

STRATEGIC PLAN REPORT 2021/25

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

Index

1. Introduction
2. Mission
3. Principles and Values in Management
4. Lines of Action:
 - I – Research and Innovation
 - II – Quality in Training
 - III – Internationalisation
 - IV – Communication
 - V - Economic Development
 - VI - Physical Infrastructure and Equipment
 - VII - Technological Infrastructure and Information Systems
 - VIII - Human Resources Management
 - IX - Well-being and Social Support Policies
 - X - Environmental Sustainability
 - XI - Financial Resource Management
 - XII - Evaluation of Actions | Strategic Plan

1. Introduction

The monitoring report for CESAP/ESAP's Strategic Plan 2021–2025 summarises the actions carried out during this period. The content results from a collective effort involving all institutional bodies. Methodologically, the aim was to assess the fulfilment of the guiding strategies and objectives defined in the Strategic Plan, enabling not only a mapping of what was achieved but also a consolidated self-perception of the institution's mission.

Throughout the period, a culture of regular monitoring and evaluation was developed across the organisational structure and management axes, as reflected on ESAP's website. The academic community has become more aware, responsible and actively engaged in collaborative and transparent governance.

This process was enriched by several moments of self-assessment and the implementation of improvement strategies, adjusting actions to evolving contexts. The new Strategic Plan 2026–2030 will benefit from these adjustments, reinforcing ESAP's role in research and higher arts education nationally and internationally, responding to contemporary challenges.

2. Missão

ESAP, within the scope of the mission defined since its foundation, has continued to strengthen the implementation of a set of strategic actions. Its current location has also contributed to greater interaction with local authorities, as this geographical area is clearly cohesive and offers ecological, collaborative and community-based potential, as well as urban facilities and infrastructures. In this context, the relocation proved highly positive, particularly in terms of engagement with the largest secondary school in the north of the country — the Escola Artística Soares dos Reis — and with surrounding artistic institutions and structures, both public and private, with whom ESAP has developed multiple training activities in artistic, educational and cultural fields. The increase in bilateral agreements with European and South American universities has

further enhanced international mobility for teachers, students and staff, as can be seen on ESAP's website.

ESAP fulfilled the Action Plan established by the Board of Directors for the past five years and expanded its number of national and international partners, academic networks and artistic collaborations through the DÍNAMO gallery. DÍNAMO and ESAP benefited from support obtained through a municipal application (THESPACEINYOURHEAD) to the Criatório programme (October 2024–November 2025), which enabled the establishment of a partnership with the Escola Artística Soares dos Reis and the implementation of a set of services for the educational, civic and artistic community. The project also made it possible to offer the city a mediation service, several scientific conferences, seminars and exhibition projects featuring national and international guests, concluding at the end of November 2025. The programme will be finalised with the publication of a printed and online book containing contributions from artists, researchers, essayists and curators who took part in the initiative. In this way, ESAP has provided its academic community with opportunities for debate, learning and dissemination of themes related to contemporary art, in line with best practices developed by leading European institutions offering higher education in the arts.

This exhibition space has contributed to the economic valorisation of knowledge and, over the past two years, has brought together a wide range of artists, curators, critics, researchers and essayists, thereby strengthening the institution's profile within higher arts education and the artistic community, both nationally and internationally. These collaborative practices have had a significant impact on the academic community, reflected in the dynamic engagement of all participants in the programme and reinforcing ESAP's commitment to social responsibility. Within this context, it is also important to highlight the goal of registering DÍNAMO — the ESAP-integrated space — in the Portuguese Contemporary Art Network. This has not yet been possible due to the requirements involved, and will therefore be one of the objectives for the forthcoming Strategic Plan 2026–2030. A set of improvements was also introduced in ESAP's Quality Manual, with the aim of making the Quality Management System more operational,

functional and effective, recognising it as a fundamental instrument for promoting a quality policy and ensuring transparent and participatory organisation across the entire academic community.

