate the individual data and produce, for the school as a whole, the "ISEG platform for sustainability".

OBJECTIVE 3: Host a sizeable annual event on sustainable development in which the role of ISEG is recognized.

OBJECTIVE 4: Design and Implement a sustainability plan for the School.

STRATEGIC GOAL #2 FOLLOW-UP: A SCHOOL THAT ADDRESSES THE 17 SDGs

OBJECTIVE 1: Collect individual data on how ISEG's population addresses the SDGs.

STATUS:

- The school started the process in 2019. An ISEG SDG Champions Team has been formed and designed a plan for information collection in 2020.
- Information was collected internally in 2020 and should be presented to the school community in the beginning of 2021.

OBJECTIVE 2: Aggregate the individual data and produce, for the school as a whole, the "ISEG platform for sustainability".

STATUS:

- The system for information treatment and dissemination was devised in 2019.
- Information was collected internally in 2020 and should be presented to the school community in the beginning of 2021.
- In this field, an experienced consultant (Advisor to the Dean) was hired in 2020 to coordinate these tasks.,

OBJECTIVE 3: Host a sizeable annual event on sustainable development in which the role of ISEG is recognized.

STATUS:

- There are several plans for events in 2020 specifically addressing sustainable development, including the launch of the MiM.
- The pandemic situation implied delaying this project.

OBJECTIVE 4: Design and Implement a sustainability plan for the School.

STATUS:

- The school has made significant progress in several aspects:
 - Garbage collection and waste treatment;
 - The first drinking Tap water points have been installed;
 - LED light bulbs have been installed throughout the school;
 - Heating and air conditioning systems are being replaced by more advanced systems;
 - The school has assessed the energy efficiency level of its buildings;
- However, a full assessment and plan should be produced in 2021, for implementation in 2022.

How do our research and third mission engagement actions contribute to these 17 boxes?



STRATEGIC GOAL #3: A SCHOOL THAT INNOVATES AND EXCELS IN EDUCATION

ISEG educates professionals with highly developed analytical thinking and problem-solving skills, who adopt a collaborative attitude in teamwork and as leaders, who are able to communicate their ideas and vision, who build on a solid technical background, and who are responsible and ethical professionals with a social conscience.

Our programs must adapt to the new age of technology and digitalization and to the concerns of the 21C organizations. ISEG's multidisciplinary structure provides students with a unique blend of quantitative and qualitative knowledge, a blend that is evolving and reflects new themes and methods in the curricula and programs offered.

OBJECTIVE 1: Revise and Update curricula of the different programs to better incorporate new requirements in soft and hard skills.

OBJECTIVE 2: Increase the offer in programs in English for a broader international student coverage.

OBJECTIVE 3: Establish more prestigious international partnerships – e.g., with double degrees – to strengthen the competences of our graduates.

OBJECTIVE 4: Design and implement new programs that deal with topics on Tech, Data Science and Business Analytics.

OBJECTIVE 5: Develop and promote more innovative executive education and lifelong learning programs that engage the School with relevant players in the market.

OBJECTIVE 6: University-wide programs - develop programs with other schools of the University of Lisbon where synergies can be materialized.

STRATEGIC GOAL #3 FOLLOW-UP: A SCHOOL THAT INNOVATES AND EXCELS IN EDUCATION

OBJECTIVE 1: Revise and Update curricula of the different programs to better incorporate new requirements in soft and hard skills.

STATUS:

- Huge effort is being put into introduction of new programs (Masters in Accounting, MiM, Masters in Data Analytics for Business), in revision of contents and structure of programs (examples: Bachelors in Economia/Economics, Masters in Applied Econometrics and Forecasting, Masters in Actuarial Science Mestrado em Gestão da Ciência e da Inovação).
- The school is hiring more faculty with profiles that can help develop the hard skills common component of education (such as python coding) and has plans to develop this area with some form of e-learning.
- The Boost Your Talent program was replaced with new UpSkill Week that, with time, will be mandatory for all undergraduate students.
- All 1st year undergraduates were tested for their level of English for the first time in 2019-2020. The same should happen in the second semester of 2020-2021.
- The school also promoted a special personal development week (The Future U Week) in October 2020.
- Some plans face delays due to the current pandemic situation.
- On the other hand, a profound technological change was introduced in the campus, in all programs and in all course units. All classrooms are fitted with video cameras and microphones.
- This is an ongoing task.

OBJECTIVE 2: Increase the offer in programs in English for a broader international student coverage.

STATUS:

- The school is increasing the offer of programs in English, with the bachelors in Finance offered in English since 2019, 4 new masters programs (Accounting, Data Analytics for Business, Law and Management, Master in Management), 3 of which introduced in 2020 and 1 to be introduced in 2021, and 2 masters program that used to be taught in Portuguese that are now offered in English (Applied Econometrics and Forecasting since 2020, and Management and Industrial Strategy, planned for 2021).

OBJECTIVE 3: Establish more prestigious international partnerships – e.g., with double degrees – to strengthen the competences of our graduates.

