



ALMA MATER STUDIORUM  
UNIVERSITÀ DI BOLOGNA

# STRATEGIC PLAN 2019-2021



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# PLANNING THE FUTURE

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*This Strategic Plan acknowledges that our accumulated wealth of knowledge and experience must be constantly protected and enhanced, as we explore all possible openings in a changing world. Our origins go far back, establishing deep roots that provide firm foundations for the constant renewal of the University, as well as the energy to drive experimentation and innovation. The central role played by students is built into our DNA. They founded the Alma Mater in medieval times and, as ever, remain today the true protagonists of University life. The education of young people is thus the key goal that the University pursues with determination not purely to transfer knowledge, but above all to develop a vision that reaches beyond the present to anticipate whatever tomorrow will bring.*

*So investing in education, training and research linked to societal needs is a priority, if we are to pass on our knowledge and, more importantly, develop a fully encompassing vision of the future.*

*Alma Mater Studiorum is acutely aware that University activities can have a significant impact on society, both directly and indirectly at local and global level, and that the success of each action depends, now more than ever, on the ability to work together in order to influence public policies. As such, the University of Bologna interacts constantly with our local communities in Bologna and at Multicampus level, focuses sharply on the various European exchange programmes, collaborates with hundreds of Universities around the world and promotes heavily the fundamental values that are central to research and teaching.*

Francesco Ubertini  
Rector

Alma Mater Studiorum - Università di Bologna

# PLANNING PROCESS

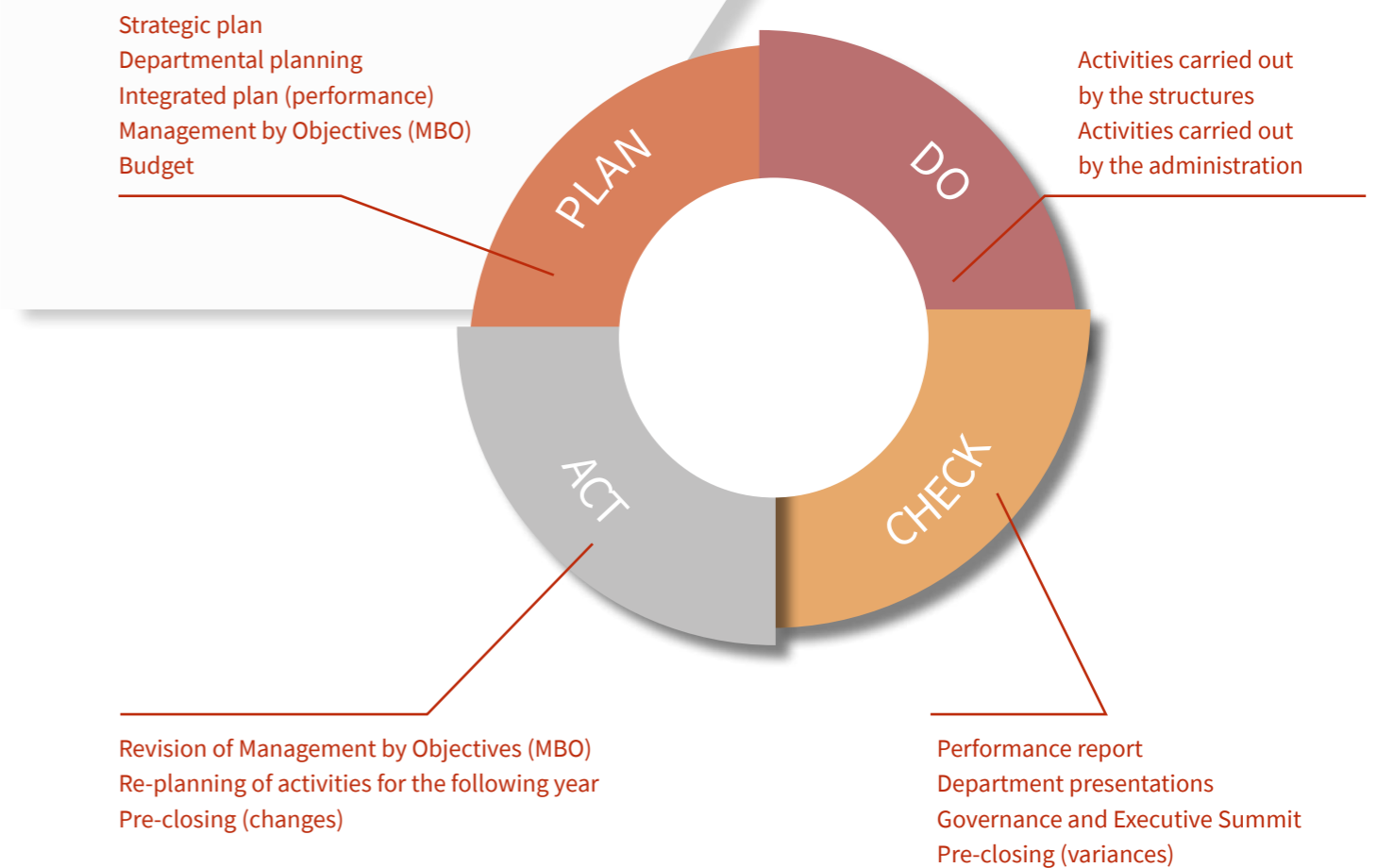
The 2019-2021 strategic planning process continues along the virtuous path traced by earlier plans, while also introducing new strategies that address the emerging challenges set by modern life.

As the keystone for our internal quality system, the strategic planning process is carried out on a rigorous collective basis, starting from a careful analysis of our positioning that considers the principal parameters and indicators used by the various domestic and international evaluation agencies. In line with the current literature on strategic planning and with reference to analogous processes carried out by other institutions, the University has developed a strategic road map that follows the general guidelines for public university planning published by MIUR (the

Italian Ministry of Education) and complies with current regulations (Law 15/2009, Decree 150/2009, law 43/2005, Decree 74/2017, Min. Decree 987/2016). The 2019-2021 strategic planning process has succeeded in identifying actions that will enable us to attain our strategic goals and plan organisational performance in each area, consistent with the ANVUR (Italian National Agency for the Evaluation of the University and Research Systems) Guidelines for the integrated management of the Performance Cycle by Italian state universities.

The process of defining the 2019-2021 Strategic Plan comprised the following phases:

1. mission, values, vision
2. positioning analysis
3. definition of key and strategic goals
4. definition of strategies and actions
5. link to the 17 UN sustainable development goals
6. definition of quantitative performance indicators
7. general agreement of the strategic road map
8. approval by the Academic Bodies



# MISSION

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Alma Mater is a large community of men and women who, with different roles and competences, strive to transmit knowledge, experiment with techniques and develop the ideas that will address the transformations of our time. Building on centuries of history and fuelled by an inexorable drive to innovate, the vocation of the University for education and research is rooted at the very heart of our life and autonomy. These pillars are accompanied by a third mission: the maintenance of dynamic relations and exchanges with society as a whole and the world of work.

Our Multicampus structure enables Alma Mater to interact with an extensive local community, while our international vocation connects us with many leading universities around the world, resulting in a constant exchange of students and teachers. The education and training of new generations, a passion for culture united with a deep ethical conscience, and the release of synergies from a plurality of disciplines represent the core of our mission and the role of Alma Mater as a major public university.



# VALUES

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Alma Mater makes reference to a set of guiding principles that inspire the strategies of tomorrow and the activities for today: the Constitution of the Republic of Italy, the Magna Charta Universitatum and the University Statute represent the sources that fuel the foundational values recognised by the University.