3. Principles and Values in Management

The 2021–2025 Strategic Plan adhered scrupulously to the statutes of CESAP and ESAP, fully respecting the autonomies required. All bodies and structures acted within their respective competences and in accordance with principles of equality, rights and duties. As can be seen on the institution's website — particularly in the Organisational Chart, the Quality Office and the Quality Manual — ESAP has consistently sought to meet fundamental requirements that align it with the standards expected of a twenty-first-century institution.

Research, knowledge production, dissemination and sharing have increasingly become essential imperatives, alongside a participatory, broad and transversal approach. In addition to this goal, which we consider achieved, another objective was likewise fulfilled: strengthening the interaction between the educational process and society, thereby reinforcing the institution's commitment to sustainable development.

Monitoring, integrated into the evaluation and follow-up cycle, was also used as a management and improvement tool across all areas included in the 2021–2025 Strategic Plan. This process occasionally led to adjustments in actions and the implementation of initiatives better suited to the challenges that emerged and continue to arise. Monitoring is ensured through the preparation of annual reports involving teachers, students, staff, services, governing bodies and academic structures, allowing deviations from initial targets to be tracked and reorganisations to be made when necessary. All these reports are available on ESAP's website (<https://esap.pt/>).

4. Lines of Action

I – Research and Innovation

Research, internationalisation and community service are interconnected within the institution's strategic objectives and daily practice; therefore, with the exception of joining FCCN services, this strategic axis was fully achieved.

Considering the research strategies defined for ESAP in its 2021–2025 Strategic Plan, it is important to highlight, as a preliminary note, that research is developed across the four departments and the two research units that carry out regular activity aligned with the programmes: LIAD – the Architecture and Design Research Laboratory, an internal ESAP structure, and CEAA – the Arnaldo Araújo Research Centre, an accredited and FCT-funded unit (uID 4041), rated “Very Good” in its most recent evaluation.

It should be noted that CEAA is organised into four research groups corresponding broadly to ESAP's main areas – Architectural Studies, Film Studies, Art and Critical Studies, and Performing Arts Studies – as well as a transversal research line, Lugar Comum, which intersects the different fields.

Activity in this domain is also supported by the Research Support Office (GAI), jointly managed by the Board of Directors and CEAA, ensuring scientific management and dissemination tasks. In parallel, the Erasmus Office and the Office for External and International Relations (GREI) contribute to partnership development and dissemination of institutional activities.

The strategy of creating mechanisms to support and encourage research has proven effective: the implementation of short-term ESAP projects funded by various departments and, in many cases, co-funded by CEAA (73 projects implemented so far, four of which are currently ongoing), combined with the allocation of credited research internships for ESAP students within projects or research groups (150 hours = 6 ECTS) — both awarded through internal competition.

Furthermore, ESAP, in coordination with CEAA, invests in Scientific Training at three levels:

raising awareness and introducing undergraduate and master's students to research through the allocation of research grants, credited research internships and the hosting of curricular placements;

awarding research grants and hosting doctoral students and early-career postdoctoral researchers within CEAA;

implementing a coaching and mentoring system based on teams composed of researchers at different career stages (including first- and second-cycle students).

Early-career researchers are also encouraged to create exploratory research projects funded by CEAA or, in the case of teaching staff, through ESAP Projects. In addition to contributing to the academic and professional profile of the researcher, these projects serve as a testing ground for future large-scale projects and help develop teamwork and leadership experience.

Regarding knowledge and technology transfer, beyond open-access publication and oral presentation of research results, it is considered essential that these outcomes be reflected in the training delivered at ESAP. Thus, the inclusion of research-related content in curricular units and investment in the creation of joint ERASMUS+ training programmes currently underway make use of the knowledge produced and the innovative research methods and tools being developed.

ESAP aims to maintain its growing process of internationalisation and relevance, not only through the activities it organises but also by supporting and encouraging the mobility of teachers and researchers, including missions and the discussion of research results in scientific meetings and internationally recognised academic forums. Additionally, the publication of books and articles in prestigious international journals is strongly encouraged.