STATUS:

- Strong effort is being put into establishing new partnerships with schools of high reputation.
- Dual Degree with Kozminski is being implemented and students Exchange will take place for the 1st time in 2020.
- Dual Degree in the Licenciatura em Gestão/Bachelors in Management is being discussed (final stages) with the University of São Paulo and with INSPER.
- Dual Degrees for the new MiM are also in negotiation.
- Important agreements for student exchange have been signed with prestigious schools: Copenhagen Business School, K.U. Leuven, IÉSEG France, Normandie, Florida International University, Western Michigan University, University of South Carolina, Aalto and Rotterdam are examples.

OBJECTIVE 4: Design and implement new programs that deal with topics on Tech, Data Science and Business Analytics.

STATUS:

- The school is introducing new masters programs in this field.
- In the executive education area, there also new programs in these topics.
- New faculty are being hired with these skills.

OBJECTIVE 5: Develop and promote more innovative executive education and lifelong learning programs that engage the School with relevant players in the market.

STATUS:

- There are executive education/lifelong programs in partnership with reputed players in the market, both in the corporate world and in academia (for example, with IST).
- This is an effort that requires internal resources but also the support of relevant players in the market. Our Alumni and partners must give us the “benefit of the doubt” and invest in our executive education programs to boost reputation.
- This is an ongoing project.

OBJECTIVE 6: University-wide programs - develop programs with other schools of the University of Lisbon where synergies can be materialized.

STATUS:

- There is a new Masters in Law and Management being offered jointly with Faculdade de Direito;
- In executive education there are new programs being designed jointly with IST.
- There is a new doctoral program in Agricultural Innovation in Tropical Food Chains offered jointly with Instituto Superior de Agronomia and the Instituto Nacional de Investigação Agrária e Veterinária (INIAVE).
- There is discussion of collaboration in undergraduate programmes with FL, ISCSP and IGOT.

STRATEGIC GOAL #4: A SCHOOL OF EXCELLENCE IN RESEARCH

ISEG's faculty are active researchers, with increasing published output. The school values the interdisciplinary approach and variety of methodologies adopted. The research consortia CSG and REM are highly regarded by the national research council FCT – Fundação para a Ciência e para a Tecnologia.

ISEG aims to provide a research-friendly environment with appropriate science management support, that attracts top researchers in the different fields of management and economics. The school rewards innovative research that expands the frontiers of knowledge and creates impact in society.

OBJECTIVE 1: Be successful in assessment by FCT of the research consortia CSG and REM.

OBJECTIVE 2: Strengthen the ISEG Research structure.

OBJECTIVE 3: Reward research with prizes for top publications.

OBJECTIVE 4: Support the development of the new Experimental X Lab.

OBJECTIVE 5: Incentivize research project funding with applications to new calls from FCT, ERC, etc.

OBJECTIVE 6: Disseminate and advertise research output that creates impact.

OBJECTIVE 7: Follow the development of the project of expansion of Metropolitano de Lisboa and its impact on ISEG's buildings.

STRATEGIC GOAL #4 FOLLOW-UP: A SCHOOL OF EXCELLENCE IN RESEARCH

OBJECTIVE 1: Be successful in assessment by FCT of the research consortia CSG and REM.

STATUS:

- The research consortia were both evaluated as Very Good.

OBJECTIVE 2: Strengthen the ISEG Research structure.

STATUS:

- There was a plan for a new space allocated to the activities of ISEG Research, in which there is the expectation of more synergies being developed between all centers and consortia. The pandemic and social distancing rules have dictated suspending those plans.
- A taskforce to better study the governance of ISEG's research activities was set up and is currently discussing the legal structure and future governance of the ISEG Research entity and of the current research centers. The Dean is also analyzing these matters together with the Rector of the University of Lisbon.

OBJECTIVE 3: Reward research with prizes for top publications.

STATUS:

- It has not yet been possible to find an internal solution in the school for this;
- A sponsor for research prizes needs to be identified.
- This topic should be addressed in 2021.

OBJECTIVE 4: Support the development of the new Experimental X Lab.

STATUS:

- The X Lab has been inaugurated and is functioning normally.

OBJECTIVE 5: Incentivize research project funding with applications to new calls from FCT, ERC, etc.

STATUS:

- The ISEG Research structure, faculty and researchers have been active in this field, with some recent success (such as the Project lead by Idalina Sardinha and the project lead by Marta Varanda).

OBJECTIVE 6: Disseminate and advertise research output that creates impact.

STATUS:

- Whenever the Communication department receives information on prizes or specific relevant outputs, this information is communicated to the school and, sometimes, to the media.
- This information is also present in ISEG's new (2020) weekly Newsletter, and in the Newsletters of the research consortia CSG and REM.

OBJECTIVE 7: Follow the development of the project of expansion of Metropolitano de Lisboa and its impact on ISEG's buildings.

