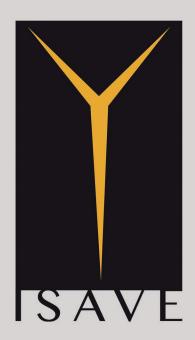


strategic plan 2025-2028



The best way to predict the future is to create it.

Peter Drucker

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21 Final Note



PRESIDENT

PREAMBLE

The President is responsible for presenting the Strategic Plan to SINTDEI, ISAVE's founding body, after consulting the Technical-Scientific Council.

This plan aims to provide a clear and structured vision for the development of the higher education institution (HEI), addressing key areas such as education and training, research, innovation and technological development (RI&TD), internationalization, social responsibility and community, and governance and sustainability. The implementation of this plan is essential for the HEI to grow and adapt to the challenges of higher education in the coming years, ensuring its quality and mission.

On June 6, 2025, ISAVE's Technical-Scientific Council (CTC) provided a positive assessment of the Strategic Plan, emphasizing the significance and relevance of the five axes of action. It is acknowledged that the Strategic Plan reflects the commitment and involvement of the entire teaching and non-teaching community. The body has expressed its maximum involvement, commitment, and effort to achieve the objectives, goals, and indicators outlined in order to guarantee the success of the HEI.

On June 6, 2025, SINTDEI also approved the Strategic Plan for 2025-2028.

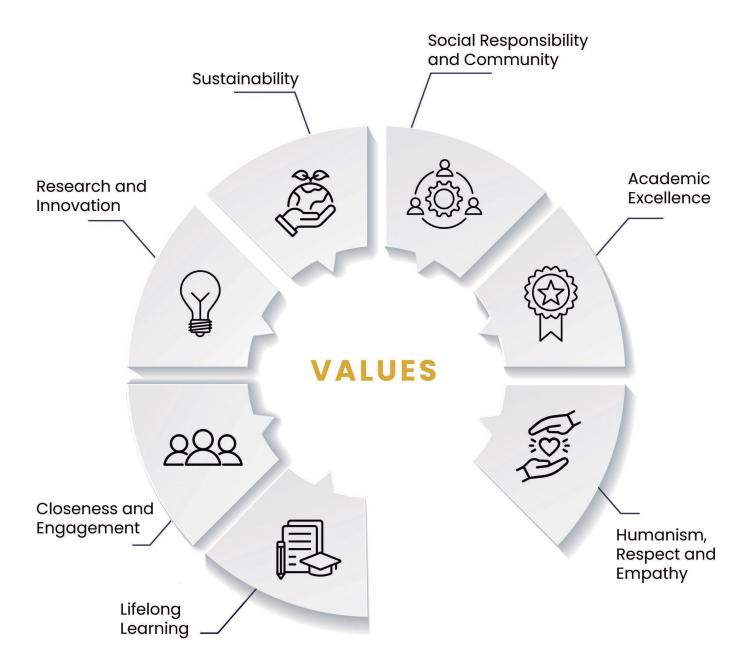
MISSION

ISAVE's core purposes are **education**, **scientific research**, **and the dissemination of knowledge** in its areas of expertise. It also aims to contribute to the **improvement of public health and quality of life** through its own means.

The institution's commitment to **regional development** is further exemplified by its training of future health technology professionals. In addition to its degree programs, ISAVE offers the region a variety of other training initiatives, including activities designed to **foster scientific research** within its areas of expertise and in other fields deemed relevant, as well as the promotion of postgraduate courses.



To fulfill its mission of excellence in education and research, ISAVE is guided by a set of core values that underpin all its activities and decisions. These include:



CURRENT OVERVIEW OF ISAVE

ISAVE – Instituto Superior de Saúde was established in 1999 as a higher education project. Its recognition as being of public interest was published in the Diário da República in 2002, the same year it officially began academic activities. In 2021, ISAVE underwent a change in its founding entity, becoming part of SINTDEI – Sociedade Internacional para o Desenvolvimento e Investigação, Lda. Its statutes were subsequently revised and published on July 7, 2023.

At present, ISAVE provides three undergraduate programs in the domain of health technologies: The institution offers programs in nursing, physiotherapy, dietetics and nutrition, as well as several technical and higher professional courses (Cursos Técnicos Superiores Profissionais—CTeSP) and postgraduate programs. Regarding research, ISAVE is part of the Interdisciplinary Centre for Health Sciences (CICS), with a focus on research in health sciences, technology, and artificial intelligence. Community engagement is also a core focus of ISAVE. Recently, the institution's founding entity assumed management of the Caldelas thermal spa complex, facilitating the provision of services to the local population and integrating these services with the teaching and research activities at ISAVE.