Likewise, ESAP and CEAA have become increasingly attractive both to international students and ERASMUS+ exchanges, and to foreign researchers undertaking doctoral studies, postdoctoral research or sabbatical periods. CEAA has also been attracting a growing number of young researchers with international careers.

In the field of research, with the aim of expanding the transnational scope of projects, the formation of teams integrating researchers based in different geographical contexts is strongly encouraged. International collaboration is also reinforced through the establishment of consortia and cooperation protocols, co-organisation of events and the development of projects of shared interest.

The establishment of international networks, both formal and informal, constitutes another instrument of internationalisation. This includes the co-founding of two Ibero-American networks — Crítica, Memória. História da Crítica da Arquitetura and Artes Performativas e Sociedade, the Ibero-American Network for Research and Creation — as well as the participation of teachers and researchers in numerous networks and COST actions. Added to this are the international circulation of exhibitions developed within research-based curatorial projects in the visual arts, works in the performing arts resulting from research, and the presentation of film productions by teachers and students in international festivals.

Hosting meetings of international networks, such as Crítica, Memória (2024) and Ecologies of Care (2025), constitutes another instrument for promoting internationalisation.

More recently, ESAP participated in the Creative Europe – Culture Call with three projects combining research, internationalisation, community service and artistic creation:

To Think the Mediterranean: territory, art, hospitality (led by ESAP), with partner institutions Universidad Rey Juan Carlos (Spain) and Università degli Studi di Palermo (Italy);

European Contemporary Photography Network for Public Spaces (eCPN) (ESAP/DÍNAMO as partner), led by the University of Porto, with six national institutions participating: ESAP, ESMAD, FAUP, FLUP, UBI and NAFAA – National Academy of Fine Arts and Architecture, Kiev;

Duvangu Indian Ocean Project (ESAP/DÍNAMO as partner), led by Manifesto (<https://www.manifesto.fr/fr>), focusing on visual practices in Europe, Africa and the Indian Ocean region, continuing the pilot project Duvangu Libreville – Paris (2024).

In the field of scientific event organisation aimed at knowledge transfer, scientific discussion and creative-based education, ESAP follows a dynamic organisational policy, regularly promoting workshops, seminars and masterclasses such as the Toolbox cycle — in which renowned national and international specialists are invited to explore emerging forms of artistic and scientific research. Conferences resulting from international calls for papers, usually organised mid-project, allow teachers and researchers to discuss results and knowledge within the scientific community and raise student awareness of current themes and debates. Examples include international conferences such as:

To Connect Two Hemispheres. The Mechanisms of Critical Mediation in Transatlantic Culture (Porto: ESAP – Rio de Janeiro, 2023);

Acts of Rebellion. Repressions, Marginalities, Protests and Performing Arts (Porto: ESAP, 2023);

CHAT GPT, Language & the Future of Thinking & Writing (Porto: ESAP, 2023);

II International Colloquium Critica. Media. Memória: diálogos transatlânticos em arquitetura (Porto: ESAP, 2024);

Dramatic Architectures: Places of Power and Places of Freedom (Porto: ESAP, 2024);

as well as hosting the Flaherty Film Seminar: Porto pod (Porto: ESAP, 2024 and 2025).

Masterclasses and lectures by internationally recognised figures have also been organised at the School, including Hal Foster (Banal aesthetics: on the superficial and the serial in postwar art, 2024), Tiago Rocha Pitta (2024), Frederica Nascimento (Performative Architecture – the (Sublime) Object of Theatre: Poetic Transformations, 2024), Marcos Cruz (Towards a Biocene Architecture, 2024), Paolo Scrivano (Crossed Glances: Architecture and Criticism astride Geographies, 2024) and Oliver Elser (Protest/Architecture, 2025).

Also noteworthy is the partnership with Porto Academy, scheduled for July 2026 — a major event of national and international relevance, with the cooperation protocol already signed and soon to be announced (<https://www.portoacademy.info/>).

All these activities, in addition to involving the School, are open to the wider community and can be consulted at www.esap.pt.