# VISION

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As a place for curating, transmitting and processing knowledge, both ancient and modern, the University adopts a student-centric approach, recognising merit and promoting the right to higher education. As a centuries-old public institution, Alma Mater sees research as central to the development of ideas, projects and technologies that satisfy current needs while also looking to the future. As a place of work, where the students, teachers and technical and administrative staff of the University meet and interact. Alma Mater is a great community, whose boundaries

extend well beyond the basic roles of those who study, teach or work, seeking to develop every participant in the system. As an international institution that generates knowledge of public interest, the University is open to constant dialogue with the territories served by our (Multicampus) structures and the world as a whole, aware of our ongoing responsibility to society both today and tomorrow. Alma Mater promotes **sustainability as a development strategy and the Multicampus as an integration strategy.**

# SUSTAINABILITY AS A DEVELOPMENT STRATEGY



In order to prepare a plan that truly addresses contemporary challenges, the University has decided to link our goals to the 17 SDGs set out in 2030 Agenda adopted on 25 September 2015 by the UN General Assembly.

These sustainable development goals and their 169 targets, agreed on a global level, provide a framework for measuring the progress made each organisation and country towards a more sustainable world. Each key goal in our Strategic Plan has been associated with one or more of the SDGs and related targets identified in the 2030 Agenda.

Alma Mater has developed an internal methodology for reporting annually on all sustainability work. This approach, which is subject to constant improvement, draws on various documents and evaluation tools: the Social Responsibility Report, the Gender Equality Report and the Report on the *UN Sustainable Development Goals*, covering our efforts to address the 17 UN SDGs, which can be found on the website: <http://site.unibo.it/almagoals/en>  
Further information about the 2030 Agenda SDGs can be found on the website <http://www.unric.org/it/agenda-2030>.

## UN GOALS INCLUDED IN THE UNIVERSITY STRATEGIC PLAN FOR 2019-2021

- |  |   |  |   |
|--|---|--|---|
|  | <p><b>3 GOOD HEALTH AND WELL-BEING</b><br/>Ensure healthy lives and promote well-being for all, at all ages<br/>Target: 3.4</p>   |  | <p><b>4 QUALITY EDUCATION</b><br/>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all<br/>Targets: 4.3, 4.4, 4.5, 4.6, 4.7, 4.a, 4.c</p>   |
|  | <p><b>5 GENDER EQUALITY</b><br/>Achieve gender equality and empower all women and girls<br/>Targets: 5.1, 5.5</p>   |  | <p><b>8 DECENT WORK AND ECONOMIC GROWTH</b><br/>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all<br/>Targets: 8.2, 8.3, 8.5, 8.6</p>  |
|  | <p><b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b><br/>Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation<br/>Targets: 9.1, 9.5</p> |  | <p><b>10 REDUCED INEQUALITIES</b><br/>Reduce inequality within and among countries<br/>Targets: 10.2, 10.4</p>  |
|  | <p><b>11 SUSTAINABLE CITIES AND COMMUNITIES</b><br/>Make cities and human settlements inclusive, safe, resilient and sustainable<br/>Targets: 11.1, 11.3, 11.4, 11.6</p>                    |  | <p><b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b><br/>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels<br/>Targets: 16.6, 16.7</p> |
|  | <p><b>17 PARTNERSHIPS FOR THE GOALS</b><br/>Strengthen the means of implementation and revitalize the global partnership for sustainable development<br/>Targets: 17.16, 17.17</p>          |  |   |

# THE MULTICAMPUS AS AN INTEGRATION STRATEGY



Alone within the Italian University system, Alma Mater has adopted a Multicampus structure since 1989: in addition to **Bologna**, there are also campuses in **Cesena**, **Forlì**, **Ravenna** and **Rimini**. Each campus has a strong scientific and educational identity, with its own facilities and services dedicated to institutional, cultural and sporting activities and associations. Every town has its own Schools, Departments and Local Organisational Units. Each Campus coordinates services and initiatives in support of its teaching and research activities, as well as for the benefit of students. Dynamic relations are also maintained with local bodies, associations and private individuals, as part of the cultural, economic and social development of the territories. In addition, Plesso Vespignani in **Imola** is the principal teaching building for the degree programmes in Agriculture and Veterinary Medicine, Pharmacy, Biotechnology and Sport Science, and Medicine.

The international dimension includes the **Buenos Aires** Representacion en la Republica Argentina, which offers course units for Degree, Post-graduate and Master programmes designed to promote international relations between Europe and Latin America.

The Sino-Italian campus at **Tongji University in Shanghai**, inaugurated in 2006, represents a point of reference for Italian Universities wishing to collaborate with that institution. The campus offers a double-degree programme in Automation Engineering, Two-year Masters in

Automation Engineering and in Historic Buildings Rehabilitation and, more generally, the ability to activate collaboration with companies, centres and bodies in the entire Shanghai area. Additionally, in 2018, the SICES Centre was opened in the Yunchuo building at Tongji University, on the initiative of the Italian Ministry for Environment, Land and Sea Protection, with the participation of various Italian Universities, including UNIBO. SICES provides an opportunity to establish new and more balanced relations with China, in constant contact with the Italian Embassy in Beijing and the Consulate General of Italy in Shanghai, on matters related to environmental sustainability.

In 2019, following an agreement between Alma Mater, the University of Naples "Federico II" and the La Sapienza University of Rome, our University has opened a branch at the Tata Innovation Center - Cornell TECH - in **New York**. The aim of this shared space is to develop teaching, entrepreneurial training, scientific cooperation, technology transfer and alumni networking activities, as well as to promote activities of common interest together with the Italian Universities involved in the agreement.

Last but not least, UNA Europa in **Brussels** represents an alliance between Alma Mater and six prestigious European Universities. UNA Europa takes an additional step towards the creation of a multilingual, multidisciplinary academic area in Europe, founded on the principles of interconnection, inclusiveness, innovation and internationalisation.



# MULTICAMPUS | CESENA


The University campus in Cesena opened in 1989 with the launch of a degree programme in Computer Science. Since then, the programme catalogue, research and third mission activities have expanded steadily to include Architecture, Psychology, Agriculture and Food Sciences, ICT and Bioengineering, as well as Aquaculture in Cesenatico. The current vitality and growth of the University's Cesena location is evidenced by the creation of additional facilities and services. The new buildings for Engineering, Sciences and Architecture in Cesena and Aquaculture in Cesenatico, opened at the end of 2018, will be supported over the next three years with a hall of residence and adjoining central Campus library, and accompanied by a new Psychology building, with a view to ensuring efficient logistics and the maximisation of available synergies.


The objective is to become an increasingly important hub for aggregation and cultural growth, serving both the town and the territory as a whole.


Additional development goals include: strengthening the international dimension of the programme catalogue and entrenching research activities even further to attract young academics.

### VOCATION

- AGRICULTURE AND FOOD
- ARCHITECTURE AND PSYCHOLOGY
- ICT AND BIOENGINEERING

 NUMBER OF PROFESSORS AND ASSISTANT PROFESSORS  
**201**

 NUMBER OF TECHNICAL-ADMINISTRATIVE STAFF  
**106**

 NUMBER OF STUDENTS (INCLUDING PHDS AND MASTERS STUDENTS)  
**4,660**



# MULTICAMPUS | FORLÌ


The vocation of the Forlì campus is expressed in three distinct areas: social sciences with an international orientation, studies focused on the links between language and culture, and aerospace engineering. The campus pursues three priorities in these areas: internationalisation, the quality of the programme catalogue and student services. This vocation releases substantial synergies via the constant interactions among teachers specialising in business sciences, economics, engineering, languages, politics and sociology.


This complementary, multidisciplinary environment makes it possible to identify the emerging needs of the territory and social actors, in the context of a systematic process of engagement that fuels research projects, learning experiences and third mission activities.


The strategic guidelines seek to enhance the fundamental positioning as a vibrant campus in the heart of the town, by adding modern, welcoming and inclusive facilities that will make Forlì an even more attractive destination.

