

TRANSFORMATION PLAN

STRATEGIC ACADEMIC PLAN, ESPM 2013 — 2020

The Strategic Academic Plan presents four guidelines that will transform ESPM in the coming years:

- ✗ FROM COURSES TO HETEROGENEOUS LEARNING,
- ✗ FROM CLASSES TO DYNAMIC LEARNING,
- ✗ FROM CONTENT TO CONTEXT-BASED CONTENT,
- ✗ FROM TEACHER TO MENTOR.

Together, these four guidelines empower the student to become a Game Changer. To make these transformations, the school needs to develop a series of new tools and processes (in green). We propose a list of activities, illustrative only, which serve and reflect the character of each one of the four guidelines.

To implement this academic plan at the school, we propose seven institutional initiatives, each one with its advantages and benefits:

- CHANGE MANAGEMENT**
- Analysis of challenges and opportunities
 - Cohesive coordination of change
 - Implementation appropriate for context

- CULTURAL CHANGE**
- Internalization of Game Changer concept
 - Implementation of changes
 - Laboratory of techniques
 - Open communication

- PARTNERS ALIGNMENT**
- Dialogue between directors and council
 - Dialogue between mentors and students
 - Dialogue between companies and families
 - Adaptation of institutional marketing
 - Active participation in implementation

- BRAND EVOLUTION**
- A brand that incorporates its activities beyond communication
 - Reviving the Transformative Spirit
 - Evolution of visual identity
 - New brand proposal

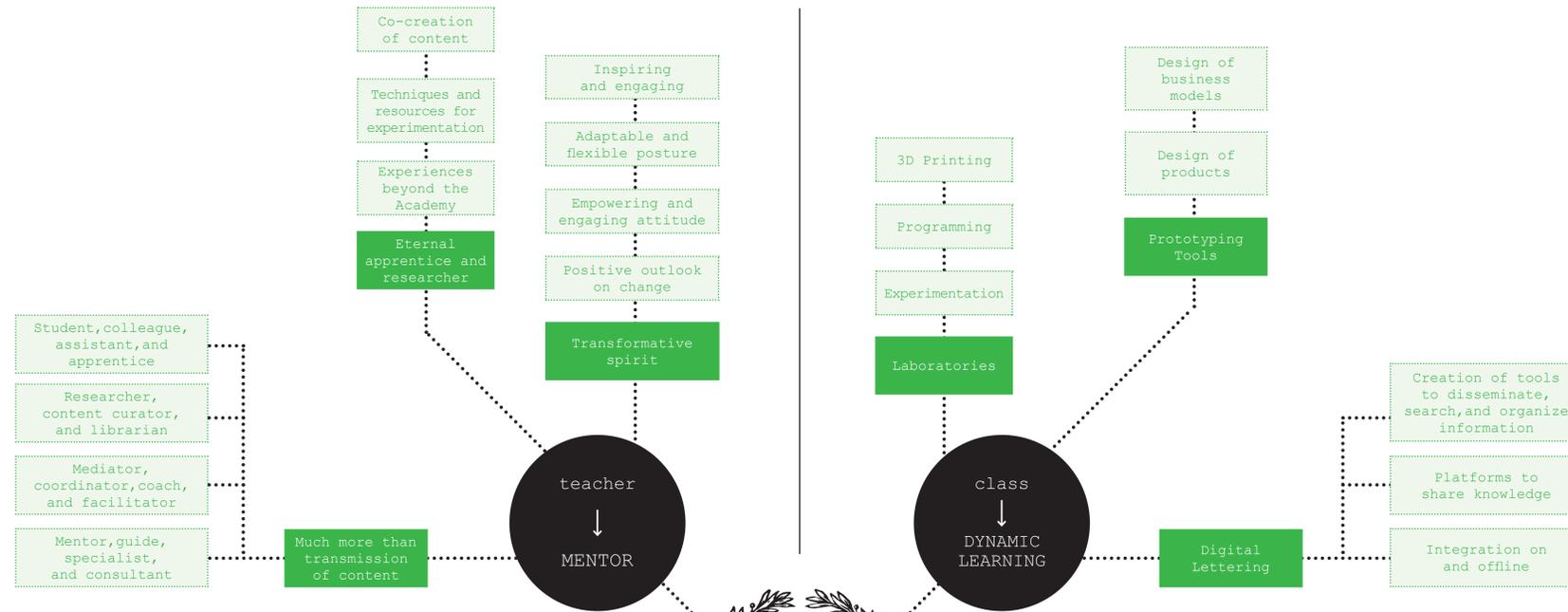
- TRANSFORMATION EVALUATION**
- Evaluation and metrics that measure transformative capacity of student
 - Metrics for school (KPIs)

- ENVIRONMENT**
- Laboratories
 - Spaces for socialization
 - Technology
 - Furniture

- MOBILIZED STUDENTS**
- Reform of student recruitment
 - Review of student degrees
 - Mobilization plan
 - Review of student evaluations

ILLUSTRATIVE ACTIVITIES

- ✗ **Experimentation Project:** Development of a specific area that supports the teaching staff to experiment with new spaces, methodologies, and teaching technologies.
- ✗ **ESPM Consulting:** Application of the teachers' research and subject competencies to solve problems in companies, as a service provided by ESPM.
- ✗ **Consulting Teacher:** Professionals specialized in a specific area to guide classes and students' projects.
- ✗ **Collaborative Research:** The students implement the teacher's research along with their own, combining the final result with the projects from other students, teachers' groups and institutions, allowing them to achieve unique results.
- ✗ **Course to Qualify Teachers:** Focusing on a career plan as a mentor, new learning tools, evaluation, and research metrics.

