

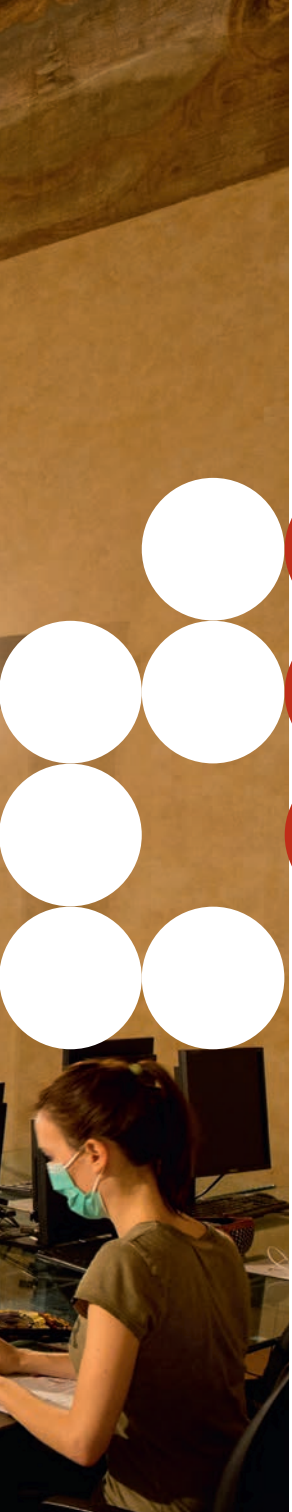
STRATEGIC PLAN 2022-2027



ALMA MATER STUDIORUM
UNIVERSITÀ DI BOLOGNA

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I am proud to introduce the 2022-2027 Strategic Plan to the Alma Mater community and to our whole society, which we are committed to.

This Strategic Plan will be our compass that will guide our actions over the next six years. It has been drafted as a result of a participatory discussion within the Academic Bodies and all the University departments.

It is the sixth Strategic Plan of our Alma Mater since 2007. It is the first and last of my term of office as Rector, as it will cover its entire duration.

We intend to use strategic planning also as a tool to deliver the goals aimed at seizing the opportunities provided by the national Italian Recovery and Resilience Plan (PNRR).

But this is not the only novelty. The 2022-2027 Strategic Plan envisages an annual monitoring and a three-year review, in order to progressively focus on our development goals. In addition to the traditional areas – education, research and third mission – the Strategic Plan is centred on people, since we acknowledge that our community is a founding

pillar of all our future actions, as well as a key factor that requires our utmost attention.

It relies on the tenets underlying our Statute, which translate into tangible goals and new rights. Its goals also cover relations with the Italian National Health Service.

Hence, given these key features, amongst others, the 2022-2027 Strategic Plan fully reflects the acknowledgement that we can indeed provide a substantial contribution to the creation of public value.

The Strategic Plan draws inspiration from its deeply-rooted values, clear and ambitious political goals and guidelines, which are worthy of our longstanding history and ideals.