### VOCATION

- SOCIAL AND INTERNATIONAL SCIENCES
- LINGUISTICS AND INTERCULTURAL STUDIES
- AEROSPACE ENGINEERING

 NUMBER OF PROFESSORS AND ASSISTANT PROFESSORS  
**206**

 NUMBER OF TECHNICAL-ADMINISTRATIVE STAFF  
**138**

 NUMBER OF STUDENTS (INCLUDING PHDS AND MASTERS STUDENTS)  
**6,454**





# MULTICAMPUS | RAVENNA

The Ravenna campus of the University of Bologna developed in the early 1990s around such topics as the Environment and the Conservation of Cultural and Archaeological Assets, in part as a reflection of the area's rich cultural heritage, but also as a port town, with economic activities linked to the sea and industries focused on chemicals and energy. Building on these origins, degree programmes have been added in Engineering, Legal Studies, Chemicals and Materials Engineering, giving rise to a composite teaching-scientific centre in Ravenna and in Faenza, where healthcare programmes are now active. After thirty years, the structures of the Ravenna campus are more tightly integrated, as highlighted by the launch of a "Campus" PhD degree programme and a particular focus on the Environment, Cultural Heritage and related Rights. Ravenna continues to invest in the quality of teaching and research, internationalisation, reception and other student services, and its interaction with the local territory. The strategic development of the campus targets the following distinct areas: Sustainability and the circular economy, Clean and accessible energy, Underwater life, Business, innovation and infrastructure, Sustainable cities and communities, Human arts and sciences in the digital era, Cross-culturalism, inclusion and social security, Peace, justice and strong institutions.

## VOCATION

- ENVIROMENT AND SEA
- CULTURAL HERITAGE
- RIGHTS



NUMBER OF PROFESSORS AND ASSISTANT PROFESSORS  
**172**



NUMBER OF TECHNICAL-ADMINISTRATIVE STAFF  
**84**



NUMBER OF STUDENTS (INCLUDING PHDS AND MASTERS STUDENTS)  
**3,490**



# MULTICAMPUS | RIMINI

Working together with the Departments active locally, the Rimini campus strives to promote first, second and third level education in specific areas, consolidating relations with the surrounding territory and its international vocation. Research activities benefit from the contributions made by individual and group research units, as well as from the work of local Departments and other specialist structures that leverage both inter-disciplinary and trans-disciplinary collaboration.

The Rimini campus specialises in study and research into the people, businesses and associations involved in production processes, the transformation of social realities, the attractiveness of locations and the development of personal and collective well-being, including the adaptive control of physical movements. The campus also seeks to train specialists in tourism, fashion and creativity, management, financial and actuarial services, the production of pharmaceuticals and cosmetics, the sustainability of industrial chemical and economic processes and of lifestyles, and the prevention of social hardship. The balance between persons, anthropic activities and productive activities is pursued via support for industrial research in such areas as environmental protection and conservation, the sustainable management of waste and the development of innovative materials for the textile and cosmetics industries.

## VOCATION

- WELLNESS AND SUSTAINABLE DEVELOPMENT
- TOURISM AND FASHION
- SERVICES FOR PEOPLE, BUSINESS AND ENVIRONMENT



NUMBER OF PROFESSORS AND ASSISTANT PROFESSORS  
**152**



NUMBER OF TECHNICAL-ADMINISTRATIVE STAFF  
**102**



NUMBER OF STUDENTS (INCLUDING PHDS AND MASTERS STUDENTS)  
**4,919**





# POSITIONING ANALYSIS

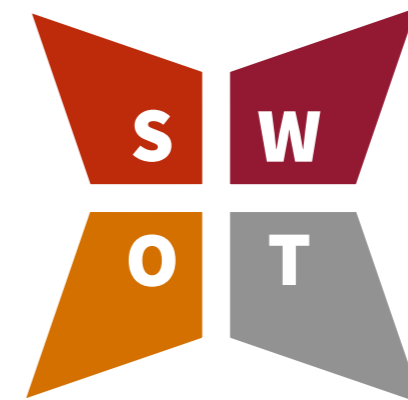
The analysis of our positioning represents the first step in the entire strategic planning process. It facilitates a fuller understanding of the reality within which an organisation operates, and the resources it can count on for the optimisation of results. It is also fundamental for understanding the nature of the organisation's external commitments and internal limits, and for ensuring that its planning is concrete and feasible.

## STRENGTHS

- One thousand years of history and rich cultural heritage
- National and international reputation
- High quality in all areas of knowledge
- Both incoming and outgoing student mobility
- Integration with towns and cities

## WEAKNESSES

- Student services compared with international standards
- Research infrastructure in certain areas
- Modest ability to attract international teachers and technical and administrative staff
- Alumni
- Complex management



## OPPORTUNITIES

- Horizon Europe
- Open Science
- Digital transformation
- Development cooperation in Africa
- European IT hub

## THREATS

- Under-funding of the national university system
- Uncertain international outlook
- Oligopoly of major publishers
- Rapid transformation of the world of work and society
- Crisis in the linear economy and the growth of inequality

# POSITIONING ANALYSIS

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## STRENGTHS

- One **thousand years of tradition** and a rich cultural heritage encourage free and independent study of a consistently original and innovative nature
- Our **national and international reputation** has made Bologna a point of reference in the academic world
- The **pervasive quality** of our education and research in all areas of knowledge is recognised by all leading international evaluators
- Alma Mater is **the leading European University for student exchanges** thanks to our international vocation
- Our **strong integration with the towns and cities in which we operate** has enabled us to share goals and commitments with all actors in the territory on such key topics as innovation and the liveability of urban spaces

## WEAKNESSES

- The level of **student services** is not yet aligned with the highest international standards
- Especially in certain areas, the **research infrastructure** reflects the difficulty of upgrading the historic buildings owned by the University to the technological and safety requirements of modern research laboratories
- The challenges of **attracting international teachers and technical and administrative staff**, endemic to some extent within the national university system, make it difficult to internationalise our education and research environments
- The absence of an active and coordinated **alumni association** prevents the University from drawing effectively on the potential for innovation inherent in our network of graduates
- The great ability to carry out competitive projects, the strategic planning process and the Departments of Excellence, the complexity of the building infrastructure, and the heterogeneous organisation of the various teaching-scientific activities, together pose important **organisational challenges** for the improvement of our processes and management

# POSITIONING ANALYSIS

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## OPPORTUNITIES

- The definition of a new framework programme for European funding, namely **Horizon Europe**, enables the University to contribute to the design of new models for cooperation, networking and the funding of research and international mobility
- The spread of **Open Science** practices facilitates the dissemination and circulation of data and information, creating new stimuli for the growth of scientific research
- The development of **digital technologies** opens the door to the transformation of our management processes, enabling them to be rethought in order to reduce complexity and increase effectiveness
- The creation of a strong partnership for **development cooperation in Africa** enables us to place our multi-disciplinary approach at the service of social and economic growth in developing areas
- The creation of a **European IT hub** in Bologna provides an important opportunity for international networking and the attraction of innovative projects

## THREATS

- **The under-funding of the University system**, the introduction of a “no fee area” for low-income students and an up-tick in the salaries of our teachers and technical and administrative staff, give rise to serious questions about our financial sustainability over the medium term
- **The shake-up of international equilibriums** caused by the exit of the United Kingdom from the European Union, the advance of nationalism and the growing attacks on academic autonomy may well weaken the system of international scientific cooperation
- During the transition to a fully Open Access system of scientific communication, the current **oligopoly that dominates international academic publishing**, especially in the STEM (Science, Technology, Engineering and Mathematics) areas, may raise concerns about the financial sustainability of publication costs and access to documentation, with a potential slowdown in the production and sharing quality scientific knowledge
- The advent of Industry 4.0 and the consequent **transformation of the world of work and society**, require a large, public, multidisciplinary University like Alma Mater Studiorum to guide the community throughout a long season of constant, major changes
- The **crisis in the linear economy** and the **growth of inequality** mean that Universities must work on alternative cultural paradigms, making social, environmental and economic sustainability the new focus of their development models