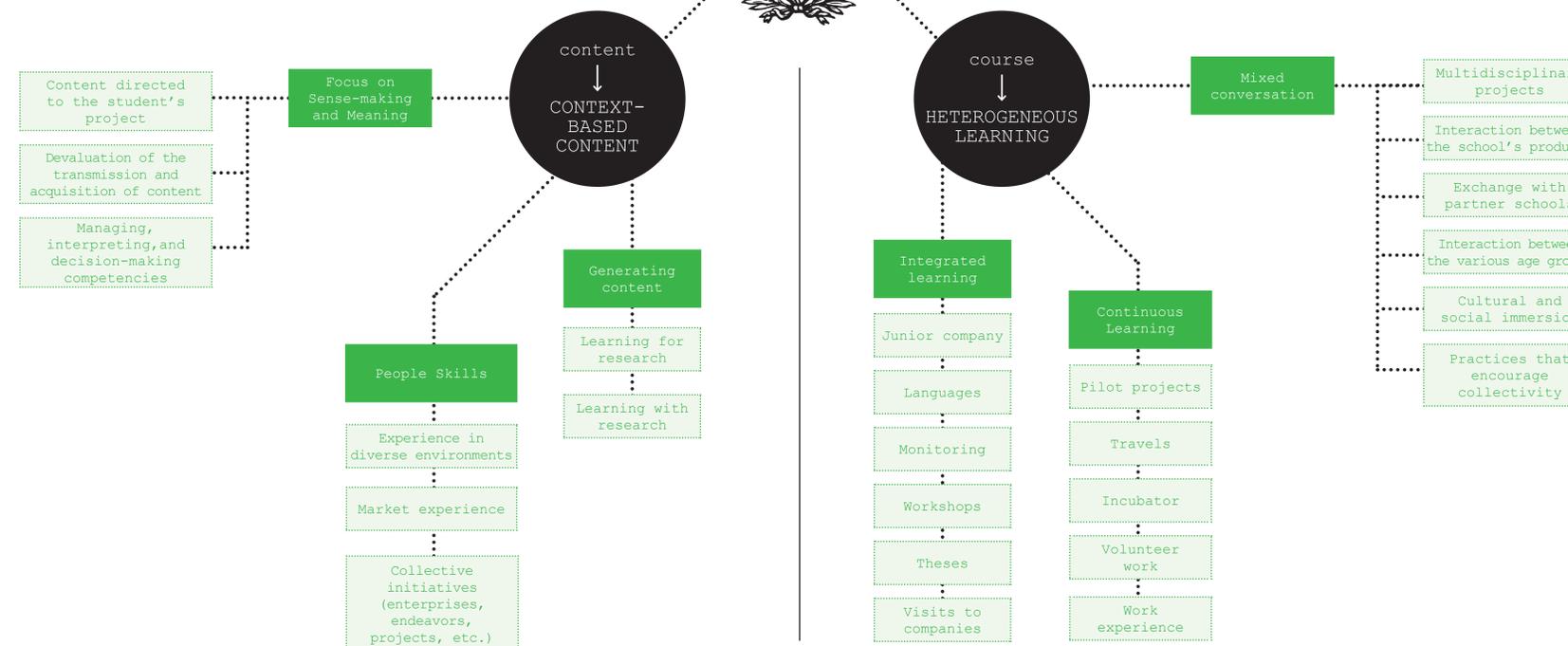


ILLUSTRATIVE ACTIVITIES

- ✗ **Leadership with Innovation and Entrepreneurship:** Studying, living, and reworking the successes and failures of entrepreneurs, innovators, and leaders.
- ✗ **Applied Communication:** Practical understanding of the evolution of communication behaviors and tools in society.
- ✗ **Projects and Prototyping:** Quick and iterative tests of strategic initiatives in companies.
- ✗ **Iterative Development:** Course on iterative implementation of products to understand and adjust any failures in real time, ensuring analysis and prioritization of options are completed as part of the implementation process.
- ✗ **Reversible Cases:** Case studies of products and initiatives that failed, with the aim of reconsidering and recreating them as potential solutions.

ILLUSTRATIVE ACTIVITIES

- ✗ **Appropriation of Sponsored Content:** Offer to companies scientific knowledge in exchange for sponsorships.
- ✗ **Investigation into Mobility:** Course in co-creating new research techniques and solving real problems, integrating the discovery and development of new technologies.
- ✗ **Course in People Skills:** Each student goes through a series of activities dealing with the development of people skills.
- ✗ **Technology in Service of Communication:** Integration of technological tools in the teaching of communication.
- ✗ **Discovery of Purpose:** Course that focuses on self-knowledge, identifying projects that might have a transformative impact.



ILLUSTRATIVE ACTIVITIES

- ✗ **Experiential Course:** Transdisciplinary projects that focus on a social problem through partnerships with companies, government, and communities.
- ✗ **Broadening the View:** Allows specialized professionals to be exposed to new theories and global trends.
- ✗ **Professional Doctorate in Companies:** PhD program developed within companies.
- ✗ **Graduation and Post-Graduation:** To integrate both graduation and post-graduation and mix a generalized view with a specialized one.
- ✗ **Course on Hacker Culture:** Course that unifies programming techniques and knowledge of data with a non-hierarchical culture that stimulates innovation.