

# STRATEGIC PLAN 2021/25

Cooperativa de Ensino Superior Artístico do Porto  
Escola Superior Artística do Porto

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## 1. Introduction

The document here presented reflects the main action lines and fundamental strategies for the 2021-2025 period. This period coincides with a significant part of the mandate of the current Board of Directors, sworn in in May 2022, which is also responsible for building this programme as far as ESAP is concerned.

The proposed Strategic Plan is adapted to the reality of our institution and is methodologically and conceptually in line with good international practice. In it, we consider international universities as a reference, as well as the enriching interactions and learning that we have been establishing with our partners. Since ESAP has undergone qualitative development in recent years, this expresses our desire to occupy a strategic, participatory and operative position in the national and international academic context, as well as in the field of contemporary art.

This document is therefore open, potential and we hope it will mobilise ESAP and all its members. It is a journey dominated by a critical, dynamic and responsible attitude that we intend to continue. This task has only been and will continue to be possible with everyone's contribution.

## 2. Mission

Cooperativa de Ensino Superior Artístico do Porto (CESAP) is the founding organisation of Escola Superior Artística do Porto (ESAP) and it is a non-profit organisation of public utility, established in May 1982 and legalised by deed published in Diário da República no. 202, III series, of 1 September 1982, with authorisation to operate granted by dispatch 129/MEC/86 of 28 June.

Since 2021, ESAP's current location, in the eastern part of the city, has been a strategic choice that has been seen to promote interaction with both local authorities and the urban environment in which it is located. The potential of this geographical area is aimed at a redevelopment process that is seen as a strong aggregator with a range of values, both ecological and collaborative, taking advantage of important infrastructures and urban facilities that already exist. ESAP will continue to develop various bilateral agreements with European and Latin American universities, optimising the international mobility of teachers, students and staff.

The various media that shape contemporary artistic and architectural productions support the teaching practised here. Through an interdisciplinary practice, understood as a space for confrontation, in which different experiences and multiple perspectives intersect, the student builds their field of reference.

ESAP is a place where research is encouraged and where artists, theoreticians, researchers, curators and other national and international professionals, both internal and external to the institution, meet. The place it occupies in the field of arts and architecture can be seen in the growing recognition of its peers.

Considering the internal and external context in which the Escola Superior Artística do Porto (ESAP) is considering developing its mission, the choice of a differentiating quality strategy is the fundamental premise if ESAP is to become a leading European institution.

In recent years, ESAP has structured its organisational learning through its activity plans, the growing interaction between its bodies and with those of CESAP. On the other hand, it has been organising, systematising and formalising its strategies and action plans within a new institutional framework: (I) the Programme of Action of the ESAP Board of Directors for the last five years; (II) the operationalisation of the Quality Management System, which includes the creation of the Office for the Promotion of Quality; (III) the creation of Protocols to strengthen relations with regional, national and international partners; (IV) the construction of academic networks, both internal and external, which will allow us to deepen and renew joint projects international quality; (V) the creation of a national and international network of artists, curators, collectors and critics through the DÍNAMO gallery. (VI) creating the conditions for proposing that the DÍNAMO gallery be included in the Portuguese Contemporary Art Network, thus helping to strengthen ESAP's national and international visibility in the field of multiple artistic practices.

In the medium term, we want to establish ourselves among the best schools of higher education in the arts and develop strategies for the economic valorisation of knowledge at regional, national and international level. Promoting broad co-operation agreements, benchmarking the production of knowledge against international standards and strengthening the presence of our researchers, teachers and artists in academic, scientific and artistic collaboration networks are major challenges that we intend to continue to pursue.

In this way, the Strategic Plan reinforces the process of institutional development. ESAP is the result of a collective construction in which we continue to believe.

### 3. Principles and values in management

This Strategic Plan respects the current statutes of CESAP and ESAP, both of which are recognised internally by the academic community and externally by the supervisory body. ESAP's academic autonomy vis-à-vis CESAP, critical thinking and freedom of opinion and expression are historical principles that are guided by the exercise of a type of management that respects difference and defends inclusion, in line with our institution's best practices.

CESAP-ESAP has a unique legal status in the world of higher education in Portugal and Europe, particularly important when it comes to areas such as thought, the arts, training, research and the production and dissemination of knowledge. International consolidation, equal rights and duties, independence and the refusal of any form of crystallisation guide the project we are presenting here.

The creation of the Office for the Promotion of Quality, which will be responsible for defining ESAP's quality policy, will certainly be a strategic structure in our institutional life.

## 4. Lines of action

### I - Research and Innovation

The Strategic Plan starts from a situation in which research is being developed in the day-to-day running of ESAP, with positive results.

With a research unit accredited by the FCT, the Arnaldo Araújo Study Centre (CEAA), and a Laboratory for Research in Architecture and Design (LIAD), ESAP has also been developing research within the Departments through the funding of short-term (one-year) collective projects, the ESAP Projects.

Thus, since 2010, ESAP has participated more actively in national and international competitions. Between 2010 and 2015, the ESAP carried out three research projects with FCT funding, involving partnerships with other institutions and a final assessment of A, i.e. very positive. Between 2016 and 2019 there was also a transnational collaborative project with HERA/Horizonte 2020 funding. LIAD has also been developing various projects, including OPO'ARCH, funded by Portugal 2020.

At the same time, an effort was made to integrate students into research, through the opening of calls for ECI - Credited Research Internships, as well as the awarding of research grants within the scope of ongoing projects.

There are already a number of publishing initiatives, including two collections published by CEAA - *Edições Casiras* and *Edições do CEAA* - and *Persona*, a magazine published by ESAP's *Theatre and Film department*, all of which are blind peer-reviewed.

The aim is to ensure that research is a practice at ESAP, linking units, projects and teaching, exploring and maximising synergies in order to make the institution a place of excellence in terms of research and innovation in the field of arts and architecture.

To this end, it will be important not only to maintain but also to promote the development of the incentive policy through the funding of ESAP Research Projects and the publicising and greater implementation of ECI - Credited Research Internships, seeking the involvement of teachers and students in research.

It is also planned to continue launching ESAP Teaching Innovation Projects, where innovation is understood here as the practical translation of ideas into new systems and social interactions, the purpose of which is to introduce and continually update improvements in the student learning process and in the quality of university teaching, thus contributing a cultural evolution that honours the Escola Superior Artística do Porto.

Considering that the search for methodologies that optimise learning is a clear sign of innovation from a dynamic teaching community interested in offering the best possible training, in an institution like ESAP, this search also involves the possibility of interdisciplinary experimentation and the involvement of students in the development of the project.

The institutionalisation of these projects is intended, as has been the case with ESAP research projects, to promote the creation of teams in the field of teaching innovation that contribute to innovation in the field of university teaching.