In a context of constant innovation and technological evolution — with significant impacts on society and the labor market — it is essential for HEI to keep pace with these transformations by adjusting their educational offer, promoting interdisciplinarity, and strengthening the connection between academia and the productive sector. The objective is to cultivate skilled professionals who possess the adaptability to meet future challenges.

Within this framework, a SWOT analysis is presented below, aiming to identify ISAVE's position in terms of internal strengths and weaknesses, external development opportunities, and potential sectoral threats, while also providing insight into the current context and foreseeable trends.



- 1. Lean and agile organizational structure that facilitates adaptation to new challenges;
- 2. A diverse educational program with a strong practical component supported by a robust network of external partnerships that strengthen connections with internship sites and professional opportunities;
- **3.** The applied nature of the developed research adds value across regional, national, and international contexts;
- 4. Close ties within the academic community, particularly between governing bodies and teaching staff, students, and technical, administrative, and management personnel;
- 5. A high level of graduate employability reflecting the quality of education provided;
- 6. Progressive development of an internal quality assurance system that is already implemented in some areas and is currently expanding.

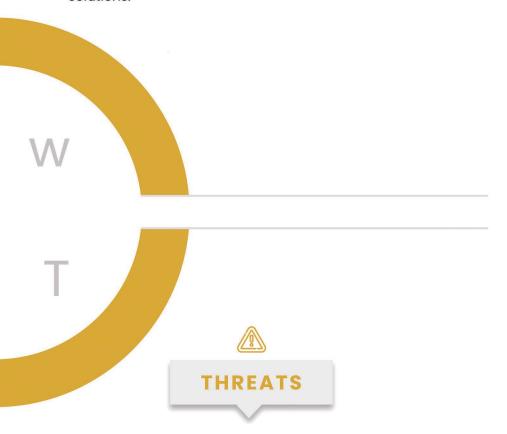


OPPORTUNITIES

- 1. Growing demand for health professionals in new emerging areas, from both national and international applicants;
- 2. Participation in innovative consortia focused on pedagogy and digitalization in health education, as well as membership in RACS;
- **3.** Funding opportunities through European and national programs (PRR, Horizon Europe, Erasmus, and other European research, innovation, and exchange initiatives);
- 4. The recent creation of the ISAVE alumni association strengthens ties with former students, expands professional networks, and fosters collaboration and employment opportunities;
- **5.** Opportunities for continuous training and ongoing specialization in the HEI's areas of expertise.



1. The HEI's peripheral location requires more specific accessibility solutions.



- 1. Strong competition with other higher education institutions for students and investments;
- **2.** A decline in the young population reduces the potential number of new students.

""IT IS NOT THE STRONGEST OF THE SPECIES THAT SURVIVES, NOR THE MOST INTELLIGENT THAT SURVIVES. IT IS THE ONE THAT IS MOST ADAPTABLE TO CHANGE."

CHARIES DARWIN



STRATEGIC PILLARS

ISAVE defines itself as a leading institution in the field of health technologies. To consolidate this position at the national and international levels in the coming years, ISAVE has identified a set of strategic pillars based on a previous SWOT analysis. These pillars focus on key areas and activities to ensure the fulfillment of the institution's mission.

Over the next four years, ISAVE is committed to operating within these strategic areas to strengthen its responsiveness and adaptability to sector challenges.

Strategic Pillar 1:

Education and Training

Strategic Pillar 2:

Strategic Pillar 2: Research, Innovation, and Technological Development (RI&TD)

Strategic Pillar 3:

Internationalization

Strategic Pillar 4:

Social Responsibility and Community

Strategic Pillar 5:

Governance and Sustainability

The following sections present the objectives to be achieved through the implementation of this Strategic Plan for 2025–2028 for each of the strategic pillars.

Strategic Pillar 1:

Education and Training



STRATEGIC OBJECTIVE:

Ensure optimal teaching and learning conditions for current programs of study.