In close connection between research and teaching, workshops with international figures have been organised, bringing together students from different programmes around a common theme, such as Empty Space(s) Full of Meaning (2024) — with Frederica Nascimento (Los Angeles Pierce College, Los Angeles Southwest College, and guest artist in scenography at CSUN, USA) and Luísa Pinto (ESAP) — or SHOEBOX | Workshop (2025) with Oliver Elser (chief curator at Deutsches Architekturmuseum (DAM), Frankfurt/Main, and professor at the Faculty of Architecture, KIT, Karlsruhe).

Furthermore, to promote scientific, technological, artistic and civic culture, exhibitions, film cycles, workshops and documentaries are regularly organised, forming part of ESAP's instruments for promoting scientific and artistic literacy. The commitment to participatory and inclusive processes and the development of projects involving local and regional authorities, companies and cultural institutions also contribute to citizen science. An example is the project Vozes Silenciadas. Loucura ou divergência?, whose research has resulted not only in colloquia, communications and articles, but also in an internationally circulating theatre piece, Anónimo não é nome de mulher (2024), and a documentary, Eu quero ser tudo (2025).

An important contribution has also been made to film literacy, combining research with initiatives aimed at young audiences and the general public, such as KinoBox/KinoGame, a project for children's and youth audiences supported by the Institute of Cinema and Audiovisual (ICA), which promotes cinematic language through excerpts from Portuguese cinema. ESAP also supports and hosts Cineclube da Fábrica, an independent initiative led by lecturer Amarante Abramovici in collaboration with former students, promoting regular screenings and debates.

Investment in rural development projects — including the recovery and reuse of degraded modern heritage and its revitalisation, as well as landscape study and treatment — constitutes another area in which research contributes to regional development. Examples include consortia established with local administration bodies and organisations, such as the Moderno Escondido application (ESAP-CEAA, Cannatà & Fernandes – Arquitectos, Lda; Colab MORE – Montanhas de Investigação; FRAUGA – Associação para o Desenvolvimento Integrado de Picote; and Junta de Freguesia de Picote), or the Terras do Coura Landscape Observatory (CEAA-ESAP, Paredes de Coura Municipality, IBERICAGROFOREST, Leiras do Carvalhal Lda., and Valminho Florestal).

In the field of technology, following research initiated under the OPO'ARCH project (funded by Portugal 2020), LIAD/ESAP has organised several workshops, including the presentation of Depthspace3D: a digital tool for 3D Space Syntax Analysis (2024) — a software tool developed by LIAD/ESAP researchers, widely disseminated among various institutions and already resulting in service contracts, including with Porto City Council — and the set of workshops associated with the 7th Symposium on Formal Methods in Architecture (2024), jointly organised by LIAD/ESAP and OA-SRN (Northern Regional Section of the Portuguese Association of Architects), open to ESAP students, specialists and the general public:

Transforming Existing Buildings: A Collaborative Scan2BIM Workflow for Enhanced Design;

Motion Mapping: Introductory Workshop on Architecture & Urban Simulation with AnyLogic;

Understanding Algorithmic Design: learning algorithms through illustrations;

Biomimicry Meets Computation: Generative Design and AI for Human-Nature Symbiosis;

Urban Silhouettes: Drawing the city as theatre;

Immersive Architectural Perception: Real-Time VR and 3D Modelling Workflow;

Building the Future – Robotic Construction Simulation with VR/AR;

Introductory Course on GIS in Architecture and Urban Planning Practice (QGIS);

“Reabilitação 4.0”: the preliminary characterisation phase in the era of digital transition.

II – Quality in Training

ESAP has continued to adjust its educational offer to internal and external needs, in line with the principles of the Bologna Declaration, ensuring access to a broad range of skills and knowledge in the fields of art and architecture. In addition to the programmes made available in recent years, 2025 marked the approval — by A3ES — of the Bachelor’s Degree in Comics and Graphic Narratives, fulfilling one of the goals of the Strategic Plan now concluding and establishing the first degree of its kind in Portugal. The institution also introduced new postgraduate programmes in Art Direction, Advertising and Film Production.