# STRATEGIC ROAD MAP



# STRATEGIC ROAD MAP | GOALS

## QUALITY OF RESEARCH

0.1 To support pure and applied research, in order to tackle major challenges

- PhD programme degree
- Rewarding merit
- Quality and productivity
- Infrastructure

## PROJECT WORK

0.2 To support scientific project work in a national and international context

- Attract funds
- Strategic project work
- Open Science

## TEACHING QUALITY

0.3 To promote quality and innovation in the programme catalogue, considering the needs of individuals and society

- Joining and remaining in the world of work
- Timely student career progress
- Teaching innovation
- Teaching-research synergies

## ATTRACTIVENESS

0.4 To improve the attractiveness and international dimension of our learning environments

- Attract talented students
- Attract international students
- International degree programmes catalogue
- International agreements and partnerships

## STUDENTS

0.5 To enhance the services available to students and support policies addressing the right to higher education

- Student services
- Right to higher education
- Guidance
- Participation

## INNOVATION

0.6 To improve the transfer of technologies and knowledge in favour of the social and economic fabric of society

- Entrepreneurship and relations with businesses
- Professional training and life-long learning
- Development cooperation

## DISSEMINATION

0.7 To popularize scientific and cultural activities

- Links with museums and the promotion of culture
- Dissemination, promotion and co-production of knowledge
- Alumni and synergies with the community

## SUSTAINABILITY

0.8 To promote initiatives that enhance social and environmental sustainability

- University buildings
- Foundational values of the University
- Academic and broader community

# STRATEGIC ROAD MAP | STRATEGIES AND ACTIONS

<http://alma2021.unibo.it>



## STRATEGIC INTERDISCIPLINARY AREAS



INDUSTRY 4.0



HEALTH AND WELLBEING



AGRICULTURE AND FOOD



BIG DATA AND ARTIFICIAL INTELLIGENCE



SUSTAINABILITY AND CIRCULAR ECONOMY



ART AND HUMANITIES IN THE DIGITAL ERA



INTER-CULTURE, INCLUSION AND SOCIAL SECURITY


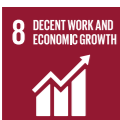


CLIMATE CHANGES

## STRATEGIC GOAL O.1

### QUALITY OF RESEARCH

TO SUPPORT PURE AND APPLIED RESEARCH, IN ORDER TO TACKLE MAJOR CHALLENGES IN AN INTERNATIONAL CONTEXT





KEY GOALS	STRATEGIES and/or ACTIONS		
<p><b>O.1.1</b> To qualify and promote PhD programme degrees in an international context Policy supervision: Vice-Rector for Research</p> 	<p>PhD programme degree Innovation in processes and services Institute of Advanced Studies International mobility International networks</p>		
<p><b>INDICATORS</b></p> <p>R.01 - PhD students with degrees from other Italian or foreign universities R.02 - Number enrolled for the first year of the PhD programme cycle R.03 - Number of outgoing PhD students</p>	<p><b>2015</b></p> <p>30%</p> <p>391</p> <p>303</p>	<p><b>2018</b></p> <p>38%</p> <p>543</p> <p>407</p>	<p><b>2021</b></p> <p>40%</p> <p>560</p> <p>500</p>
<p><b>O.1.2</b> To consolidate the recognition of scientific merit in recruitment and career progression Policy supervision: Vice-Rector for Human Resources</p> 	<p>PhD programme degree Incentives for the professional community Gender equality Development of the professional community</p>		
<p><b>INDICATORS</b></p> <p>R.04 - New recruits supervising competitive projects as percentage of total new recruits R.05 - Percentage of new recruits with VRA* higher than the median and worst quartile VRA* area and role score</p>	<p><b>2015</b></p> <p>12%</p> <p>65%</p> <p>87%</p>	<p><b>2018</b></p> <p>17%</p> <p>68%</p> <p>89%</p>	<p><b>2021</b></p> <p>17%</p> <p>70%</p> <p>90%</p>

\*University Research Evaluation Committee

## STRATEGIC GOAL O.1

### QUALITY OF RESEARCH

TO SUPPORT PURE AND APPLIED RESEARCH, IN ORDER TO TACKLE MAJOR CHALLENGES IN AN INTERNATIONAL CONTEXT

KEY GOALS	STRATEGIES and/or ACTIONS		
<p><b>O.1.3</b> To improve research quality and productivity Policy supervision: Vice-Rector for Research</p> 	 RESEARCH AND INNOVATION <p>Departmental Strategic Areas International Mobility International Networks</p>		
<p><b>INDICATORS</b></p> <p>R.06 - Comparison of distribution of our publications per Single Index compared with total products for VQR* Groups 2011/14 (Bibliometric area) R.07 a) Percentage of Group A publications according to VRA criteria b) Percentage of publications presented for VRA in proportion to the maximum number of publications allowed per VRA scientific area (NON-bibliometric areas)</p>	<p><b>2015</b></p> <p>63%</p> <p>51%</p> <p>80%</p>	<p><b>2018</b></p> <p>67%</p> <p>62%</p> <p>84%</p>	<p><b>2021</b></p> <p>70%</p> <p>65%</p> <p>85%</p>
<p><b>O.1.4</b> Reinforce the infrastructure needed for research purposes Policy supervision: Delegate for construction and environmental sustainability</p> 	 CONSTRUCTION <p>ICT infrastructure Infrastructure and tools for research Tools for digitalisation</p>		
<p><b>INDICATORS</b></p> <p>R.08 - Creation of new research spaces</p>	<p><b>2015</b></p> <p>n.a.</p>	<p><b>2018</b></p> <p>under review</p>	<p><b>2021</b></p> <p>under review</p>

\* Research Quality Evaluation

**n.a.:** qualitative indicator or value not available

## STRATEGIC GOAL O.2

### PROJECT WORK


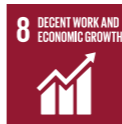



TO SUPPORT SCIENTIFIC PROJECT WORK IN A NATIONAL AND INTERNATIONAL CONTEXT

KEY GOALS	STRATEGIES and/or ACTIONS		
<p><b>O.2.1</b> To enhance the ability to collaborate and attract research funding from national and international sources Policy supervision: Vice-Rector for Research</p> 	<p>Incentives for the professional community International Networks International and European projects Pure research</p>		
<p><b>INDICATORS</b></p> <p>R.09 - National and international funding of project work</p>	<b>2015</b>	<b>2018</b>	<b>2021</b>
	46 MLN €	89 MLN €	90 MLN €
<p><b>O.2.2</b> To develop the strategic project work of departments, attracting international competences and enhancing the multidisciplinary reputation of Alma Mater Policy supervision: Rector</p> 	<p> RESEARCH AND INNOVATION Departmental Strategic Areas Development of the professional community</p>		
<p><b>INDICATORS</b></p> <p>R.10 - Degree of implementation of programmed initiatives</p>	<b>2015</b>	<b>2018</b>	<b>2021</b>
	n.a.	n.a.	n.a.
<p><b>O.2.3</b> To facilitate the development of Open Science Policy supervision: Vice-Rector for Research and Vice-Rector for Digital Technologies</p> 	<p>Availability and Accessibility of data Open Science</p>		
<p><b>INDICATORS</b></p> <p>R.11 - Progress made on related actions R.12 - Percentage of Open Access publications</p>	<b>2015</b>	<b>2018</b>	<b>2021</b>
	n.a.	n.a.	n.a.
	n.a.	30%	50%