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|---|---|--|
| Foster the use of innovative teaching and learning methodologies; | Percentage of faculty members using innovative methodologies (active and dynamic learning, blended learning, gamification, among others); | Implement innovative methodologies in at least 50% of course units; |
| Promote an inclusive and supportive learning environment, with psychological and academic support for students; | Student satisfaction level with the services provided; | Satisfaction score equal to or above 4 (on a scale from 0 to 5), measured through pedagogical surveys; |
| | Utilization rate of infra- structures (classrooms, laboratories, technological equipment); | 90%; |
| Ensure adequate infrastructure for teaching and learning (classrooms, equipment, digital resources, etc.); | Percentage of classrooms equipped with new equipment and/or digital teaching resources, or expanded spaces; | 70%; |
| | Student and faculty satisfaction with available infrastructures and resources; | Satisfaction score equal to or above 4 (on a scale from 0 to 5), measured through pedagogical surveys; |
| Expand and/or reorganise the HEI's spaces, ensuring environmental sustainability and adapting infrastructure to the growth and evolution of the academic offer; | Number of expanded and/ or reorganised spaces; | Expand and/or reorganise at least 20% of physical spaces; |

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|--|--|--|
| Assess student satisfaction with teaching and learning conditions and implement improvements based on the results; | Percentage of students participating in satisfaction surveys; | Average of 90%; |
| | Average satisfaction index of students with teaching and learning conditions; | Satisfaction score equal to or above 4 (on a scale from 0 to 5), measured through pedagogical surveys; |
| | Number of improvements implemented based on evaluation results; | At least 4 improvements implemented; |
| Monitor the quality of internship sites. | Average satisfaction index of students and faculty regarding internship host conditions. | atisfaction score equal to or above 4 (on a scale from 0 to 5), measured through pedagogical surveys. |



STRATEGIC OBJECTIVE:

Improve the pedagogical and scientific capacity of the teaching staff.

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|--|---|---|
| Encourage faculty to invest in their careers through continuous and progressive academic training; | Percentage of faculty with a PhD and/or specialist title under Decree-Law No. 119/2019; | At least 70%; |
| Promote continuous training and professional | Number of training hours delivered by ISAVE's Centre for Pedagogical Innovation (CIP); | At least 25 hours per academic year; |
| development of the teaching staff; | Percentage of faculty participating in pedagogical and scientific training sessions; | Average of 90%; |
| Increase the certification of faculty training in digital skills. | CIP certification obtained. | Approved. |





Expand the educational offer across various levels of education.

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|--|---|-------------|
| Create Bachelor's degree programmes; | Number of Bachelor's programmes accredited by A3ES; | At least 2; |
| Create Master's degree programmes ; | Number of Master's programmes accredited by A3ES; | At least 4; |
| Create advanced and/or non-degree postgraduate training courses. | Number of courses approved by the Technical-Scientific Council (CTC). | At least 8. |

Strategic Pillar 2:

Research, Innovation, and Technological Development (RI&TD)



STRATEGIC OBJECTIVE:

Sustain the scientific activity of the Interdisciplinary Centre for Health Sciences (CICS).

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|---|---|---|
| Enable faculty and researchers to secure competitive funding; | Number of applications submitted for external funding; | Submit at least 5 applications per year; |
| Encourage applied research and knowledge | Number of projects developed with companies/ health institutions; | Establish at least 5 new partnerships per year with companies or health institutions; |
| transfer to the health technologies sector; | Number of scientific events organized; | Organize at least 5 scientific events annually for knowledge dissemination; |
| Strengthen student involvement in CICS scientific activities; | Number of students involved in research projects; | Involve all students in CICS scientific activities; |
| vimplement new research lines. | Number of research lines developed. | Create 1 new research line in digital technologies applied to health. |



STRATEGIC OBJECTIVE:

Fostering partnerships with research entities/units that focus on relevant and strategic areas for ISAVE.

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|---|---|---|
| Strengthen integration into research networks and consortia by promoting | Number of research networks or consortia in which ISAVE participates; | Join at least 4 new research networks or consortia; |
| inter-institutional cooperation in research; | Number of collaborative projects initiated through these networks; | Develop at least 4 collaborative projects; |
| Encourage research with national and international partners; | Number of formal partnerships established with research centers and universities; | Formalize at least 4 new research partnerships; |
| Promote the exchange of faculty and lines of research that can be developed jointly; | Number of faculty involved in scientific mobility (technical visits, research internships); | Send at least 12 faculty members to scientific mobility programmes; |
| Create services in the region that promote the health and well-being of the population. | Number of participations by faculty and researchers in scientific conferences. | Ensure participation in at least 10 conferences per year. |



STRATEGIC OBJECTIVE:

Increase scientific output.