Giovanni Molari

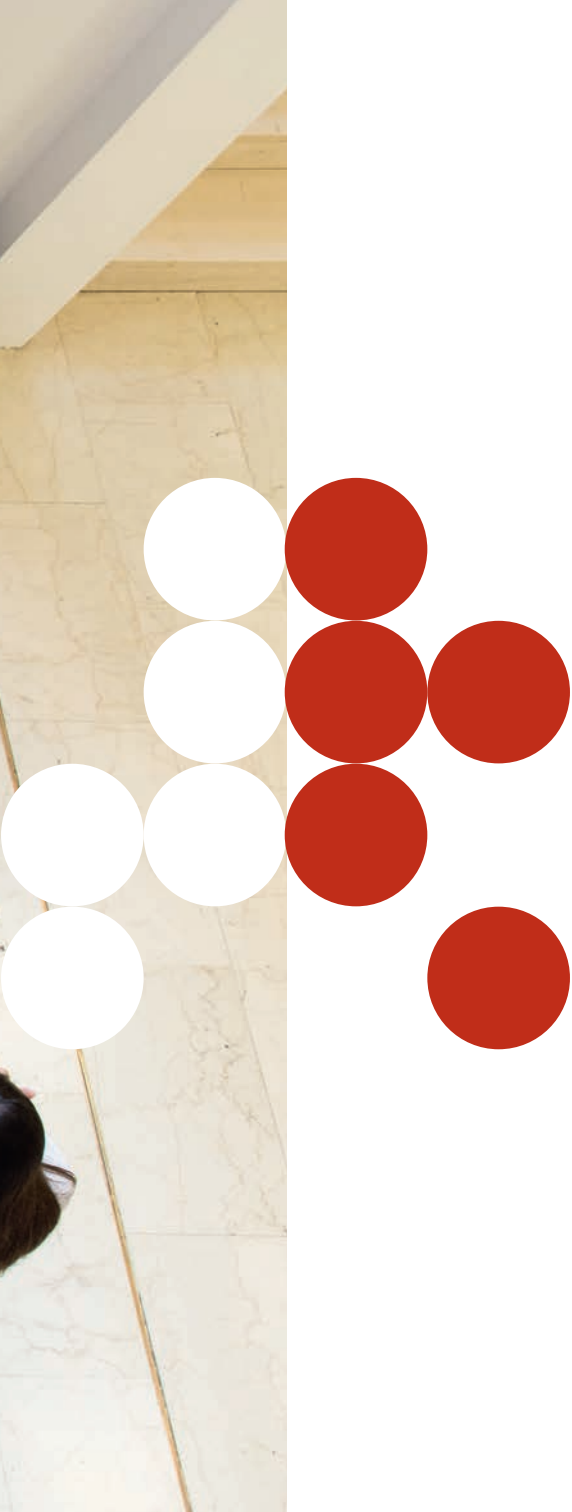
Rector

Alma Mater Studiorum – Università di Bologna



**MISSION
AND VISION**

**ALMA MATER
IDENTITY:
HISTORY
AND VOCATION**



Its longstanding history, daily efforts and constant forward-looking perspective enable the University of Bologna to be a community of people, thus allowing seemingly incompatible values and goals to coexist, to be harmoniously integrated and mutually strengthened.

A University with a Multicampus that constantly grows in numbers and size and aims at attaining the best education and scientific quality.

A University that boasts an over nine-century-old history and is committed to constantly innovating and reinventing itself.

A University that is deeply rooted in its local community, which is increasingly more open to the rest of the world.

A University that has always been a place of general studies and strives to excel in each field of knowledge.

A University that is able to be competitive and successful, but most of all that is able to cooperate for the benefit of its entire community.

A University that pursues pure and free research and constantly cares for the social and educational impact of its research.

A University that strives towards inclusion and is able to enhance the talents and merits of each and every individual person.

All these ingredients make up the Alma Mater Studiorum - in the light of the new opportunities that the future stores, as well as the new challenges to be addressed due to the increasingly complex economic and social context.

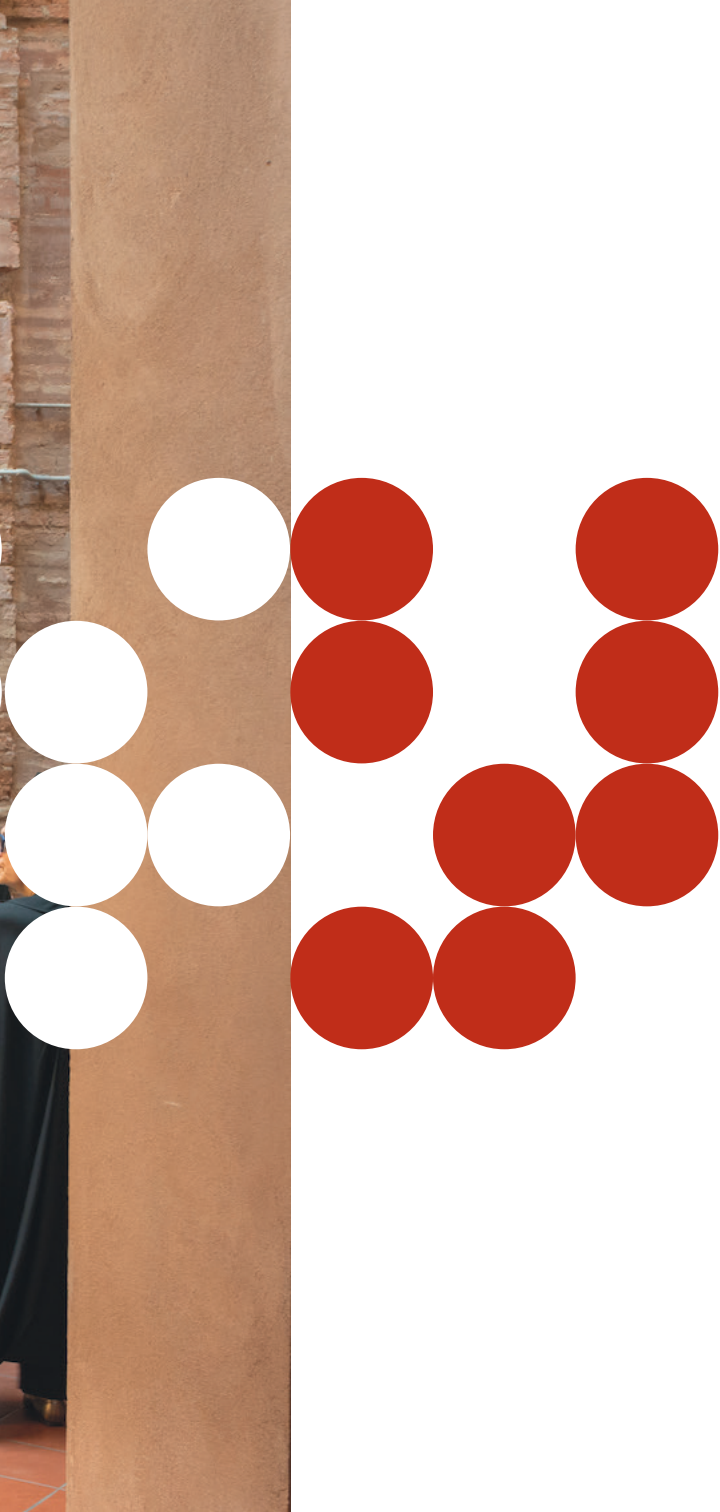
Our mission is to reiterate and strengthen our multifaceted identity and values, which we are proud of and which we are all committed to nurture every day.