ESAP intends to submit two new proposals to A3ES in March 2026: one leading to a Bachelor’s Degree in Art Studies, and another to a Master’s Degree in Artistic Practices and Research. These initiatives aim to expand the institution’s educational capacity and ensure a broader teaching offer aligned with contemporary demands.

Supported by a highly qualified and diverse teaching staff, the institution already benefits from a strong balance between its faculty and the programmes it delivers. The implementation of career progression for academic staff was likewise one of the structural goals successfully achieved within the Strategic Plan. Strengthening research,

promoting high-quality teaching and learning, increasing specialised resources and equipment, and reinforcing connections with the labour market and employers remain essential objectives, contributing to the enhancement of the institution's international profile.

III – Internationalisation

General Framework

Internationalisation established itself, during the period 2021–2025, as a structuring strategic axis of the Escola Superior Artística do Porto (ESAP), becoming an essential dimension of its academic and artistic identity. The beginning of this strategic cycle coincided with a particularly demanding moment for Higher Education, marked by the constraints associated with the pandemic context, reflected most visibly in the 2021/2022 data.

Once this phase had been overcome, from 2022/2023 onwards the institution progressively regained its international momentum, registering sustained and consistent development in the following years. The continuous growth of mobility flows, especially incoming mobility, confirms a clearly upward trajectory in the main indicators of mobility, cooperation and international participation, reflecting a coherent and consolidated strategy.

Strengthening Academic Mobility

Participation in the Erasmus+ programme remained a central pillar of ESAP's internationalisation strategy. Throughout the four-year period, there was a steady increase in the number of students undertaking mobility for studies (SMS), particularly incoming students: 29 (2021/2022), 39 (2022/2023), 45 (2023/2024) and 52 (2024/2025), demonstrating the growing international attractiveness of ESAP.

Outgoing mobility remained stable, ensuring the continued engagement of ESAP students in international experiences.

Regarding teaching mobility (STA), there was a significant rise in incoming participants, reaching 13 teachers in 2024/2025. Staff mobility for training (STT) also showed very substantial growth in incoming numbers: 5 (2022/2023), 16 (2023/2024) and 20 (2024/2025), reflecting the strengthening of institutional networks and technical and administrative cooperation.

These figures illustrate a solid recovery after 2022 and a sustained upward trend, revealing renewed dynamism within the academic community and the consolidation of a more robust and transversal mobility culture across the institution.

Blended Intensive Program – Atlantic Shoreline – Sustainable Artistic Practices

Blended Intensive Programmes (BIP) gained increasing relevance towards the end of the strategic cycle. Before organising its own BIP, ESAP participated in this format through outgoing mobilities, registering 6 outgoing students in 2022/2023, 5 in 2023/2024 and 1 in 2024/2025, demonstrating adaptability to the new Erasmus+ instruments.

In 2025, a significant milestone was achieved with the implementation of ESAP's first organised BIP, entitled Atlantic Shoreline – Sustainable Artistic Practices. The programme welcomed 15 incoming students from Poland, Spain and Italy, fostering an environment of intercultural and interdisciplinary collaboration centred on sustainable artistic practices.

The combination of short-term physical mobility with an online component enabled the development of innovative teaching and learning methodologies, encouraged critical reflection on sustainability within artistic practice, and strengthened international academic cooperation. The successful delivery of this BIP symbolises the maturity of ESAP's internationalisation strategy and marks the institution's transition from participant to active promoter of structured international initiatives.

Geographical Expansion of Cooperation

The consolidation of internationalisation was also supported by the significant expansion of ESAP's network of international agreements during the period. Partnerships were established or strengthened with institutions in Germany, including the University of Applied Sciences and Arts Ottersberg and the Academy of Performing

Arts Baden-Württemberg; in Belgium, with the Faculté des Beaux-Arts de Liège; in the Czech Republic, with Brno University of Technology; and in Slovakia, with the Academy of Arts in Banská Bystrica.