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|--|---|---|
| Promote scientific production and the publication of articles in indexed journals; | Number of articles published in indexed journals (Scopus, Web of Science); | Publish at least 20 scientific articles per calendar year; |
| Promote scientific production and the publication of articles in the "TER ISAVE - Investigação & Inovação em Saúde" journal; | Number of editions of the journal; | Publish at least 1 bilingual edition per year; |
| Strengthen the integration of students in scientific production; | Percentage of students with work published in ISAVE's repository or journal or other means of scientific dissemination; | At least 10%; |

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|--|---|---|
| Encourage the submission of patents and registration of intellectual property; | Number of patents submitted or registrations made; | Submit at least 1 patent application or intellectual property per year; |
| Encourage scientific production with national and international partners. | Number of scientific publications resulting from partnerships established with research centers and universities. | Publish 4 joint scientific articles. |

Strategic Pillar 3: Internationalization



STRATEGIC OBJECTIVE:

To increase Research and International Cooperation.

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|---|---|--|
| To keep integration in networks/consortia in which ISAVE is already active; | Continuity rate in the networks/consortia in which ISAVE participates; | 100%; |
| Develop an exchange with other international entities that makes the institution | Number of international partnerships established; | Estabelecer pelo menos 4 novas parcerias internacionais com universidades ou centros de investigação de alta qualidade; |
| attractive to high quality teachers and researchers, providing an environment for exchanging ideas and experiences. | Number of international teachers, researchers and/or administrative and management staff involved in exchange programs. | Receive at least 10 international teachers, researchers and/or administrative and management staff in exchange programs (visits, lectures, research collaborations). |





Increase academic mobility and international cooperation initiatives/activities.

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|---|---|--|
| Increase academic mobility of teaching and non-teaching staff and students (ERASMUS); | Number of mobilities of teaching and non-teaching staff and students; | Increase by 10% the number of mobilities of teaching and non-teaching staff and students in the ERASMUS program; |
| Promote an international dynamic, integrating teachers, non-teaching staff and students; | Number of international activities involving teachers, non-teaching staff and students (such as lectures, workshops, exchanges, BIPs, conferences); | Hold at least 4 international activities (lectures, workshops, exchanges, BIPs) with the participation of teachers, non-teaching staff and students; |
| Establish cooperation agreements with a view to carrying out joint training activities with other foreign entities. | Number of joint training activities promoted. | Create at least 4 joint training programs with foreign entities; |



STRATEGIC OBJECTIVE:

Attract foreign students.

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|---|---|---|
| Increase the HEI's visibility in strategic international markets; | Number of digital marketing campaigns aimed at international audiences; | Launch at least 2 annual campaigns in target countries; |
| Establish partnerships with universities and exchange agencies; | Number of cooperation agreements signed; | Sign at least 3 new international agreements; |
| Monitor the quality of services for welcoming and integrating foreign students. | Level of satisfaction among foreign students. | Satisfaction rate equal to or greater than 4 (scale of 0 to 5), through the application of pedagogical surveys. |

Strategic Pillar 4:

Social Responsibility and Community



OBJETIVO ESTRATÉGICO:

Fomentar princípios de responsabilidade social nas múltiplas ações.

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|---|---|--|
| Implement volunteering projects and social actions involving the entire academic community; | Number of volunteering projects carried out annually; | Desenvolver pelo menos 2 projetos de voluntariado por ano; |
| Promote citizenship at the HEI | Number of internal awareness campaigns carried out; | Carry out at least 3 annual campaigns for students and staff; |
| Support students in situations of socio-economic vulnerability; | Taxa de aprovação das candidaturas submetidas no âmbito das Bolsas de Estudo a Estudantes do Ensino Superior atribuídas pela DGES; | Obtain an approval rate of, at least, 80%; |
| Maintain membership of social organizations or consortia. | Number of social organizations or consortia in which the institution actively participates. | Ensure active participation in at least 2 social organizations or consortia. |



OBJETIVO ESTRATÉGICO:

Promote mechanisms that bring the scientific-pedagogical project closer to the community.