ARES ATHENAE ADICTA
ET AD PRIMUM SPLENDORIS ARTIBUS
INDEPENDENTIA PROPELLENDI
FABIO ROVERSI MONACO DOCTORE
A.D. MCMLXXV
ARCHITECTUS ROBERTO SCANNAPINI

CONTEXT





Reputation and prestige
Attractiveness and internationalisation
Student satisfaction
Granting of EU funds
PhD programme quality
Multicampus approach
Building plan development
Technology transfer
University Library System
University Museum Network

National and international
competitive funding
Participation in national
and international networks
Relations with local
organisations and firms
Digital transition

STRENGTHS



OPPORTUNITIES



WEAKNESSES



THREATS

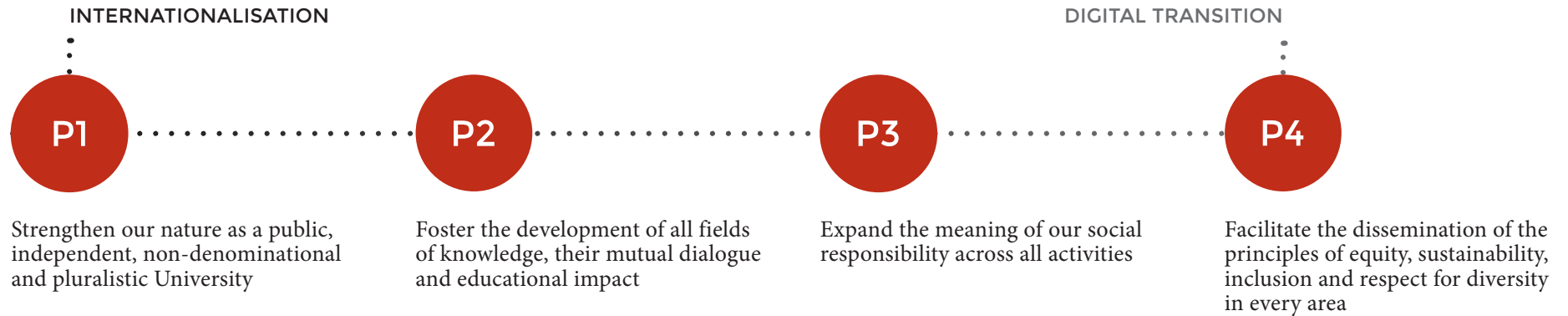


Dropouts
Shortage of student accommodation
Poor participation of new recruits
in research projects
High complexity due to the University's
dimension and geographical distribution
High workload also
in relation to special projects
Shortage of space for staff and educational
activities

International context (pandemic, crisis
of the global balance of power, labour market
and job insecurity)
Poverty increase
Demographic crisis (critical decline in the
estimated number of nineteen-year-old youth
starting from 2028-2029)
Poor knowledge of students enrolling to
university after the past few years of high
school education delivered through distance
learning.