In Spain, the network expanded particularly strongly, encompassing the Universidad de Vigo, Universidad de Castilla-La Mancha, Complutense University of Madrid, Escuela Superior de Arte Dramático de Extremadura, Escuela de Arte y Superior de Diseño de Mérida, Escuela de Artes y Oficios de San Carlos de Valencia, among other institutions in the artistic and performing arts sectors.

In Estonia, a partnership was established with Pallas University of Applied Sciences, an institution with which ESAP had previously collaborated, though under a different name.

In Italy, partnerships were developed with the Accademia di Belle Arti di Roma, Accademia di Belle Arti di Napoli, Università degli Studi di Palermo and the Scuola d'Arte Drammatica Paolo Grassi, among others.

In Turkey, an agreement was signed with Çankırı Karatekin University.

This geographical expansion strengthened ESAP's European presence and significantly diversified opportunities for academic and artistic mobility and cooperation.

Language Support and Integration

The continued provision of free Portuguese language courses for international students proved to be a key measure within the internationalisation process. These initiatives facilitated the academic and social integration of international students, strengthened communication skills across the academic community and contributed to a more open, inclusive and internationally oriented institutional environment.

Partnerships, Networks and International Artistic Dynamics

Throughout the period 2021–2025, ESAP intensified its participation in specialised international networks and promoted the development of partnerships and consortia dedicated to artistic, pedagogical and research-based projects.

Final Considerations

The 2021–2025 strategic cycle resulted in a clear consolidation of internationalisation as a structuring axis of the Escola Superior Artística do Porto. After overcoming the more demanding initial phase, the institution demonstrated its capacity for growth, innovation and affirmation within the international landscape of higher artistic education.

The progressive increase in mobility, the strengthening and diversification of international partnerships, the geographical expansion of cooperation agreements and the implementation of the BIP Atlantic Shoreline – Sustainable Artistic Practices in 2025 confirm the consistency of the path followed.

Internationalisation is now more integrated, dynamic and strategically embedded, forming a solid.

IV – Communication

In the field of public communication — one of the strategic objectives defined for the period — it is important to highlight the renewal of ESAP's website, which now presents a markedly contemporary graphic identity and a more functional, intuitive structure. The content was redesigned in an appealing way and aligned with contemporary visual languages, consistent with an Art and Architecture School.

Daily investment in visibility across social media platforms such as Facebook, Instagram and TikTok — driven by the large number of activities carried out — together with the creation of two monthly newsletters (one for ESAP and another for DÍNAMO, supported by an extensive mailing list), has given institutional events (whether organised internally or in partnership with national and international agents and institutions) a carefully curated external image. This strategy has strengthened ESAP's public profile as a dynamic, welcoming and creative institution. In this context, organisational culture has become more cohesive, and ESAP's international visibility has also been reinforced.

The creation of the Alumni Portal, together with its corresponding office — which is expected to become increasingly operational — will enhance connections with former students, facilitate information flow and support joint activities.

Internal and external communication, strengthened by these new tools, has become more effective and closer to its audiences, improving access to information, supporting its dissemination, and reinforcing cohesion and a sense of belonging within the institution.

V - Economic Development

Despite the institution continuing to face the effects of the pandemic, the international economic instability associated with the war in Ukraine, and the general rise in operating costs, overall developments remain aligned with the financial sustainability objectives defined in the Strategic Plan. Revenue was strengthened through the acquisition of new projects and funding linked to the activities of the research unit, particularly through support from the Foundation for Science and Technology (FCT), as well as projects such as ICA, supporting the Film School, and CECAM, of inter-institutional and community nature.

At the same time, the completion of the first phase of the new facilities allowed services to be concentrated within a single environmentally sustainable and more efficient building, generating gains in rationalisation and control of operating expenses.