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|--|---|---|
| Promote pedagogical activities with a direct relationship with the community; | Number of pedagogical actions carried out aimed at the community; | Carry out at least 4 actions a year with a direct impact on the community; |
| Promote the involvement of students in pedagogical and extracurricular activities with a view to promoting their personal development and that of the populations; | Number of pedagogical projects and extracurricular activities with student involvement; | Include students in at least 4 projects/activities a year with an impact on the community; |

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|---|---|---|
| Promote artistic, cultural and civic activities; | Number of cultural, artistic or civic events organized or supported; | Organize or support at least 3 annual events open to the community; |
| Create services in the region that promote the health and well-being of the population. | Number of consultations/ interventions carried out with the population. | Reach a minimum of 200 consultations/interventions with the community per year. |



STRATEGIC OBJECTIVE:

Promote Social Impact and Development Cooperation.

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|--|---|---|
| Create and implement academic and scientific collaboration projects/activities with higher education institutions and organizations in developing countries; | Number of cooperation projects/activities formalized and underway; | Establish at least 1 new cooperation project with institutions in developing countries; |
| Facilitate academic mobility and volunteering that promote positive social impact in vulnerable communities; | Number of students, teachers, non-teaching staff and researchers involved in exchanges and/or social impact activities; | Increase the number of participants in social exchange programs by 5%; |
| Implement academic and community actions that contribute to the Sustainable Development Goals (SDGs), such as quality education and reducing inequalities. | Number of projects and events carried out in line with the SDGs. | Carry out at least 2 initiatives directly linked to at least 1 priority SDG. |

Strategic Pillar 5:

Governance and Sustainability



STRATEGIC OBJECTIVE:

Consolidate the Internal Quality Assurance System (SIGQ-ISAVE).

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|--|---|--|
| Continuously monitor and improve academic and administrative processes; | Number of processes reviewed and optimized annually; | Review and optimize at least 4 internal processes per year; |
| Increase the participation of teachers, students and staff in quality assessment; | Response rate to satisfaction and institutional assessment surveys; | Achieve an average response rate of 90% in annual surveys; |
| Promote training sessions on quality for teachers and staff; | Number of training sessions held and number of participants; | Hold at least 2 annual training sessions, with a minimum average attendance of 80% of employees; |
| Ensure internal self-assessment procedures and implementation of corrective actions; | Number of self-assessment reports and proposed improvements; | Draw up at least 1 annual self-assessment report with proposals for improvement; |
| Ensure compliance with legal requirements and | Number of internal audits carried out; | Carry out at least 1 internal audit per year with 80% compliance in the criteria assessed; |
| quality standards. | Audit carried out by A3ES. | Certification. |





Encourage Digital Transition in administrative processes.

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|--|---|---|
| Implement digital platforms for academic and administrative management; | Number of academic and administrative processes digitized; | Digitize the maximum number of academic and administrative processes in progress; |
| Promote ongoing training in digital skills for teachers and technical, administrative and management staff; | Number of training courses held and number of participants; | Offer at least 20 hours of training per year, with 80% of employees taking part; |
| Encourage collaboration and sharing of good digital practices between teachers and technical, administrative and management staff. | Number of meetings or working groups on digital practices. | Hold at least 1 meeting per year to share good digital practices. |



STRATEGIC OBJECTIVE:

Promote the improvement of sustainable and efficient governance practices.

| OPERATIONAL OBJECTIVE | INDICATOR | TARGET |
|--|--|---|
| Promote environmental sustainability at the HEI; | Report on the implementation of ISAVE's sustainability policy; | Compliance with the guidelines issued in ISAVE's sustainability policy; |
| Implement waste management and recycling processes; | Amount of waste recycled per month; | Amount of waste recycled per month; |
| Carry out awareness campaigns on sustainability practices. | Number of campaigns carried out. | Carry out at least 3 awareness campaigns on sustainability. |

FINAL NOTE

The Strategic Plan 2025 - 2028 reflects the institution's commitment to excellence, innovation and long-term sustainability. Its implementation will require the involvement and commitment of the entire academic and administrative community, aligning efforts to achieve the established goals. Through this plan, the HEI aims to consolidate its position as a benchmark in higher education, seeking to ensure that its students, teachers and staff have the best conditions to develop and contribute to the progress of society. We will closely monitor progress and adjust strategies as necessary, with the aim of ensuring the institution's continued success.