Support for the existing research units - the Arnaldo Araújo Study Centre and the Architecture and Design Research Laboratory - is another aspect of investment in research, as is the implementation of measures to encourage research in areas that have so far been less worked on at the institution, such as Communication Design.

Publicising national and international tenders among the teaching staff and researchers, together with the creation of mechanisms to support the preparation of applications and the implementation of projects - a Research Support Office (GAI) - with a view to substantially increasing the number of projects and consequently the individuals directly involved in them, is another of the goals for the period considered in this Strategic Plan.

There is already a Research Scholarship Regulation, in collaboration with CESAP, approved by the FCT, which clearly regulates the scholarships awarded within the scope of CESAP, ESAP and its research units and a support structure: the Scholarship Holder Support Office. A substantial increase is expected in the number of grants awarded to CEAA as part of projects and multi-annual funding from the FCT.

Similarly, it is planned to implement the hiring of researchers, both doctorates and research support, within the scope of the FCT's multi-annual funding for the CEAA, the calls for tenders for Scientific Employment and research projects.



Attracting foreign researchers will be another priority for the period, increasing not only the number of research stays for doctoral students on international doctoral programmes, but also for researchers at various career levels. Attracting doctoral students is another of this period's goals.

Another objective for the period is to provide conditions for the realisation of artistic and curatorial research projects directly linked to the teaching and research being carried out at ESAP. In this field, applications for national, international and transnational projects will also be supported.

Participation in national and international consortia for the development of joint projects will be strongly encouraged, and their number is expected to increase substantially by 2025.

For its part, the dissemination of results in the field of research and innovation is a privileged area for investment, with a focus on encouraging the diversification of media and broadening the target audience.

Thus, by 2025 it is hoped to generalise the use of the CiênciaVitae platform for curricula vitae among teachers, researchers and students, as well as the use of networks such as Academia.edu or ResearchGate to disseminate the research produced.

At the same time, an effort will be made to simplify access to the ESAP repository integrated into RCAAP, making it direct for all teaching and research staff and strongly encouraging the sharing of the respective production in an open access regime. A similar procedure will be implemented for dissertations produced within the scope of the courses.

In conjunction with the RCAAP, the commitment to an open access policy also involves implementing the assignment of a DOI to publications published within ESAP or produced by its researchers.

Modernising and boosting the services of the ESAP Library is another objective, with the aim of giving it its own space on the ESAP website, taking steps to make its catalogue publicly available by integrating it into Porbase, investing in access to *online* bibliographic resources and publicising acquisitions through monthly newsletters. Joining the FCCN services is another of the goals of this Strategic Plan.

The integration of research, innovation and training will be strongly encouraged. In the same vein, the aim is to substantially increase the percentage of students taking part in institutional initiatives in the area of entrepreneurship and to promote self-initiative in this field.

## **II - Quality in training**

ESAP has adapted its entire training offer to the structure of degrees and diplomas that resulted from the application of the guiding assumptions of the Bologna Declaration. Likewise, in recent years it has organised and submitted to the Higher Education Assessment and Accreditation Agency several accreditation processes for the study cycles it offers. In this context, ESAP presents itself as an institution responsible for providing higher education that ensures a set of competences, particularly in the areas of knowledge and practice of the arts and architecture.

In terms of training provision, the situation to be considered as a starting point is as follows: five cycles of study leading to a bachelor's degree and three cycles of study leading to a master's degree. The postgraduate programme is intended to be diversified and to include five postgraduate programmes in the areas of arts, design and architecture, thus covering all the existing areas at undergraduate level. By offering postgraduate programmes with or without a degree, ESAP contributes to improving the qualifications of the population and promoting lifelong learning.

In this context, it will be proposed to create a cycle of studies leading to a bachelor's degree in the area of Comics/Illustration, as well as another leading to a master's degree in the area of Performing Arts. These new programmes will strengthen the postgraduate training offer.

As far as the teaching staff is concerned, the institution has an adequate ratio for the training it provides.

Progression in the teaching career will soon be implemented, activating the staff with positions for Associate Professors and Full Professors.

It is also essential to provide multidisciplinary teaching, guaranteeing scientific-pedagogical content, methodologies, pedagogical practices and training contexts which

promote knowledge in the field of arts and architecture. Bringing knowledge closer to the economic and social fabric, maximising synergies, is one of the most important and urgent challenges. Only by being able to guarantee working conditions and skills will it be able to attract students and employers.

In the coming years, ESAP intends to continue to improve the teaching-learning relationship, expand its initial training capacity, promote measures to boost academic success, optimise its teaching resources and support research. Implementing a whole set of strategies to achieve the goals set out in this action plan is the goal by which we will be able to continuously improve training in the light of international benchmarking criteria.

The new DÍNAMO gallery, at 51 Rua dos Navegantes, will soon be completed, enabling close contact and productive exchange between the training and professional fields of the arts.

### **III - Internationalisation**

Internationalisation is one of the main factors driving change in higher education today, where the movement of people and ideas has become widespread, so it is also an important axis of this Strategic Plan for 2021-2025.

Considering that the Erasmus+ programme is a powerful tool for supporting internationalisation, the aim is to increase its use by increasing the number of teaching missions, the circulation of staff and students, as well as the creation of partnerships and international courses.

The aim is to participate in and organise BIP courses - Blended Intensive Programmes. This is a new modality of the Erasmus+ Programme that consists of intensive, interdisciplinary courses that combine an online mobility component with short-term physical mobility, with the aim of promoting new and innovative teaching and learning methodologies.

In the same vein, it is considered important to extend the scope of exchange protocols beyond Europe, with particular emphasis on the CPLP countries, due to their natural linguistic and cultural affinities with Portugal.

To support the movement of people, free Portuguese language courses will continue to be offered foreign students hosted by ESAP and English language courses to teachers and staff, with a view to overcoming linguistic barriers to communication.

Encouraging the construction of international partnerships and consortia with a view to realising artistic, teaching, research or innovation projects, as well as integrating ESAP and its structures - courses, departments, research, production and innovation units - into specialised international networks, is another way of consolidating the institution's international presence.

The integration of exhibitions, international artistic residencies, workshops and seminars with artists of recognised merit, or participation in festivals, biennials and similar international events into the academic day-to-day is another way of promoting internationalisation.

#### **IV - Communication**

Strategic planning for 2021-2025 is based on a more favourable situation, both in terms of ESAP's image and publicity.

From the end of February 2023, the institution's website will have a new graphic image that is more up-to-date, effective and intuitive in terms of content availability. The backoffice will be user-friendly and the content map will reflect ESAP's organisational structure in a clearly intuitive way.