VI – Physical Infrastructure and Equipment

The implementation of this strategic axis demonstrates a significant level of achievement of the objectives defined, particularly through investment in the modernisation of pedagogical equipment in the areas of film and audiovisual. The renewal of cameras, the control room and the lighting systems of the Film Studio contributed to the technological updating of available resources, the improvement of teaching and learning conditions, and a closer alignment with professional contexts in these fields. This investment has strengthened the institution's training capacity and provided students with equipment better suited to current sector demands.

VII - Technological Infrastructure and Information Systems

1. Digital Services and Connectivity

The network infrastructure was upgraded through the acquisition of new networking equipment, including a new core switch and access switches, which significantly improved the quality, stability and speed of the internal network. This modernisation was complemented by the installation of new firewalls, strengthening protection against external threats and enhancing the overall security of the information systems.

2. Printing Systems

The partnership with Konica Minolta Portugal was renewed, and the printing system was modernised. This upgrade increased the speed and quality of printing services while ensuring more rigorous cost control through integrated management and monitoring tools..

3. Backup and Data Protection Systems

A new backup system with higher availability was implemented, ensuring greater information security and enabling faster and more effective data recovery in the event of failure or incident.

4. Technological Equipment for Academic Support

As part of the modernisation of technological resources supporting teaching and laboratory activities, a multifunctional 3D printer was acquired, which can also operate as a CNC engraver or laser engraving machine.

Regarding larger-scale equipment:

The CNC machine is fully operational and has already been used by a lecturer and students for academic work.

The laser cutting and engraving machine remains non-operational due to the absence of adequate technical conditions for its functioning.

5. Attendance Control System

The digital attendance control system iTime was implemented for staff, enabling a more efficient, accurate and automated registration of attendance.

VIII - Human Resources Management

In the area of human resources management, the measures implemented demonstrate overall progress aligned with the objectives defined in the Strategic Plan. The policy of continuous training for staff and teaching personnel was maintained, with particular emphasis on English-language training, in line with the institution's internationalisation goals. For non-teaching staff, a reorganisation was carried out with the aim of optimising human resources and increasing the overall efficiency of the system.

IX – Well-being and Social Support Policies

In this area, the level of implementation is broadly consistent with the objectives established. The continued support provided to students applying for Study Grants from the Directorate-General for Higher Education, the awarding of CESAP Merit Scholarships, and participation in the Porto de Conhecimento programme demonstrate the institution's commitment to promoting equal opportunities, addressing financial difficulties, and recognising academic excellence.

X - Environmental Sustainability

The actions carried out in this area are aligned with the strategic objectives of promoting energy efficiency and strengthening the use of renewable energy. Measures were undertaken to expand the photovoltaic production capacity installed on the roof of the Navegantes building, continuing the strategy of reducing energy consumption and the institution's environmental footprint. Although full implementation of the planned expansion depends on the completion of the overall project for the new facilities, the initiatives developed demonstrate a consistent commitment to the environmental

sustainability principles established in the Strategic Plan and represent meaningful progress towards the targets defined for this axis

XI - Financial Resource Management

Despite the impacts arising from the pandemic, international instability and the increase in operating and investment costs, it was possible to ensure the continuity of the institution's strategic projects. The acquisition of new funding — particularly through research projects supported by the Foundation for Science and Technology (FCT), as well as other initiatives such as ICA, supporting the Film School, and CECAM, of inter-institutional and community nature — contributed to diversifying revenue sources. At the same time, the centralisation of services in the new facilities enabled efficiency gains and a more rational use of available resources.

XII - Evaluation of Actions | Strategic Plan

The CESAP/ESAP Strategic Plan for the period 2021–2025 became a fundamental document in establishing a culture of monitoring, participation, diagnosis, questioning and reflection. Within this context, we aim to continue contributing to ESAP's recognition at the international level as an institution of high quality in knowledge production, internationalisation, teaching and research, committed to the principle that the educational process increasingly requires the participation of all.

The forthcoming 2026–2030 Strategic Plan will undoubtedly benefit from the measures already implemented, the adjustments made and the results achieved over the past four years.

Finally, we must express our gratitude to all those who have shared — and will certainly continue to share — this path with us.