## STRATEGIC GOAL O.3

### TEACHING QUALITY

TO PROMOTE THE QUALITY OF THE PROGRAMME CATALOGUE AND INVEST IN STRATEGIC INTERDISCIPLINARY AREAS, CONSIDERING THE NEEDS OF INDIVIDUALS AND SOCIETY




KEY GOALS	STRATEGIES and/or ACTIONS		
<p><b>O.3.1</b> To improve the competences acquired during degree programmes in order to help graduates join and remain in the world of work Policy supervision: Vice-Rector for Teaching</p>  	<p> ENTREPRENEURSHIP  TRAINING International mobility Sport at Unibo Unibo at work</p>		
<p><b>INDICATORS</b></p> <p>F.01 - Number of students attending courses on transversal competencies F.02 Focus - Employment/unemployment after 1/3/5 years F.03 - Percentage of graduates with curricular internships</p>	<b>2015</b>	<b>2018</b>	<b>2021</b>
	n.a.	2,379	4,000
	n.a.	n.a.	n.a.
	60%	60%	60%
<p><b>O.3.2</b> To consolidate timely student career progress, while respecting strict evaluation procedures Policy supervision: Vice-Rector for Teaching</p> 	<p>Right to higher education and reception policies Teaching quality Choose Unibo! Spaces for students Digital technologies for teachinga</p>		
<p><b>INDICATORS</b></p> <p>F.04 - Graduates in stable regular employment (N years) F.05 - Students continuing their studies with &gt;39 ECTS* achieved in 1st year</p>	<b>2015</b>	<b>2018</b>	<b>2021</b>
	48%	53%	55%
	69%	71%	> 70%

\* European Credit and Accumulation System

## STRATEGIC GOAL O.3

### TEACHING QUALITY








TO PROMOTE THE QUALITY OF THE PROGRAMME CATALOGUE AND INVEST IN STRATEGIC INTERDISCIPLINARY AREAS, CONSIDERING THE NEEDS OF INDIVIDUALS AND SOCIETY

KEY GOALS	STRATEGIES and/or ACTIONS		
<p><b>O.3.3</b> To improve teaching quality, partly through the use of innovative methods and the training of teachers</p> <p>Policy supervision: Vice-Rector for Teaching and Vice-Rector for Digital Technologies</p> 	 CONSTRUCTION Training of teachers and researchers Teaching quality Digital technologies for teaching		
<p><b>INDICATORS</b></p> <p>F.06 - Number of participants in training sessions for teachers</p> <p>F.07 Attendee satisfaction with teaching – Students opinion survey</p>	<p><b>2015</b></p> <p>290</p> <p>74%</p>	<p><b>2018</b></p> <p>448</p> <p>77%</p>	<p><b>2021</b></p> <p>500</p> <p>78%</p>
<p><b>O.3.4</b> To facilitate the synergies between degree programmes and research, considering the needs of society</p> <p>Policy supervision: Vice-Rector for Teaching</p> 	Departmental Strategic Areas Transversal competencies Postgraduate studies		
<p><b>INDICATORS</b></p> <p>F.08 - Reporting on new programmed initiatives in interdisciplinary strategic areas</p>	<p><b>2015</b></p> <p>n.a.</p>	<p><b>2018</b></p> <p>+ 14</p>	<p><b>2021</b></p> <p>11</p>

## STRATEGIC GOAL O.4

### ATTRACTIVENESS

TO IMPROVE ATTRACTIVENESS AND STRENGTHEN THE INTERNATIONAL DIMENSION OF LEARNING ENVIRONMENTS

KEY GOALS	STRATEGIES and/or ACTIONS		
<p><b>O.4.1</b> To attract talented students, including via specific career guidance activities</p> <p>Policy supervision: Vice-Rector for Students</p> 	Collegio Superiore Right to higher education and reception policies Choose Unibo! Unibo4all		
<p><b>INDICATORS</b></p> <p>F.09 Master's degree students with 1st level degrees from other universities</p> <p>F.10 Extra-regional mobility</p>	<p><b>2015</b></p> <p>47%</p> <p>49%</p>	<p><b>2018</b></p> <p>48%</p> <p>49%</p>	<p><b>2021</b></p> <p>50%</p> <p>50%</p>
<p><b>O.4.2</b> To increase the number of talented international students and diversify their geographical catchment area</p> <p>Policy supervision: Vice-Rector for International Relations</p>  	 INTERNATIONAL Choose Unibo!		
<p><b>INDICATORS</b></p> <p>F.11 - Incoming exchange students</p> <p>F.12 - International students enrolled</p>	<p><b>2015</b></p> <p>2,310</p> <p>7%</p>	<p><b>2018</b></p> <p>3,100</p> <p>8%</p>	<p><b>2021</b></p> <p>Leader in Europe</p> <p>9%</p>
<p><b>O.4.3</b> Strengthen the international dimension of learning environments and multilingual and cross-cultural policies</p> <p>Policy supervision: Vice-Rector for International Relations</p>  	 INTERNATIONAL Institute of Advanced Studies Development of the professional community Multilingual and cross-cultural environment		
<p><b>INDICATORS</b></p> <p>F.13 - Graduates (on time or one year behind) with at least 12 ECTS credits obtained abroad</p> <p>F.14 - Outgoing students</p> <p>F.15 - Number of Professors from international research institutions</p>	<p><b>2015</b></p> <p>9%</p> <p>2,745</p> <p>383</p>	<p><b>2018</b></p> <p>13%</p> <p>3,840</p> <p>864</p>	<p><b>2021</b></p> <p>15%</p> <p>Leader in Europe</p> <p>1,000</p>



## STRATEGIC GOAL 0.4

### ATTRACTIVENESS








TO IMPROVE ATTRACTIVENESS AND STRENGTHEN THE INTERNATIONAL DIMENSION OF LEARNING ENVIRONMENTS

KEY GOALS	STRATEGIES and/or ACTIONS		
<p><b>0.4.4</b> To promote international strategic agreements and partnerships in the teaching environment</p> <p>Policy supervision: Vice-Rector for International Relations</p>  	 INTERNATIONAL Collegio Superiore		
<p><b>INDICATORS</b></p> <p>F.16 - Number of active international agreements</p>	<p><b>2015</b></p> <p>1,735</p>	<p><b>2018</b></p> <p>1,798</p>	<p><b>2021</b></p> <p>1,800</p>

## STRATEGIC GOAL 0.5

### STUDENTS


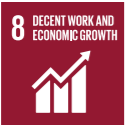


TO ENHANCE THE SERVICES AVAILABLE TO STUDENTS AND SUPPORT POLICIES ADDRESSING THE RIGHT TO HIGHER EDUCATION

KEY GOALS	STRATEGIES and/or ACTIONS		
<p><b>0.5.1</b> To upgrade the services intended to ensure optimal study and living conditions for students</p> <p>Policy supervision: Vice-Rector for Students</p>   	 CONSTRUCTION  STUDENT COMMUNITY ICT infrastructure Innovation of processes and services		
<p><b>INDICATORS</b></p> <p>F.17 - Value of resources committed to rewarding merit</p> <p>F.18 - Initiatives in favour of students</p> <p>F.19 - Percentage of students satisfied with the University infrastructure</p>	<p><b>2015</b></p> <p>10,8 MLN €</p>	<p><b>2018</b></p> <p>12,2 MLN €</p>	<p><b>2021</b></p> <p>≥ 12,2 MLN €</p>
<p><b>0.5.2</b> To promote the education of disadvantaged students, consolidating coordinated action with local institutions and communities on the right to higher education</p> <p>Policy supervision: Vice-Rector for Students</p>  	Right to higher education and reception policies Unibo4all Unibo4Refugees		
<p><b>INDICATORS</b></p> <p>F.20 - Per capita value of resources allocated to students on the basis of their economic condition and talent</p>	<p><b>2015</b></p> <p>277 €</p>	<p><b>2018</b></p> <p>510 €</p>	<p><b>2021</b></p> <p>≥ 510 €</p>