In terms of publicity, the focus will be on a more assertive presence on social networks. The documentation designed to publicise the courses is also more diverse and graphically appropriate, which will make it more appealing to read.

This new website is an important tool for circulating information both inside and outside the institution, as well as in terms of visibility and autonomy, both in terms of information and of courses, departments, research units and other structures of a size that justifies it.

Direct access to the open repository and various , particularly of the projects carried out at the institution, is another new aspect that we intend to continue as a means of disseminating the institution's work.

To this end a substantial increase in the visibility of the institution's main events and activities, as well as the results of the work carried out by teachers, researchers, students and alumni, will be focussed on social networks and the .

A plan will also be drawn up to publicise the courses to potential candidates, including attendance at educational fairs, visits to schools and participation in forums.

An Open Study Day and the activities included in ESAP Junior and ESAP Senior are another way of publicising the work carried out at the school.

The international promotion of courses and projects with a view to attracting foreign students and researchers is another priority for the period.

In order to implement and specialise the planned actions, a Communications Office will be created to act as a direct support structure for the Board of Directors.

The Alumni Office, which has also been created and which we will continue to promote, will also contribute to the circulation information to support ESAP undergraduates and postgraduates and the institution's activities in general.

**V – Economic development**

**Estimated Income and Expenses - School years 2021/2022 to 2025/2026**

<b>Income and Expenses Budgets - School Years 2021/2022 to 2025/2026</b>					
<b>Description</b>	<b>2021/2022 realised</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>
<b>1 - Expected Income</b>					
1.1 Sales and services	1.241.518,11	1.365.669,92	1.638.803,91	1.720.744,10	1.806.781,31
1.2 Operating subsidies	68.074,17	102.111,26	122.533,51	128.660,18	135.093,19
1.4 Supplementary income	3.724,28	54.097,83	108.195,66	162.293,49	227.210,89
1.5 Other income and gains	120.980,78	133.078,86	24.767,00	26.005,35	27.305,62
1.5 Financial income	116,07	232,14	255,354	268,12	281,53
<b>Total Expected Income</b>	<b>1.434.413,41</b>	<b>1.655.190,00</b>	<b>1.894.555,43</b>	<b>2.037.971,24</b>	<b>2.196.672,53</b>
<b>2 - Planned Expenses</b>					
2.2 External supplies and services	643.705,15	514.964,12	463.467,71	477.371,74	501.240,33
2.3 Personnel costs	1.303.730,04	1.103.730,04	1.136.841,94	1.193.684,04	1.253.368,24
2.4 Depreciation and amortisation costs	160.055,92	160.055,92	160.055,92	164.857,60	169.803,33
2.5 Impairment losses	56.456,18	62.101,80	68.311,98	70.361,34	72.472,18
2.6 Other costs and losses	146.744,75	77.583,00	37.583,00	38.710,49	39.871,80
2.8 Financing costs and losses	0,00	0,00	4.770,00	4.913,10	5.060,49
<b>Total Expected Expenses</b>	<b>2.310.692,04</b>	<b>1.918.434,88</b>	<b>1.871.030,55</b>	<b>1.949.898,30</b>	<b>2.041.816,37</b>
<b>3 - Net Profit for the Period</b>	<b>-876.278,63</b>	<b>-263.244,87</b>	<b>23.524,88</b>	<b>88.072,94</b>	<b>154.856,16</b>

The figures for the first year, 2021/2022, correspond to what has already been realised and approved at the General Assembly, with negative results, but the institution's financial situation is very solid as a result of the great financial autonomy of more than seven million euros that it has achieved, namely through the sale of assets and whose equity is being reinvested in the new facilities.

The negative result was largely due to the pandemic, the war and the huge increase in spending, especially in construction.

The projections for the following years were based on the following assumptions:

The move to an area that is considered prime real estate in the city of Porto has been completed and will certainly be a factor in attracting more students. Its location next to the Soares dos Reis School, the main arts secondary school in the north, with over a thousand students, is already one of ESAP's main "suppliers" of students, and will be a very important factor in the "recruitment" of students, which it is estimated could double in the next few years.

Creation of new partnerships with organisations and companies that promote our institution: for example, the recent protocol signed with the G.D.C. of Banco BPI, a partnership that will publicise our entire training offer to 11,000 members nationwide.

Increase in supplementary income and other income from alternative sources, namely from tuition fees and other activities linked to education and training.

Revenues increased by new projects, including those from the FCT.

On the other hand, all services will be centralised in a single, environmentally sustainable building, which will allow for a significant improvement in spending efficiency, particularly in terms of electricity costs, which will fall by around 50%.

In addition, the new facilities will soon include a University Residence, which will optimise the current teaching services on offer, particularly for students from outside the Porto metropolitan area and foreigners.

This adds up to very significant income, which is considered complementary, and is estimated to be more than two hundred thousand euros from the third year onwards.

## **VI - Physical infrastructure and equipment**

### **PHYSICAL INFRASTRUCTURE: THE NEW CESAP/ESAP FACILITIES**

#### **Strategy and Goals**

After almost 40 years, ESAP abandoned Porto's historic centre, either because the century-old facilities were in need of major renovations that were incompatible with maintaining the academic activities, or because the gentrification and touristification of the area had created an uninviting environment to stay in.

As such, CESAP's members decided at the General Assembly to relocate their facilities to a quieter part of the city of Porto with a project. The opportunity arose to rehabilitate an old industrial complex next to Avenida Fernão de Magalhães, in the parish of Bonfim, with a project by in-house architects.

This is an area served by the bus routes on Avenida Fernão Magalhães, which has recently been redeveloped, allowing it to connect with the metro network at Campo 24 de Agosto, as well as the suburban and regional road transport interface here

situated. This also promotes a sustainable mobility strategy based on public transport and soft modes of transport.

On the other side of the street is the Soares dos Reis Art School, which will strengthen an arts cluster and contribute to the process of physical rehabilitation and social and cultural revitalisation of the eastern part of the city.

### **The Pre-Existing Factory Building**

The old industrial complex is the heir to the one started in 1908 by João da Fonseca Carvalho, with a handloom for spinning silk. In 1944, the company's growth prompted the construction of new facilities in Rua dos Navegantes. The design of the new factory was essentially defined by the architect Viana de Lima, a former ESAP lecturer, in which the architect Agostinho Ricca also collaborated. A house facing Avenida Fernão Magalhães was added to this complex in 1945 and, in 1946 and 1951, two adjoining buildings, one of which was designed by the architect João Queiróz.

It is in this former industrial complex that CESAP and ESAP are now based, creating conditions of excellence and reference for their higher artistic education. The opportunity has thus been taken to rehabilitate an old industrial building and build an environmentally sustainable school, equipped with spaces adapted to the needs of 21st century higher education in the arts, with a project designed by architects and engineers from ESAP's Integrated Master's in Architecture.