PRINCIPLES



AREAS



TEACHING
AND STUDENT
COMMUNITY



RESEARCH



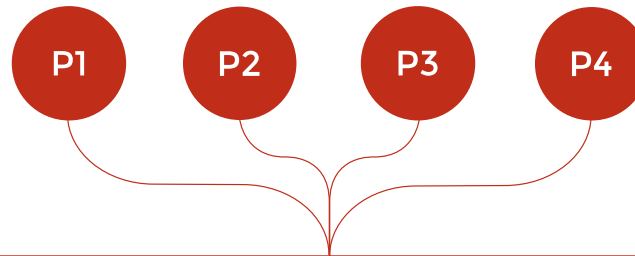
PEOPLE



SOCIETY



PRINCIPLES



SUSTAINABLE DEVELOPMENT GOALS (SDGs)



AREAS



TEACHING
AND STUDENT
COMMUNITY



RESEARCH



PEOPLE



SOCIETY

NATIONAL RECOVERY AND RESILIENCE PLAN GOALS (PNRR)



M1.
DIGITISATION,
INNOVATION, COMPE-
TITIVENESS, CULTURE
AND TOURISM



M2.
GREEN
REVOLUTION
AND ECOLOGICAL
TRANSITION



M3.
INFRASTRUCTURE
FOR SUSTAINABLE
MOBILITY



M4.
EDUCATION
AND RESEARCH



M5.
INCLUSION
AND COHESION



M6.
HEALTH

50 GOALS

ACTIONS

INDICATORS

HISTORY

TARGET



P1

**STRENGTHEN OUR IDENTITY AS A PUBLIC,
INDEPENDENT, NON-DENOMINATIONAL
AND PLURALISTIC UNIVERSITY**

Alma Mater Studiorum proudly reaffirms its will and it undertakes to strongly support its identity according to its own Statute – i.e. that of “a public, independent, non-denominational and pluralistic institution” (University Statute, Article 1, paragraph 1).

This definition abides by the deepest values underlying the University of Bologna. It pursues its most ambitious goals and inspires all the institutional activities implemented by the University of Bologna.

Against an ever-changing national and international backdrop marked by sudden crises, the University values are constantly put to test. The Alma Mater Studiorum not only abides by them, but it is also fully committed to strengthening and implementing them, in the belief that it can play an exemplary role in the university system and within society at large.

P2

FOSTER THE DEVELOPMENT OF ALL FIELDS OF KNOWLEDGE, THEIR MUTUAL DIALOGUE AND EDUCATIONAL IMPACT

The Alma Mater Studiorum boasts a “centuries-old identity as a place of general studies”. In line with its longstanding history and vocation, it “acknowledges the equal dignity and opportunities of all branches of learning that nurture scientific and educational capital” (University Statute, Article 1, paragraph 3).

Steadfast in enshrining its ancient ever-evolving knowledge and bold in experimenting with the new knowledge that the present and the future demand, the Alma Mater Studiorum strives to protect and reinforce its great scientific diversity across all of its specific and interdisciplinary areas of study.

Firm in its belief that research and education are inseparable activities that nurture and support each other, the Alma Mater intends to take care of and promote the most fertile educational impact of its day-to-day scientific efforts, in the framework of a responsible and sustainable planning.

P3

EXPAND THE MEANING OF OUR SOCIAL RESPONSIBILITY ACROSS ALL ACTIVITIES

The Alma Mater Studiorum is tasked with interpreting and guiding the new changes that take place, by guaranteeing the processing, innovation, transfer and enhancement of knowledge for the benefit of individuals and society at large” (University Statute, Article 1, paragraph 4).

This duty entails a commitment that all members of the Alma Mater must honour in performing their institutional activities – i.e. keeping in mind any short, medium or long-term social impact of their scientific, educational, technical and administrative work, to cater for the public interest and trust of the local community at all times.

The Alma Mater strives to expand the meaning of its social responsibility across all its areas and activities, thus providing guidance towards the achievement of the common good by nurturing the ideas and contributions of all researchers, the effectiveness of teaching programmes, the professional expertise of all the university staff, the energy and talent of students.