## STRATEGIC GOAL 0.5

### STUDENTS


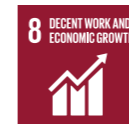


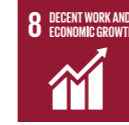
TO ENHANCE THE SERVICES AVAILABLE TO STUDENTS AND SUPPORT POLICIES ADDRESSING THE RIGHT TO HIGHER EDUCATION

KEY GOALS	STRATEGIES and/or ACTIONS		
<p><b>0.5.3</b> To improve the career guidance for incoming, resident and outgoing students, considering their specific needs</p> <p>Policy supervision: Vice-Rector for Students</p>  	<p>Transversal competencies Right to higher education and reception policies Choose Unibo! Unibo at work</p>		
<p><b>INDICATORS</b></p> <p>F.21 - Number of firms involved in initiatives to meet the world of work F.22 - Students dropping out before the end of the second year</p>	<p><b>2015</b></p> <p>206 12%</p>	<p><b>2018</b></p> <p>305 11%</p>	<p><b>2021</b></p> <p>288 &lt; 10%</p>
<p><b>0.5.4</b> To promote greater student involvement in academic life</p> <p>Policy supervision: Vice-Rector for Students</p> 	 STUDENT COMMUNITY		
<p><b>INDICATORS</b></p> <p>F.23 - Participation by students in the work of academic bodies and joint committees</p>	<p><b>2015</b></p> <p>n.a.</p>	<p><b>2018</b></p> <p>n.a.</p>	<p><b>2021</b></p> <p>under review</p>

## STRATEGIC GOAL 0.6

### INNOVATION



TO IMPROVE THE TRANSFER OF TECHNOLOGY AND KNOWLEDGE IN FAVOUR OF THE SOCIAL AND ECONOMIC FABRIC OF THE LOCAL, NATIONAL AND INTERNATIONAL COMMUNITY

KEY GOALS	STRATEGIES and/or ACTIONS		
<p><b>0.6.1</b> Strengthen the social and economic impact at a regional, national and international level, via entrepreneurship projects and University business initiatives</p> <p>Policy supervision: Delegate for Entrepreneurship</p>  	 ENTREPRENEURSHIP Territorial integration International networks Industrial research		
<p><b>INDICATORS</b></p> <p>T.01 - Number of patents, trademarks, vegetable varieties and computer applications T.02 - Number of accredited/active spin-offs and start-ups T.03 - Turnover of commissioned commercial and scientific activities</p>	<p><b>2015</b></p> <p>76 24 25 MLN €</p>	<p><b>2018</b></p> <p>181 31 27 MLN €</p>	<p><b>2021</b></p> <p>200 &gt; 35 30 MLN €</p>
<p><b>0.6.2</b> To qualify and enhance professional training and life-long learning programmes</p> <p>Policy supervision: Vice-Rector for Teaching and Delegate for Entrepreneurship</p>  	<p>Alma Mater Alumni Postgraduate studies</p>		
<p><b>INDICATORS</b></p> <p>T.04 - Number of students involved in professional training and life-long learning programmes</p>	<p><b>2015</b></p> <p>2,205</p>	<p><b>2018</b></p> <p>2,145</p>	<p><b>2021</b></p> <p>&gt; 2,300</p>

## STRATEGIC GOAL 0.6

### INNOVATION

TO IMPROVE THE TRANSFER OF TECHNOLOGIES AND KNOWLEDGE IN FAVOUR OF THE SOCIAL AND ECONOMIC FABRIC OF THE LOCAL, NATIONAL AND INTERNATIONAL COMMUNITY

KEY GOALS	STRATEGIES and/or ACTIONS		
<p><b>0.6.3</b> To strengthen cooperation in the areas of economic, social and cultural development</p> <p>Policy supervision: Vice-Rector for International Relations</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>4 QUALITY EDUCATION</p> </div> <div style="text-align: center;">  <p>17 PARTNERSHIPS FOR THE GOALS</p> </div> </div>	<p>Development cooperation UN sustainability goals Geographical strategies Unibo4Refugees</p>		
INDICATORS	2015	2018	2021
T.05 - Number of development cooperation projects	27	40	40

## STRATEGIC GOAL 0.7

### DISSEMINATION



TO PROMOTE TRANSVERSAL SCIENTIFIC AND CULTURAL DISSEMINATION TO ALL STAKEHOLDERS AND SOCIAL CONTEXTS

KEY GOALS	STRATEGIES and/or ACTIONS		
<p><b>0.7.1</b> To qualify and strengthen the ties with museums and the public and private promotion of culture in the various disciplinary areas (cultural assets, bio-anthropological, technical-scientific, performance-related contexts etc.)</p> <p>Policy supervision: Deputy Rector</p> <div style="text-align: center;">  <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> </div>	<p>Library facilities Museum system Uniboculture and promotion of cultural events</p>		
INDICATORS	2015	2018	2021
T.06 - Progress made on related actions	n.a.	n.a.	n.a.
<p><b>0.7.2</b> To involve teachers, students and technical and administrative staff in the creation and implementation of scientific popularisation and cultural education initiatives and the co-production of knowledge, not least for the younger members of the school-age population</p> <p>Policy supervision: Delegate for Cultural Initiatives</p> <div style="text-align: center;">  <p>4 QUALITY EDUCATION</p> </div>	<p>Digital communications Dissemination of research and scientific popularisation Uniboculture and promotion of Unijunior cultural events</p>		
INDICATORS	2015	2018	2021
T.07 - Number of events recorded in the University Magazine	1,322	1,464	> 1,400

## STRATEGIC GOAL 0.7

### DISSEMINATION

TO PROMOTE TRANSVERSAL SCIENTIFIC AND CULTURAL DISSEMINATION TO ALL STAKEHOLDERS AND SOCIAL CONTEXTS

KEY GOALS	STRATEGIES and/or ACTIONS		
<p><b>0.7.3</b> To promote the wealth of professional knowledge of our graduates and personnel, in order to develop networks and synergies between the University and society, not least by creating the Alma Mater Alumni Network</p> <p>Policy supervision: Delegate for Entrepreneurship</p> 	 ALUMNI Digital communications		
INDICATORS	2015	2018	2021
T.08 - Progress made on related actions	n.a.	n.a.	n.a.

## STRATEGIC GOAL 0.8

### SUSTAINABILITY

TO PROMOTE INITIATIVES THAT ENHANCE SOCIAL AND ENVIRONMENTAL SUSTAINABILITY, PARTLY BY USING THE INTERNATIONAL NETWORKS OF ALMA MATER

KEY GOALS	STRATEGIES and/or ACTIONS		
<p><b>0.8.1</b> To qualify the environmental sustainability of University buildings</p> <p>Policy supervision: Delegate for construction and environmental sustainability</p> 	Sustainable Multicampus UN sustainability goals		
INDICATORS	2015	2018	2021
T.09 - Monitoring of sustainability indicators	n.a.	under review	under review
<p><b>0.8.2</b> To promote the social sustainability of the University community and broader communities as a whole</p> <p>Policy supervision: Vice-Rector for Human Resources</p>  	 STUDENT COMMUNITY  WORK@UNIBO Historical Seat		
INDICATORS	2015	2018	2021
T.10 - Progress made on related actions	n.a.	n.a.	n.a.
<p><b>0.8.3</b> Re-affirm the importance of our foundational values</p> <p>Policy supervision: Rector</p>  	Magna Charta		
INDICATORS	2015	2018	2021
T.11 - Progress made on related actions	n.a.	n.a.	n.a.