### **New Facilities Project**

"The main idea behind the project is to create a facility that is strongly characterised by the collective use of the different spaces. In particular, the space in the nave of the old factory is conceived as a place for didactic practice of the different disciplines in order to create a direct relationship in the development of the different learning moments. Learning by doing and learning with others in order to create interdisciplinarity in the artistic field, emphasising the need to pursue the idea of Total Art as goal of integrating the different arts. In this sense, the interior spaces will be treated as interconnected, flexible and multipurpose spaces. The exterior spaces will complement the interiors. They will be transparent and have a strong relationship between the interior and exterior."<sup>1</sup>

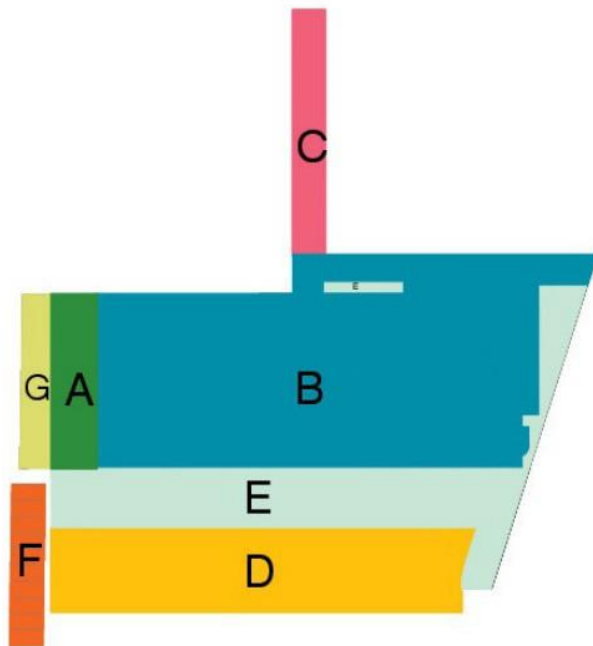
### **Building utilisation programme**

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<sup>1</sup> Fernandes, F. *et al*, Descriptive Memory of the Licensing Project, November 2020, p.15



The functional areas are structured into seven zones:



*Functional Areas of the New Facilities*

**Zone A** - Accessed from Rua dos Navegantes, the old administrative building at the north end of the large industrial building will be slightly remodelled to house CESAP's administrative and management spaces. On Floor 0 (semi-basement), in continuity with the old industrial building (Zone B), services and computer labs will be installed.

**Zone B** - Consists of the area of the industrial building used exclusively for teaching activities. It is an area that, due to its spatial characteristics, will allow for diversified occupation at different times. Starting from a single large compartment, the old industrial building, it will be occupied laterally by two floors of modules independent of the existing structure, in lightweight prefabricated systems, leaving a central area with double-height ceilings. The various laboratories, workshops and classrooms will be located here, as well as the main auditorium.

**Zone C** - Comprises the area to be rebuilt and extended on the Avenida Fernão Magalhães frontage. Although modest in size, the highly visible building will be used as an exhibition gallery with direct access from the outside and as a library with access from the upper floor of the large nave.

**Zone D** - This area is part of the new building to be built entirely from scratch. From the level of the wooded public space, it will be possible to access the main entrance area and, independently, the student residence and the bar/canteen and auditorium. There are 7 levels in this new body,

The lower level acts as an articulation zone with the large nave level of the old factory and with the new permeable, landscaped patio. This level contains the cinema studio, sound laboratory, ESAP's administrative services, as well as prime access and circulation spaces and the Bar/Canteen. The levels above have all the spaces related to the main access, the auditorium and the academic administration and management, as well as the research centres and faculty offices. The following levels are dedicated to the university residence, with the last level only partially occupied, with a room for diversified use, leaving the roof planned as landscaped, for environmental qualification.

**Zone E** - An outdoor space separating Zone B from the new body, with the characteristics of an internal courtyard, will allow adequate levels of natural lighting and ventilation for the various built areas. A space with the possible and desirable careful introduction of plant elements and permeable surfaces. In addition to the main courtyard, with the aim of enhancing the less illuminated areas, a number of other small green courtyards are planned, which in total exceed 15 per cent of the total plot area. This architectural solution allows for a dynamic programme distribution and spatial flexibility, embodying the timeless values and characteristics of CESAP/ESAP in the new academic territory.

**Zone F** - In the area resulting from the demolitions between Rua dos Navegantes and Rua Major David Magno, a small car park 10 spaces (on a grid) is planned, which will also provide a loading and unloading area.

**Zone G** - In this zone, space has been made available for parking bicycles and other forms of soft mobility, in order to promote the strategy of environmental sustainability by avoiding the use of cars.<sup>2</sup>

### **Building areas and spaces planned in the project**

In the licensed project, according to the Extension/Alteration Works Licence No. NUD/397877/2021/CMP, 8,413 m<sup>2</sup> of gross floor area is planned, comprising:

- The refurbishment and alteration of buildings with a gross floor area of 3,119 m<sup>2</sup> (CESAP's Administrative and Management Services, Classrooms, Ateliers, Workshops, Laboratories, Auditorium, Exhibition Gallery and Library);

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<sup>2</sup> Adapted from Fernandes, F. *et al*, Descriptive Memory of the Licensing Project, November 2020, pp. 13-14

- The construction of a new building with a gross floor area of 5,294 m<sup>2</sup> (Bar/Canteen, Studio, Laboratory, Auditorium, ESAP Academic and Administrative Services, Study and Research Centres, Teachers' Offices and University Residence);
- Exterior fittings for an area of approximately 635 m<sup>2</sup><sup>3</sup>.

### **Current Status of Facilities**

During the development and licensing of the project, the COVID-19 pandemic situation occurred, included periods of total confinement, which limited and delayed the entire planned operation. As a result, the licence to start the construction phase was only obtained in 2021. Work on the new facilities began in 2021 with preparatory work, which included the removal of all fibre cement roofing and the removal of interior partitions.

Subsequently, the war in Ukraine, which began in February 2022, had a negative impact on the entire world economy, amplifying the economic and distribution crisis caused by COVID-19. Specifically, the war caused serious problems in the production and distribution of construction materials, leading to a generalised increase in prices and a huge delay in the delivery of products. With a peak in the rise of prices for materials and labour in April 2022, they rose by an average of 22.5%, reaching between 30% and 60% in extraordinary cases<sup>4</sup>.