P4

FACILITATE THE DISSEMINATION OF THE PRINCIPLES OF EQUITY, SUSTAINABILITY, INCLUSION AND RESPECT FOR DIVERSITY IN EVERY AREA

The Alma Mater Studiorum pursues its institutional goals “with the responsible support of all the members of the University community, each to the extent of their own responsibilities”. This community abides by its “primary value”, namely “the respect for all individuals’ fundamental rights, which the University undertakes to promote and protect under all circumstances” (University Statute, Article 1, paragraph 5).

The Alma Mater is aware that individuals’ fundamental rights are a codified moral heritage of the Italian Republic, of the European Union and of the United Nations, which however constantly expands in the light of the new needs of society and history. The Alma Mater undertakes to facilitate the enforcement of the principles of equity, sustainability, inclusion and respect for diversity in every area of its institutional activities.

By implementing these principles, the Alma Mater Studiorum shall not only continuously respect all longstanding rights, which constantly require care and protection against the threat of falling backwards, but it is also fully committed to opening up to dialogue and to promoting new rights that our increasingly complex society calls for, by acknowledging and further enhancing them.

PRINCIPLE 1

**STRENGTHEN OUR
NATURE AS A PUBLIC,
INDEPENDENT,
NON-DENOMINATIONAL
AND PLURALISTIC
UNIVERSITY**



TEACHING AND STUDENT COMMUNITY

- G.1** Expand actions to support the right to higher education
- G.2** Improve the attractiveness of degree programmes in Italy and abroad
- G.3** Welcome and coach all students throughout their course of studies
- G.4** Reduce dropout rates and support students' regular and successful career progression
- G.5** Improve student services
- G.6** Expand and enhance study and meeting spaces for students
- G.7** Increase the availability and quality of student accommodation
- G.8** Promote active student engagement in academic life



RESEARCH

- G.9** Protect freedom and independence of pure research and ensure ethics and integrity of research
- G.10** Improve the quality of shared research facilities, equipment and infrastructure



PEOPLE

- G.11** Expand and improve recruitment from the outside and from abroad
- G.12** Increase international mobility of teaching, technical and administrative staff



SOCIETY

- G.13** Ensure quality and transparency of all information inside and outside the University environment
- G.14** Enhance the social, economic and cultural impact of Alma Mater at a local level
- G.15** Enhance the role of Alma Mater as a welcoming place for anyone who may feel threatened, also by participating in international networks
- G.16** Strengthen joint planning with the Italian National Healthcare Service for a more effective integration of care, teaching and research activities.



TEACHING AND STUDENT COMMUNITY

- G.17** Ensure long-term sustainable quality, and innovating teaching
- G.18** Encourage study and research training experiences abroad
- G.19** Strengthen the international teaching dimension



RESEARCH

- G.20** Strengthen the quality of research
- G.21** Encourage interdisciplinary research
- G.22** Support and increase participation in international, national and local competitive Calls for proposals
- G.23** Develop PhD programmes from an international perspective and strengthen their role in the world of work and in the public administration
- G.24** Reinforce biomedical and translational research by strengthening shared platforms, through a greater engagement in in care networks
- G.25** Raise awareness about the social impact of research



PEOPLE

- G.26** Enhancing merit as the primary criterion in recruitment and career Progression of faculty staff