STATUS:

- Taking into account the plans of Metropolitano de Lisboa (ML), ISEG is reorganizing its buildings and research-related areas.
- ISEG has already received financial compensation from ML.
- The building destruction and excavation of works should start in the second quarter of 2021.
- The pandemic situation shifted the focus of infrastructure (and time) investment to guarantee technological conditions and know-how for programs to be taught online, in-person, and in hybrid and blended solutions.

STRATEGIC GOAL #5: AN INNOVATIVE, ENTREPRENEURIAL AND COLLABORATIVE MINDSET

ISEG wants to enhance its presence in entrepreneurship and innovation. With an alumni portfolio filled with distinguished entrepreneurs and business leaders, together with ISEG's collaborative culture, we view the creation of a new center-lab for innovation as the next step.

ISEG's historical role and expertise in educating business and political leaders, together with its central location in one of the trendiest neighborhoods of Lisbon, make it a vibrant campus for new businesses to bloom and old businesses to grow.

OBJECTIVE 1: Create and develop a new center-lab for Innovation (ISEG Start Up & Grow Up Lab), with faculty, students, companies, and industry sponsors involved.

OBJECTIVE 2: Attract funding and attention for the activities of this new Innovation Lab.

OBJECTIVE 3: Stimulate the dissemination of a collaborative entrepreneurial mindset and culture for ISEG students and for students of other schools of the University of Lisbon.

STRATEGIC GOAL #5 FOLLOW-UP: AN INNOVATIVE, ENTREPRENEURIAL AND COLLABORATIVE MINDSET

OBJECTIVE 1: Create and develop a new center-lab for Innovation (ISEG Start Up & Grow Up Lab), with faculty, students, companies, and industry sponsors involved.

STATUS:

- There are have been conversations and different proposals on the table, but no concrete action.
- There is also the ULisboa incubator, in which ISEG students can take part.
- ISEG has plans for this area, to be developed in 2021.

OBJECTIVE 2: Attract funding and attention for the activities of this new Innovation Lab.

STATUS:

- On hold.

OBJECTIVE 3: Stimulate the dissemination of a collaborative entrepreneurial mindset and culture for ISEG students and for students of other schools of the University of Lisbon.

STATUS:

- There are some interesting initiatives by ISEG students, in collaboration with students of other schools, but still insufficient.

STRATEGIC GOAL #6: ENGAGEMENT – A SCHOOL THAT IS CENTRAL TO SOCIETY, COMPANIES, OTHER ORGANIZATIONS, AND TO LISBON

ISEG's role as the 1st school of economics and management to be founded in Portugal, allied with the distinction of its alumni of all generations, results in a unique heritage we are proud to honor. ISEG's central location in Lisbon, right next to the Parliament and close to the river, is another distinctive feature of this school. ISEG's physical presence in the center of a large cosmopolitan city, neighbor to the business and political worlds, makes it a city school that also cares about people, real estate and mobility in large cities in the 21C.

Those who visit ISEG and its academic, corporate or cultural events typically experience a special "ISEG network effect" of this ecosystem: faculty, students, professional staff, alumni, and other partners in society establish links of trust and proximity, which are at the heart of our culture.

It is time to better formalize the special bonds that exist between ISEG and its alumni, companies and other organizations, as partners of our Foundation, as donors, as advisors, as lifelong students.

OBJECTIVE 1: Build an Alumni Database (including international nodes) and use it.

OBJECTIVE 2: Formalize with protocols the relationship between ISEG and strategic partners.

OBJECTIVE 3: Build a fund-raising program with strategic partners to improve ISEG's campus/infrastructure and education portfolio.

OBJECTIVE 4: Develop studies that impact life in Lisbon.

STRATEGIC GOAL #6 FOLLOW-UP: ENGAGEMENT – A SCHOOL THAT IS CENTRAL TO SOCIETY, COMPANIES, OTHER ORGANIZATIONS, AND TO LISBON

OBJECTIVE 1: Build an Alumni Database (including international nodes) and use it.

STATUS:

- This project is taking much longer than initially intended.
- The starting point is close to zero, which makes its development harder than anticipated.
- There is a new Alumni Strategy plan for 2021. This is absolutely crucial – for international growth, for fundraising, for international accreditations and rankings.

OBJECTIVE 2: Formalize with protocols the relationship between ISEG and strategic partners.

STATUS:

- New partners have joined Fundação Económicas (Accenture and Deloitte in 2019, and Fidelidade in 2020) and more are to be considered.
- Several partners have joined the ISEG Careers activities.
- Sponsoring of a research prize is the next target.
- A distinguished sponsor for the “Noble Hall” should also be found.

OBJECTIVE 3: Build a fund-raising program with strategic partners to improve ISEG's campus/infrastructure and education portfolio.

STATUS:

- This is part of the agenda for 2021-22.

OBJECTIVE 4: Develop studies that impact life in Lisbon.

STATUS:

- Not yet structured, although there are some “independent” research studies addressing the topic.
- With the new SDG initiative, this should become more feasible.