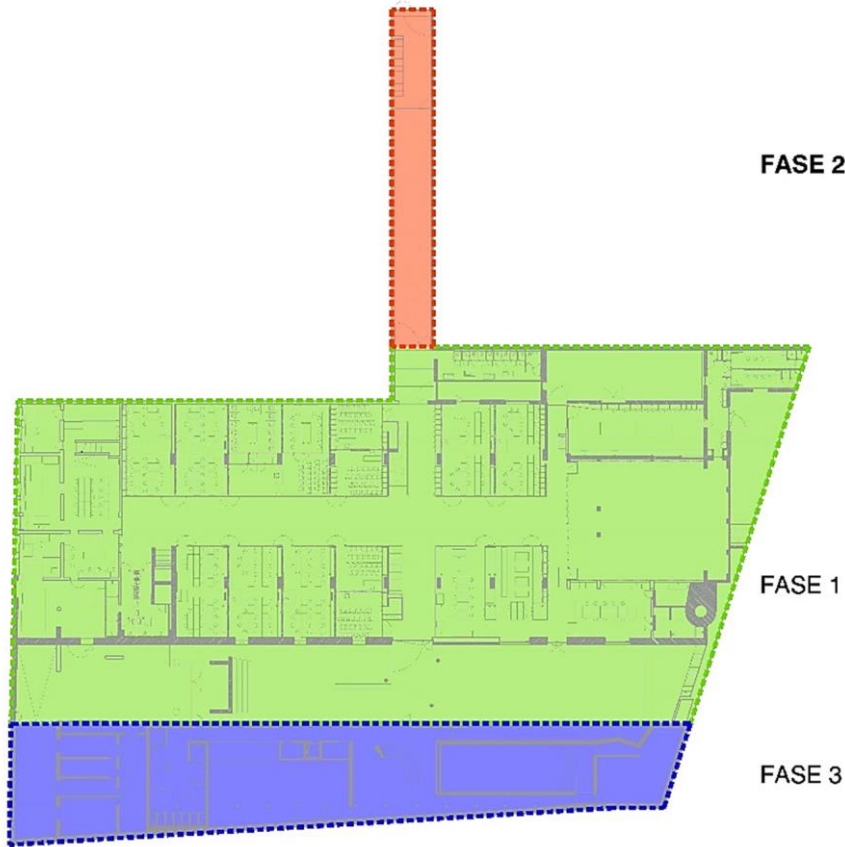
Given these factors and the fact that it was not economically feasible to carry out the entire project immediately, a division into three phases was planned internally:

- Phase 1 corresponds to the refurbishment/transformation of the factory and administrative building, as well as the commissioning of all the technical systems that are essential for the building to operate within all the applicable safety rules and regulations;
- Phase 2 corresponds to the construction of the Exhibition Gallery and Library, located on the land that gives access to Avenida de Fernão de Magalhães;
- Phase 3 corresponds to the construction of the New Building with an entrance on Rua do Major David Magno.

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<sup>3</sup> - Information taken from Fernandes, F. *et al*, Descriptive Memory of the Licensing Project, November 2020, p. 14.

<sup>4</sup> - See INE, *New Housing Construction Cost Index*, published on 09/03/2023 and accessible at [https://www.ine.pt/xportal/xmain?xpid=INE&xpgid=ine\\_destaquas&DESTAQUESdest\\_boui=586308705&DESTAQUESmodo=2](https://www.ine.pt/xportal/xmain?xpid=INE&xpgid=ine_destaquas&DESTAQUESdest_boui=586308705&DESTAQUESmodo=2) (accessed on 10/04/2023) and INE, *New Housing Construction Cost Index*, published on 08/02/2023 and accessible at [www.ine.pt/xportal/xmain?xpid=INE&xpgid=ine\\_destaquas&DESTAQUESdest\\_boui=581112338&DESTAQUESmodo=2](https://www.ine.pt/xportal/xmain?xpid=INE&xpgid=ine_destaquas&DESTAQUESdest_boui=581112338&DESTAQUESmodo=2) (accessed on 10/04/2023).



*Construction phasing*

As of the 2022/2023 academic year, all teaching activities and administrative services have moved to the new facilities, occupying the spaces corresponding to Phase 1. Thus, ESAP's activities currently take place on the two floors of the factory nave and the 3 floors of the factory's old administrative body, occupying the Gross Construction Areas, in square metres, shown in the following table. Outside spaces (balconies and terraces) have not been included in the rehabilitated areas.

Flooring	Rehabilitated area	Garden area	Cover landscaped	Roof demolished	Buildings demolished
Floor 0	2.583,99	96,46			219,2
Floor 1	1705,58		98,47	187,85	
2nd floor	180,53				
<b>Total</b>	<b>4470,01</b>	<b>96,46</b>	<b>98,47</b>	187,85	219,2

The following three tables show the occupancy of the spaces, divided by floor and with the respective usable area of each space; they also show the outdoor areas and, where they exist, the landscaped roofs.

**Floor 0**

Use	Area (m <sup>2</sup> )
A1 - Classroom	61,4
A2 - Classroom	60,3
A3 - Classroom	59,6
A4 - Classroom	29,4
A5 - Classroom	32,6
General, Scientific and Pedagogical Councils   Student Ombudsman	27,2
Multimedia Laboratory 1	56,4
Multimedia Lab 2	59,8
Photography Lab 1	30,09
Photography Lab 2	28,6
Photography Classroom	46,3
Storage Photographs	2,62
Sound Laboratory	30,3
Arnaldo Araújo Study Centre	59,7
Board of Directors	57,3
Theatre and Film Studio	99,2
Set Design Workshop	64
CAV storage	13
Hall Scenography	5,28
Auditorium / Workshop	217,34
Engraving Workshop	56,3
Screen Printing Workshop	73,9
Lithography Workshop	68,4
Screen Printing Frame Washing	10,5
UV Laboratory	15,9
ESAP Secretariat Archive	28,1
ESAG Archive	4,07

Storage	62,79
IT Office	21,2
Hall IT Office	2,13
IT Server Room	12
Backstage Room	12,9
Computer Centre	82,1
Print Centre	33,9
Digital Fabrication Laboratory	20,6
Mock-up Workshop	60,4
Staff Cloakroom - Male	20,3
Staff Cloakroom - Female	18,4
Personal Storage	4,08
General Sanitary Facilities	41,9
Women's dressing rooms	17,9
Men's dressing rooms	16,5
Sanitary Installations Workshop	2,14
Technical Area 1	3,77
Technical Area 2	5,77
Central Corridor	430,82
Workshop/Camarins Corridor	23,1
Outside storage	72,47
<b>Total</b>	<b>2.262,77</b>
Workshop Patio	72,1
Sanitary Facilities Courtyard	24,2
Patio / Chimney Stairs	95,7
<b>Total</b>	<b>192</b>

### Floor 1

Use	Area (m <sup>2</sup> )
Navegantes Street Entrance Hall	18,2
Secretariat	27,3
Photography Studio	62,6