## KEY GOAL O.1.1

TO QUALIFY AND PROMOTE PHD PROGRAMME DEGREE IN AN INTERNATIONAL CONTEXT

INDICATOR	METRIC	TARGET VALUE
<b>R.01</b> PhD students with degrees from other Italian or foreign universities	Percentage of PhD students with access degree from other Italian and foreign universities, out of total PhD students	a) 18%; b) 40%
<b>R.02</b> Number enrolled for first year of PhD programme cycle	Number of PhD student scholarships per cycle	560
<b>R.03</b> Number of outgoing PhD students	Number of PhD students out for at least 30 days in the calendar year	500

## KEY GOAL O.1.2

TO CONSOLIDATE THE PROMOTION OF SCIENTIFIC MERIT IN RECRUITMENT AND CAREER PROGRESSION

INDICATOR	METRIC	TARGET VALUE
<b>R.04</b> New recruits supervising competitive projects out of total new recruits	New recruits or promotions (in the period from year t to year t-2) responsible for competitive projects paid for in year t, compared with the total number of recruits or ranking promotions in the same period	Maintain 2018 value (17%)
<b>R.05</b> Percentage of new recruits with a VRA score higher than the median and the lower quartile for the assigned area and role	New recruits consist of new arrivals and promotions during the last three years (from t-2 to t for year t). The VRA score for each new recruit was compared with the median VRA score for their assigned area and role. The indicators comprise the percentage of new recruits with a VRA score higher than the median value for all new recruits, and the percentage of new recruits with a VRA score higher than the first quartile for their assigned area and role, i.e. the new recruits positioned in the top 75% of the respective ranking list, out of the total number of new recruits.	a) 70%; b) 90%

## KEY GOAL O.1.3

MTO IMPROVE RESEARCH QUALITY AND PRODUCTIVITY

INDICATOR	METRIC	TARGET VALUE
<b>R.06</b> Comparison of distribution of UNIBO publications per Single Index compared with total products for VQR (Research Quality Evaluation) Groups 2011/14 (Bibliometric area)	Distribution of UNIBO publications in the 2011-14 VQR groups based on the single index. The single index calculates the 'distance' of every product from the straight line which passes through the point (0,0) on the plane corresponding to the product year. The plane has as its abscissa "the percentile indicator impact of the magazine" and as its ordinate "the percentile of the number of citations"	Sum of the percentage of UNIBO products in the two best groups (70%)
<b>R.07</b> a) Percentage of Group A publications according to VRA criteria b) Percentage of publications presented for VRA in proportion to the maximum number of publications allowed (NON-bibliometric areas)	Number of group A products out of the total number of products evaluated. Number of products evaluated against the maximum number of products presentable per non-bibliometric VRA area.	a) 65%; b) 85%

## KEY GOAL O.1.4

STRENGTHEN THE INFRASTRUCTURE NEEDED FOR RESEARCH PURPOSES

INDICATOR	METRIC	TARGET VALUE
<b>R.08</b> Creation of new research spaces	Square metres dedicated to laboratories upgraded to standard (weighting 0.5), renovated or newly built (weighting 1) out of the total square metres allocated to research laboratories	under review

## KEY GOAL O.2.1

TO ENHANCE THE ABILITY TO COLLABORATE AND ATTRACT RESEARCH FUNDING FROM NATIONAL AND INTERNATIONAL SOURCES

INDICATOR	METRIC	TARGET VALUE
<b>R.09</b> National and international funding of project work	Total collections for competitive research projects	90 MLN €

## KEY GOAL O.2.3

TO FACILITATE THE DEVELOPMENT OF OPEN SCIENCE

INDICATOR	METRIC	TARGET VALUE
<b>R.11</b> Progress made on related actions	Progress made on related actions	n.a.
<b>R.12</b> Percentage of Open Access publications	Articles in magazines labelled on the IRIS database as produced wholly or partly as Open Access, out of all articles in magazines identified on IRIS database	50%

## KEY GOAL O.2.2

TO DEVELOP THE STRATEGIC PROJECT WORK OF DEPARTMENTS, ATTRACTING INTERNATIONAL COMPETENCES AND ENHANCING THE MULTIDISCIPLINARY REPUTATION OF ALMA MATER

INDICATOR	METRIC	TARGET VALUE
<b>R.10</b> Degree of implementation of programmed initiatives	Progress made on related actions	n.a.

**n.a.:** qualitative indicator or value not available

### KEY GOAL O.3.1

TO IMPROVE THE COMPETENCES ACQUIRED DURING DEGREE PROGRAMMES IN ORDER TO HELP GRADUATES JOIN AND REMAIN IN THE WORLD OF WORK

INDICATOR	METRIC	TARGET VALUE
<b>F.01</b> Number of students attending courses on transversal competencies	Number of students including courses on transversal competencies in their study plans	4,000
<b>F.02 - Focus</b> Employment/unemployment after 1/3/5 years	Number of first and second cycle graduates interviewed by AlmaLaurea 1, 3 and 5 years after graduation with a clear employment situation, out of the total number of interviewees	n.a.
<b>F.03</b> Percentage of graduates with curricular internships	Percentage of graduates with at least 1 ECTS credit from curricular internship	60%

### KEY GOAL O.3.2

TO CONSOLIDATE TIMELY STUDENT CAREER PROGRESS, WHILE RESPECTING STRICT EVALUATION PROCEDURES

INDICATOR	METRIC	TARGET VALUE
<b>F.04</b> Graduates in stable regular employment (N years)	Percentage of students who graduated on a timely basis (without changing course) per a.y. of awarded degree	55%
<b>F.05</b> Continuations with >39 ECTS achieved in 1st year	Students belonging to the second year cohort having obtained at least 40 ECTS credits by the end of the first academic year	> 70%

### KEY GOAL O.3.3

TO IMPROVE TEACHING QUALITY, ALSO THROUGH THE USE OF INNOVATIVE METHODS AND THE TRAINING OF TEACHERS

INDICATOR	METRIC	TARGET VALUE
<b>F.06</b> Number of participants in teacher training activities	Number of teachers trained	500
<b>F.07</b> Attendee satisfaction with teaching methods – Opinion survey of students	Number of learning activities with at least 6 questionnaires in which the percentage of positive judgements from valid answers (“certainly yes” and “more yes than no”) is greater or equal to 75%	78%

### KEY GOAL O.3.4

TO FACILITATE THE SYNERGIES BETWEEN DEGREE PROGRAMMES AND RESEARCH, CONSIDERING THE NEEDS OF SOCIETY

INDICATOR	METRIC	TARGET VALUE
<b>F.08</b> Reporting on new programmed initiatives in interdisciplinary strategic areas	Number of programmed training initiatives interdisciplinary strategic areas in the 2016-18 period that remain active	Consolidate at least 80% of the initiatives activated in specific areas (11 activities out of 14 activities activated)

### KEY GOAL O.4.1

TO ATTRACT TALENTED STUDENTS, ALSO THROUGH SPECIFIC CAREER GUIDANCE ACTIVITIES

INDICATOR	METRIC	TARGET VALUE
<b>F.09</b> MA students with 1st level degrees from other universities	Number of new MA students with previous degree obtained in a different university, out of total new MA students	50%
<b>F.10</b> Extra-regional mobility	Percentage of new enrolments for first, second or single cycle degrees by students resident outside Emilia - Romagna. N.B. The residence data, held on a combined database, is updated over time, taking account of course changes	50%

### KEY GOAL O.4.3

STRENGTHEN THE INTERNATIONAL DIMENSION OF LEARNING ENVIRONMENTS AND MULTILINGUAL AND CROSS-CULTURAL POLICIES

INDICATOR	METRIC	TARGET VALUE
<b>F.13</b> Graduates (on time or one year behind) with at least 12 ECTS credits obtained abroad	Percentage of graduates on time or one year behind in the current year with at least 12 ECTS credits obtained abroad	15%
<b>F.14</b> Outgoing Students	Number of students enrolled for degree programmes involved in Erasmus and other mobility programmes in a.y. t/ t+1	Leading University in Europe for outgoing students
<b>F.15</b> Number of Professors from international research institutions	Number of Professors and Assistant Professors from foreign research institutions hosted by the University	1,000