Navegantes Atrium	141,4
Staff room	15,6
Staff Hall  AE	4,12
Students' Association	17,8
Vending machines	6,78
B1 - classroom	50,4
B2 - classroom	49,5
B3 - classroom	48,9
B4 - classroom	48,3
B5 - classroom	55
B6 - classroom	44,1
Drawing Workshop	56,1
Workshop Régie  Auditorium	21,5
Visual Arts Workshop	70,4
Régie Atrium	121
B7	49,7
LIAD	48,7
Library	97,5
Course Directorates  Department Directorates  GREI/Erasmus	53,6
Teachers' Room  Meeting Room	45,1
Storage	45,8
Storage	10,7
Staircase Storage	3,89
Lidl Corridor	80,7
Patio Corridor	82,2
Stairs	5,94
Stairs	11,1
Stairs	3,92
Stairs	13
Ramp	18,3
<b>Total</b>	<b>1.429,15</b>
Library Terrace	27,5

Navegantes Terrace	112
Chimney Terrace	45,1
Exterior staircase	10,8
Exterior staircase	20,9
<b>Total</b>	<b>216,3</b>
Garden Cover for Sanitary Facilities	37,9
Dressing Room Garden	60,4
<b>Total</b>	<b>98,3</b>

## 2nd floor

Use	Area (m2)
Social Action Office	13,82
Sanitary facilities	3,27
Sanitary facilities	2,07
Treasury	32,14
CESAP Board Secretariat	13,8
CESAP Boardroom	36,45
2nd Floor Hall	26,58
Stairs	7,05
CESAP Management Corridor	10,64
<b>Total</b>	<b>145,82</b>
2nd Floor Balcony	10,25
<b>Total</b>	<b>10,25</b>

The following table summarises the Useful Areas per floor and the outdoor spaces (patios, terraces and balconies directly related to the old factory building).

Flooring	Usable Area (Interior in m <sup>2</sup> )	Outdoor spaces (m <sup>2</sup> )
Floor 0	2.262,77	192
Floor 1	1.429,15	216,3
2nd floor	1.45,82	10,25
<b>TOTALS</b>	<b>3.837,74</b>	<b>418,55</b>



The school is now fully operational and its facilities have been significantly improved. CESAP's Board of Directors is continuing to make efforts to realise the entire project, as the implementation of everything planned is important from the perspective of the institution's future growth, as well as excellence teaching and achieving financial sustainability.

Phase 2, with the Gallery and Library, will improve the functioning of what has already been built, as well as reinforcing the institution's image in urban terms, since this phase corresponds to the front of Avenida de Fernão Magalhães and will have very significant urban visibility.

Phase 3 will make it possible to permanently install the functions now occupying temporary space, further improving the overall functioning of the institution. It will also make it possible to put the Student Residence into operation, thus providing complementary services to the academic community, which will also diversify the institution's financial income and contribute to its economic sustainability.

Some of the existing furniture and equipment was transferred to the old premises with a view to reuse and sustainability. What was fit for use was selected and repaired and converted.

At the same time, a commitment was made to new technologies. All the classrooms have been equipped with the new audiovisual supports, including some 75" interactive whiteboards, which replace the projection systems in the classrooms, as well as the traditional whiteboards; they also allow direct connections to the computer system and the internet, as well as being used in a hybrid or online classroom environment.

In order to improve operating conditions under the new facilities, structural equipment was purchased for the auditorium. The system purchased consists of a professional video projection system, a motorised screen measuring 6mx4m and a sound system, including a mixing desk and various types of microphones (lapel, table, wireless). This system has a control matrix that allows for optimisation and programming of various scenarios. With this equipment installed and fully functional, the institution now has a space and equipment suitable not only for master classes, but also for cinema sessions, conferences, videoconferences, theatre , etc.

The Movement Room, the Film Studio were also duly re-equipped, namely terms of light and sound equipment, a dressing room was created, the laboratories, multimedia rooms and workshops were extended and duly equipped.

A 3D printer (*Snapmaker*) was acquired, which in addition to 3D printing in a format very close to A3, also allows it to be used as a CNC and Laser Engraving Printer by changing the print heads. This equipment joins the existing 3D printer, CNC and laser engraver, both of which are large. It is therefore hoped that, in the short term, all this equipment can be put to full use in a Digital Fabrication Laboratory, complementing the existing Mock-up Workshop.

The intention is to continue investing in digitalisation and the overall improvement of equipment, using the new funds that are expected to open up soon under Portugal 2030.

## **VII - Technological infrastructure and information systems**

With regard to Information Technology, Systems Administration, IT Park and Network Infrastructures, a significant increase in quality is expected in terms of restructuring Network Infrastructures through VLANs, updating the entire networking system, Printing Systems, Services Systems and School Portals, as well as renewing part of the IT park with the latest generation equipment and implementing new services for students.

Similarly, by December 2022 it is planned to reinforce the security of all the systems involved by upgrading the current firewall infrastructures available (Fortigate), since attacks on them are becoming increasingly frequent.

In terms of the printing system, the park will be renewed through the partnership that CESAP has established since 2010 with Konica Minolta Portugal, which has implemented solutions for management, cost control and monitoring of print flows and permissions.

With regard to the storage and management of documentation, some changes will also be implemented in order to optimise their performance and autonomy. To this end, the following measures will be taken (some of which are already underway):

- In the area of document management, the number of deposits on the RCAAP common repository platform will be increased, as will the updating and renewal of services on the Porbase5/MindPrisma library platform.
- As far as backup systems are concerned, a new redundant system is to be implemented that will allow several copies of digital files to be kept in different locations using Microsoft Data Protection Management tools.

With regard to students and the IT park, in addition to the current printing systems supplied by Konica Minolta and existing plotters, two 3D printers will be operational, one of which also has the possibility of functioning as a LASER or CNC engraver, as well as a large CNC and a LASER cutting and engraving machine that will soon be operational. The full operation of this equipment is expected to have a substantial impact on the quality of the services provided to the academic community. In the same vein, the entire Printing system available will now be controlled by PINS or student cards and cost management platforms with student account top-ups via Grinders placed in the respective Computer Centre, software which will also be upgraded to a new version.

A new digital attendance system is being implemented that will make it easier to control employee attendance.

It is also hoped to achieve a substantial improvement in the operation of digital services by subscribing to the services provided by the FCCN.

## **VIII - Human resources management**

In a context of constant change in the skills required of human resources, we intend to continue with the policy of continuous training, both for staff and teachers.

Staff will continue to receive training to develop their skills and flexibility, particularly in the field of information technology, to adapt to new programmes and new activities, and in the field of English, in order to meet the challenges posed by internationalisation.