### KEY GOAL O.4.2

TO INCREASE THE NUMBER OF TALENTED INTERNATIONAL STUDENTS AND DIVERSIFY THEIR GEOGRAPHICAL PROVENANCE

INDICATOR	METRIC	TARGET VALUE
<b>F.11</b> Incoming exchange students	Number of incoming exchange students involved in all European and non-European mobility programmes in a.y. t/ t+1	Leading University in Europe for incoming students
<b>F.12</b> International students enrolled	Students enrolled with previous degree obtained abroad or foreign citizenship out of total enrolments	9%

### KEY GOAL O.4.4

TO IMPROVE ATTRACTIVENESS AND STRENGTHEN THE INTERNATIONAL DIMENSION OF LEARNING ENVIRONMENTS

INDICATOR	METRIC	TARGET VALUE
<b>F.16</b> Number of active international agreements	Number of active international agreements (involving incoming or outgoing mobility)	1,800



## KEY GOAL 0.5.1

TO UPGRADE THE SERVICES INTENDED TO ENSURE OPTIMAL STUDY AND LIVING CONDITIONS FOR STUDENTS

INDICATOR	METRIC	TARGET VALUE
<b>F.17</b> Value of resources committed to rewarding merit	Measures to support talented students per a.y., including lost income (exemptions for merit only) and study grants/awards for merit provided by the University	Not less than the 2017/2018 amount (12.2 MLN)
<b>F.18</b> Qualitative indicator on initiatives in favour of students	Progress made on related actions	n.a.
<b>F.19</b> Percentage of students satisfied with University infrastructure	Number of students who responded "Certainly yes" and "More yes than no" to the questions on the student opinion survey about the infrastructure, out of total valid answers	85%

## KEY GOAL 0.5.2

TO PROMOTE THE EDUCATION OF DISADVANTAGED STUDENTS, CONSOLIDATING COORDINATED ACTION WITH LOCAL INSTITUTIONS AND COMMUNITIES ON THE RIGHT TO HIGHER EDUCATION

INDICATOR	METRIC	TARGET VALUE
<b>F.20</b> Per capita value of resources allocated to students on the basis of their economic condition and talent	Financial value of the measures taken to support capable and talented students without resources. The data is provided by a.y. and includes the non-collection of tuition fees (total and partial exemptions), the study grants made to students in economic difficulty and the part-time collaborations made available	Amount in last year 2017/2018 (≥ 510 €)

## KEY GOAL 0.5.3

TO IMPROVE THE CAREER GUIDANCE FOR INCOMING, RESIDENT AND OUTGOING STUDENTS, CONSIDERING THEIR SPECIFIC NEEDS

INDICATOR	METRIC	TARGET VALUE
<b>F.21</b> Number of firms involved in initiatives to meet the world of work	Number of firms involved in placement and guidance initiatives, introductions to the world of work, information about the competencies requested by firms	+10% compared with the 2015-2018 average (288)
<b>F.22</b> Studies abandoned before the end of the second year	Percentage of cohort students who abandon their university studies before the end of the second year	Drop below 10%

## KEY GOAL 0.5.4

TO PROMOTE GREATER STUDENT INVOLVEMENT IN ACADEMIC LIFE

INDICATOR	METRIC	TARGET VALUE
<b>F.23</b> Participation by students in the work of academic bodies and joint committees	Annual survey addressed to the directors of the various bodies and the student representatives, with a few questions on the presence and participation of students and their level of involvement in the discussions	under review

## KEY GOAL O.6.1

STRENGTHEN THE SOCIAL AND ECONOMIC IMPACT AT A REGIONAL, NATIONAL AND INTERNATIONAL LEVEL, THROUGH ENTREPRENEURSHIP PROJECTS AND UNIVERSITY-BUSINESS INITIATIVES

INDICATOR	METRIC	TARGET VALUE
<b>T.01</b> Number of patents, trademarks, vegetable varieties and software	Patents, software, trademarks and vegetable varieties with University ownership - joint ownership created during the year	200
<b>T.02</b> Number of accredited/active spin-offs and start-ups	Number of accredited/active spin-offs and start-ups	More than 35
<b>T.03</b> Turnover of commissioned commercial and scientific activities	Collections from commercial activities	30 MLN €

## KEY GOAL O.6.2

TO QUALIFY AND ENHANCE PROFESSIONAL TRAINING AND LIFE-LONG LEARNING PROGRAMMES

INDICATOR	METRIC	TARGET VALUE
<b>T.04</b> Number of students involved in professional training and life-long learning programmes	Number enrolled for accredited post-graduate and life-long learning programmes, and first or second level master degree programmes	More than 2,300

## KEY GOAL O.6.3

TO STRENGTHEN COOPERATION IN THE AREAS OF ECONOMIC, SOCIAL AND CULTURAL DEVELOPMENT

INDICATOR	METRIC	TARGET VALUE
<b>T.05</b> Number of development cooperation projects	Number of development cooperation projects recorded by DIRI (International Relations)	Maintain 40

### KEY GOAL 0.7.1

TO QUALIFY AND STRENGTHEN THE TIES WITH MUSEUMS AND THE PUBLIC AND PRIVATE PROMOTION OF CULTURE IN THE VARIOUS DISCIPLINARY AREAS (CULTURAL ASSETS, BIO-ANTHROPOLOGICAL, TECHNICAL-SCIENTIFIC, PERFORMANCE-RELATED CONTEXTS ETC.)

INDICATOR	METRIC	TARGET VALUE
<b>T.06</b> Progress made on related actions	Progress made on related actions	n.a.

### KEY GOAL 0.7.2

TO INVOLVE TEACHERS, STUDENTS AND TECHNICAL ADMINISTRATIVE STAFF IN THE CREATION AND IMPLEMENTATION OF SCIENTIFIC POPULARISATION AND CULTURAL EDUCATION INITIATIVES AND THE CO-PRODUCTION OF KNOWLEDGE, NOT LEAST FOR THE YOUNGER MEMBERS OF THE SCHOOL-AGE POPULATION

INDICATOR	METRIC	TARGET VALUE
<b>T.07</b> Number of events recorded in the University Magazine	Number of events included in the diary of the University Magazine	More than 1,400

### KEY GOAL 0.7.3

TO PROMOTE THE WEALTH OF PROFESSIONAL KNOWLEDGE OF OUR GRADUATES AND PERSONNEL, IN ORDER TO DEVELOP NETWORKS AND SYNERGIES BETWEEN THE UNIVERSITY AND SOCIETY, NOT LEAST BY CREATING THE ALMA MATER ALUMNI NETWORK

INDICATOR	METRIC	TARGET VALUE
<b>T.08</b> Progress made on related actions	Progress made on related actions	n.a.

### KEY GOAL 0.8.1

TO QUALIFY THE ENVIRONMENTAL SUSTAINABILITY OF UNIVERSITY BUILDINGS

INDICATOR	METRIC	TARGET VALUE
<b>T.09</b> Monitoring of sustainability indicators	Progress made on related actions	under review

### KEY GOAL 0.8.2

TO PROMOTE THE SOCIAL SUSTAINABILITY OF THE UNIVERSITY COMMUNITY AND BROADER COMMUNITIES AS A WHOLE

INDICATOR	METRIC	TARGET VALUE
<b>T.10</b> Number of events recorded in the University Magazine	Progress made on related actions	n.a.

### KEY GOAL 0.8.3

RE-AFFIRM THE IMPORTANCE OF THE CORE VALUES OF THE UNIVERSITY

INDICATOR	METRIC	TARGET VALUE
<b>T.11</b> Progress made on related actions	Progress made on related actions	n.a.



**Strategic Plan by**

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