**STAFF**

NO.	Name	Professional Category
64	Carlos Alberto Barroso da Silva	Education Assistant
67	Deolinda Fernanda B. do Carmo Silva	Operator II
05	Elisa Maria Pinto Leitão da Rocha	Head of Section II
09	Fernando Jorge F. Magalhães Fernandes	Head of Administrative Services
07	Irene Maria Oliveira Leite	Secretarial Technician II
181	Joana Maria Monteiro Pereira	Secretariat I
167	Liliana Raquel Vales Durães Garcês	Technician Lic. or Bach. Grade III
15	Manuel Augusto Alves de Jesus Almeida	Systems Technician
17	Márcio Manuel S.C. Pereira Branco	Education Assistant
18	Maria Albertina Xavier Monteiro	Head of Administrative Services
187	Maria João Violas Vieira	Vigilante
21	Maria da Graça Ventura Teixeira Silva	Cleaning lady
25	Paulo Alexandre de Sá Cacheira	Box
26	Sofia Augusta Conceição Coelho	Cleaning lady
27	Soledade Teixeira Gonçalves Almeida	Head of Section II
81	Sónia Alexandra Simões Tomás	Technician Lic. or Bach. Grade V
124	Sónia Cristina Teixeira Nunes	Technician Lic. or Bach. Grade III
28	Susana Maria da Silva Freire	Head of Section II
84	Teresa Margarida Barros Cruz	Documentalist II

In terms of teaching staff, the aim is also to maintain English language training in order to improve communication with Erasmus students and international interfaces and, at the same time, to encourage continuing training.

In terms of the teaching staff, the aim is to increase existing employment contracts, limiting the service provision regime to the bare minimum so that it is possible to have recognised professionals involved in its artistic and theoretical practice.

On the other hand, the aim is to optimise the commitment of all employees by improving working conditions, maintaining a quality canteen at a reduced price, discounts on tuition fees for family members, and strengthening protocols with various organisations, particularly in the fields of health and culture.

**IX - Welfare and social support policies**

The creation of new, properly equipped facilities, designed from scratch for 21st century university teaching, is a fundamental measure in the institution's student, teacher and staff welfare policy.

On the other hand, the process of creating a University Residence attached to the School is underway, making it possible to house students who do not live in the Porto metropolitan area, as well as Erasmus and international students and visiting professors.

Continuing the efforts of recent years, we offer a quality bar/canteen service at a reduced price, as well as areas equipped with microwaves and tables to support home-cooked meals.

Throughout the school year, the aim is to increase the monitoring and support for students with pedagogical and social difficulties, namely through the support provided by ESAP bodies and structures, such as the Social Action Office or the Student . In addition to support in applying for Social Action Grants, ESAP awards Merit Grants, which aim to promote performance and reward student excellence; on the other hand, a protocol has been established with the local authority for the 'Porto de Conhecimento' Programme, which aims to support the pursuit of studies by young people in economically fragile situations, thus promoting the training and qualification of young potential and their settlement in the area, as a strategy for renewing the social fabric.

Lastly, the aim is to strengthen support for the integration of students into professional life, through the implementation of Artistic Residencies, the realisation of partnerships with local authorities, cultural institutions and others, and funded access to national and international Internship Scholarships, reinforcing the range of current opportunities.

## **X - Environmental sustainability**

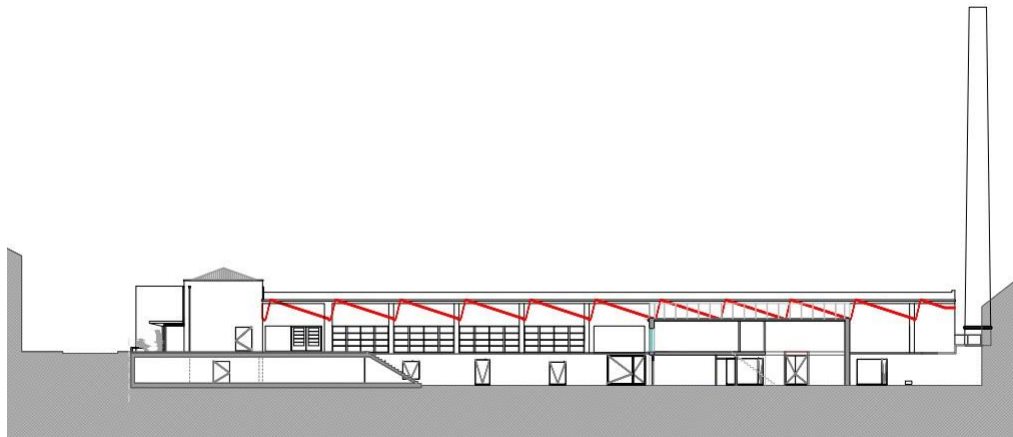
CESAP is committed to contributing to the strategy of achieving carbon neutrality by 2030 and is one of the signatories of the Climate Pact promoted by Porto City Council.

The strategic lines to promote this objective are the promotion of sustainable mobility, the production of renewable energy, the efficient use of energy and the dematerialisation and digitalisation of processes, including academic management and hybrid teaching.

As was the case in the old facilities, the institution's philosophy has long been to promote the use of public transport to the detriment of private transport, thus insisting on a policy of sustainable mobility. As previously explained, the location of the

New Facilities is part of the city's dense urban fabric and is integrated into the public transport system. One of the criteria for choosing the location was directly related to this strategy of connecting to public transport. Sensitive to the institution's policy, Porto City Council approved the project with an exception, exempting CESAP from providing the car parking spaces that would be mandatory for a service complex of this size. In environmental terms, this sustainable mobility strategy, which is instilled in the entire academic community, will help to reduce CO<sub>2</sub> emissions and make the institution environmentally sustainable overall. At the same time, a protocol is being finalised with an entity that sells electric bicycles and scooters. This will allow these soft and sustainable mobility vehicles to be purchased by the institution's user community at more favourable prices.

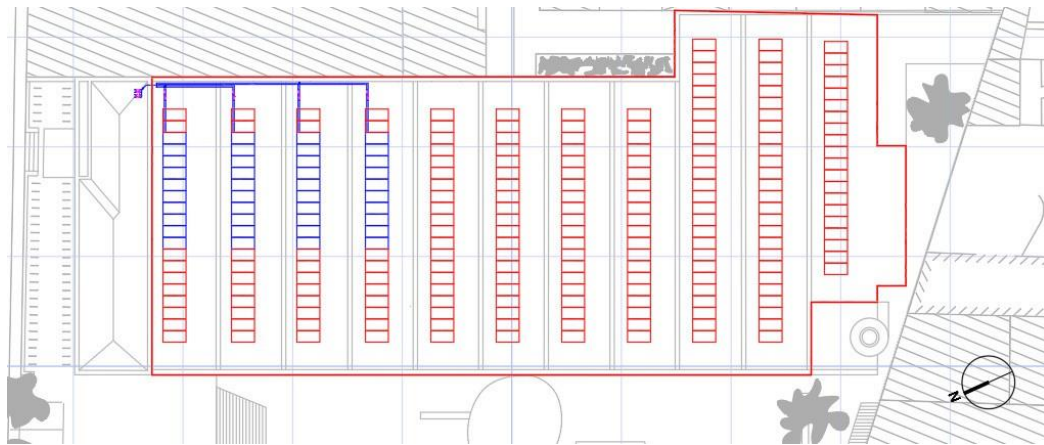
The new facilities also have the potential to utilise photovoltaic solar energy, which we intend to exploit in the short term. As is the case with many factory buildings, our building has a *shed* roof, which is characterised by north-facing glazing and a sloping south-facing roof. The initial aim is to constant luminosity, uninfluenced by solar variation throughout the day, which is favourable not only to manufacturing activities but also to artistic activities; at the same time, the sloping roof faces south, which is highly favourable to the installation of photovoltaic solar panels for energy production.



*Elevation showing the geometry of the sheds in red.*

As part of the work on the first phase, 40 solar panels with a power of 410Wp have already been installed and are already producing energy to be used for self-consumption,

injected the surplus into the grid, and is currently in negotiations with commercialisers to sell this surplus.



*Potential for extending the installation of solar panels (blue for existing; red for potential)*

According to data from the control centre for the 40 solar panels installed, there has been an average production of 97 kWh per day. Although the time horizon is still limited, the statistical estimate is that these figures correspond to an annual total of 28,452.8 kWh and make it possible to avoid emitting 17,074.68 kg of CO<sub>2</sub>. Given the current price of electricity, this will correspond to savings of €6,714.90 per year, plus VAT.

As part of the negotiations with companies that produce renewable energy and within the concept of creating Energy Communities, a proposal has already been received to one of these communities, with the anchor project being a UPAC (Self-consumption Production Unit) in the CESAP building, which increases the number of solar panels by 96, thus totalling 136 solar panels and increasing the installed power from 16.4 kWp to 68.72 kWp. The implementation of an Energy Community will make it possible to substantially reduce the cost of the electricity consumed, as well as to produce for consumers in the surrounding area at below-market prices, which also materialises our social design and relationship with the surrounding community.

In addition to harnessing renewable energies, the design of the new facilities also included the implementation of energy efficiency measures, as far as possible when refurbishing an existing building. These include the option to use a Centralised Technical Management (CTM) system, the introduction of highly efficient air conditioning equipment and the exclusive use of LED lighting, which together will save energy and, consequently, contribute towards the major goal of achieving a higher level of environmental and economic sustainability for CESAP/ESAP, aiming for zero energy consumption and consequent carbon neutrality.

In addition to energy efficiency, CESAP/ESAP's basic strategy is also based on the efficient use of resources and the progressive use of digital systems for academic and administrative management. To this end, a new digital system was implemented, the Praxis Platform, which allows many processes to be dematerialised and saves resources, namely paper, ink and energy.

The planned internationalisation strategy is also based on a greater web presence, introducing a completely online process for applications and relations with students, thus increasing competitiveness and reducing the use of resources, particularly unnecessary travel.

The centralised computer management of the institution's printers also makes it possible to significantly reduce the use of paper, ink and energy. Print programming is set by default to print on both sides of sheets, reducing paper consumption by 40 per cent. It is also intended to implement by default in the institution's computer system an economical font, such as *Ecofont*, which reduces toner/ink consumption by 50 per cent.

In parallel with the recycling policy already in place at the institution, especially in the paper sector, the plan is to set up a system of cardboard boxes in all administrative spaces and in the reprographics department, in order to collect and separate printed sheets on one side and printed sheets on both sides. The former will be reused as scratch paper and the latter will be collected monthly and sold to a recycling company, contributing not only to environmental sustainability, but also to the institution's financial sustainability.

In line with this principle, a waste separation policy is also being implemented, with the intention of increasing number of internal recycling bins in order to facilitate this waste recycling policy.

The recent lockdowns caused by the Covid-19 pandemic have also made it possible to speed up the digitisation of teaching and internal communications. As face-to-face teaching is indispensable in the field of Architecture and Arts Education, these past experiences of forced distance *learning* have made it possible to develop *blended learning* methodologies, which could be used in the future.



In the near future, these platforms will be improved so that they can be used wherever possible to minimise travel and consequent CO<sub>2</sub> emissions. In this respect, it should also be emphasised that this experience of using digital communication platforms has also made it possible to replace some face-to-face meetings at the institution with remote meetings.

As with the implementation of administrative and academic management platforms, it is also intended that this digital teaching/communication strategy can be supported by the use of EU funds available for digital teaching. Digital teaching equipment (Smart TV, Webcams, Smart Boards, etc.) has been purchased using our own funds, which will contribute to this strategy and, at the same time, reduce the use of consumables.

## **XI - Management of financial resources**

As a result of the Economic Development Plan, the Co-operative's strategy for managing its financial resources foresees a progressive increase in net profits by 2025.

This increase is based, on the one hand, on an increase in revenue and, on the other hand, on more efficient management of human and material resources, allowing for a reduction in expenses. The negative net result forecast for 2022/2023 (the result of the pandemic crisis and the war, as well as investments in facilities, equipment and human resources), if it turns out to be true, will be managed without any problem using equity capital from the sale of the headquarters building.

The outlook for the coming years is for a major improvement in results, an increase in assets and the continued financial sustainability of the institution.

## **XII - Evaluation of actions | Strategic plan**

While it is true that a Strategic Plan is a vitally important document for an institution, on the other hand, the existence of resources, the degree of responsibility, demand and commitment in its realisation are absolutely indispensable factors.

CESAP-ESAP, aware of the difficulties involved in making this a reality, especially in a context of economic crisis and budgetary restraint, will develop periodic benchmarking and monitoring mechanisms to monitor the viability of this action plan. In this context, the operative, attentive and conscientious activity of the governing bodies towards the following actions is included

of the co-operative, which owns ESAP, and the same type of activity will take place within the school, at the level of the respective academic bodies and structures. It is important to emphasise the important role that the ESAP Quality Management System / Office for Quality Promotion will play in this context.

Therefore, only constant communication, understanding and interaction between CESAP's Board of Directors and ESAP's Board of Directors, the respective social and academic bodies, the Students' Association, teachers, staff and students can guarantee that the activity plans and the strategic plan are carried out in an articulated manner.

Only in this operational and dialogical way will it be possible to build an integrated, agile, inventive, critical and productive school.