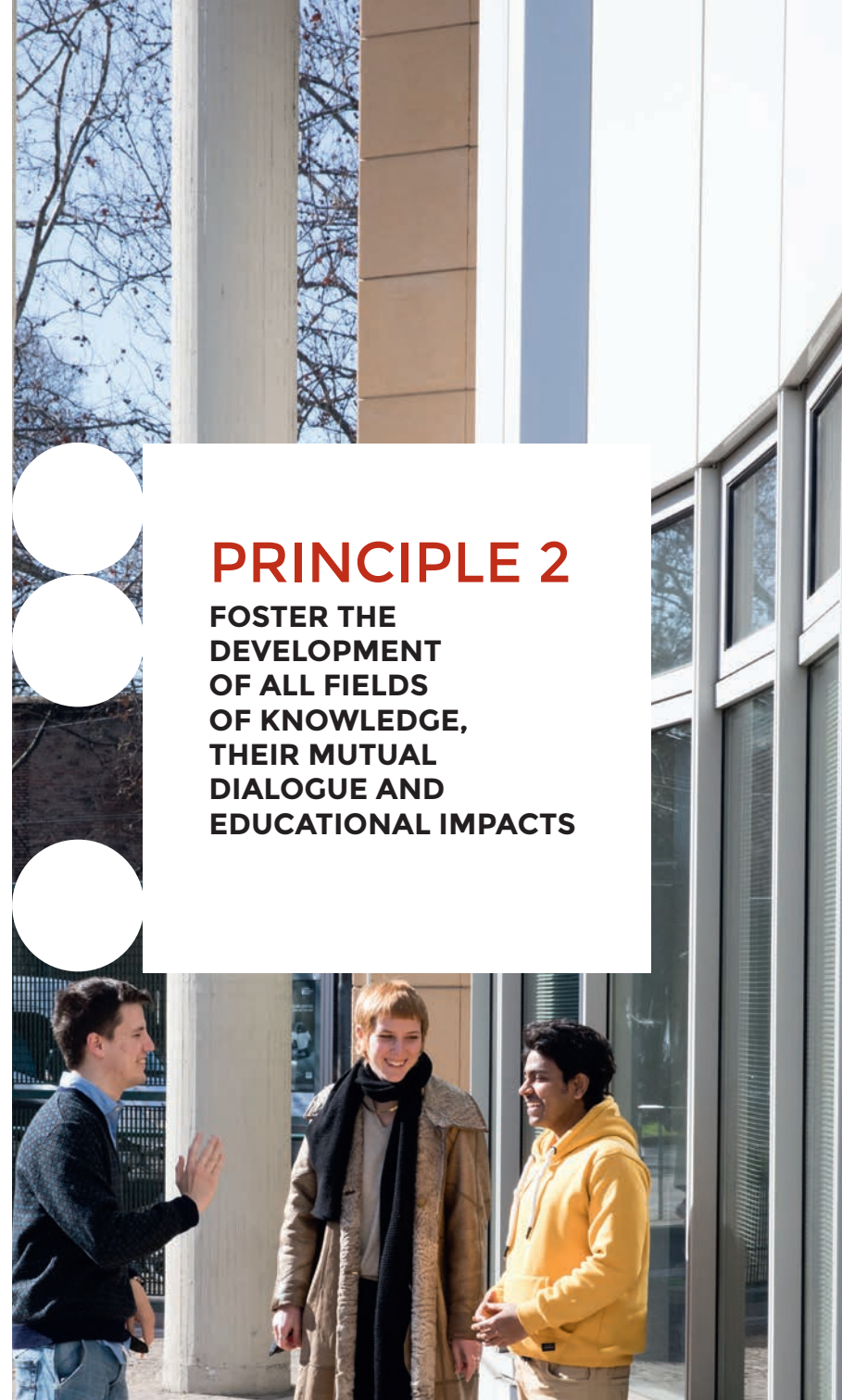


SOCIETY

- G.27** Encourage dialogue with schools for student guidance and training purposes

PRINCIPLE 2

**FOSTER THE
DEVELOPMENT
OF ALL FIELDS
OF KNOWLEDGE,
THEIR MUTUAL
DIALOGUE AND
EDUCATIONAL IMPACTS**





PRINCIPLE 3

EXPAND THE MEANING
OF OUR SOCIAL
RESPONSIBILITY
ACROSS ALL ACTIVITIES



TEACHING AND STUDENT COMMUNITY

- G.28** Facilitate curricular and training internships
- G.29** Develop and enhance vocational training and life-long learning programmes
- G.30** Improve guidance services for undergraduates to facilitate work integration



RESEARCH

- G.31** Foster open science development



PEOPLE

- G.32** Enhance people's role to promote a virtuous circle of investment on human capital



SOCIETY

- G.33** Increase partnerships with public, private and third-sector organisations to foster local development and build on local vocations
- G.34** Expand and make public engagement initiatives more effective
- G.35** Promote fundraising in favour of high social impact initiatives
- G.36** Strengthen social, economic and cultural development aid projects
- G.37** Enhance and consolidate actions to encourage entrepreneurship and technological transfer
- G.38** Enhance and promote the cultural heritage of Alma Mater
- G.39** Strengthen research and training activities to improve the effectiveness of care models and health policies



TEACHING AND STUDENT COMMUNITY

G.40 Expand services for students with disabilities and students with SLD



RESEARCH

G.41 Foster research, training and third mission according to the principles of equity, sustainability, inclusion and respect of diversity



PEOPLE

G.42 Streamlining processes, also through digital transformation

G.43 Improve occupational well-being

G.44 Foster gender equality in the access to higher education, recruitment and career progression

G.45 Take action to prevent risks, improve the safety of and accessibility to buildings and facilities

G.46 Enhance the University assets and real estate



SOCIETY

G.47 Foster scientific and teaching activities on the sustainability of personal and community services

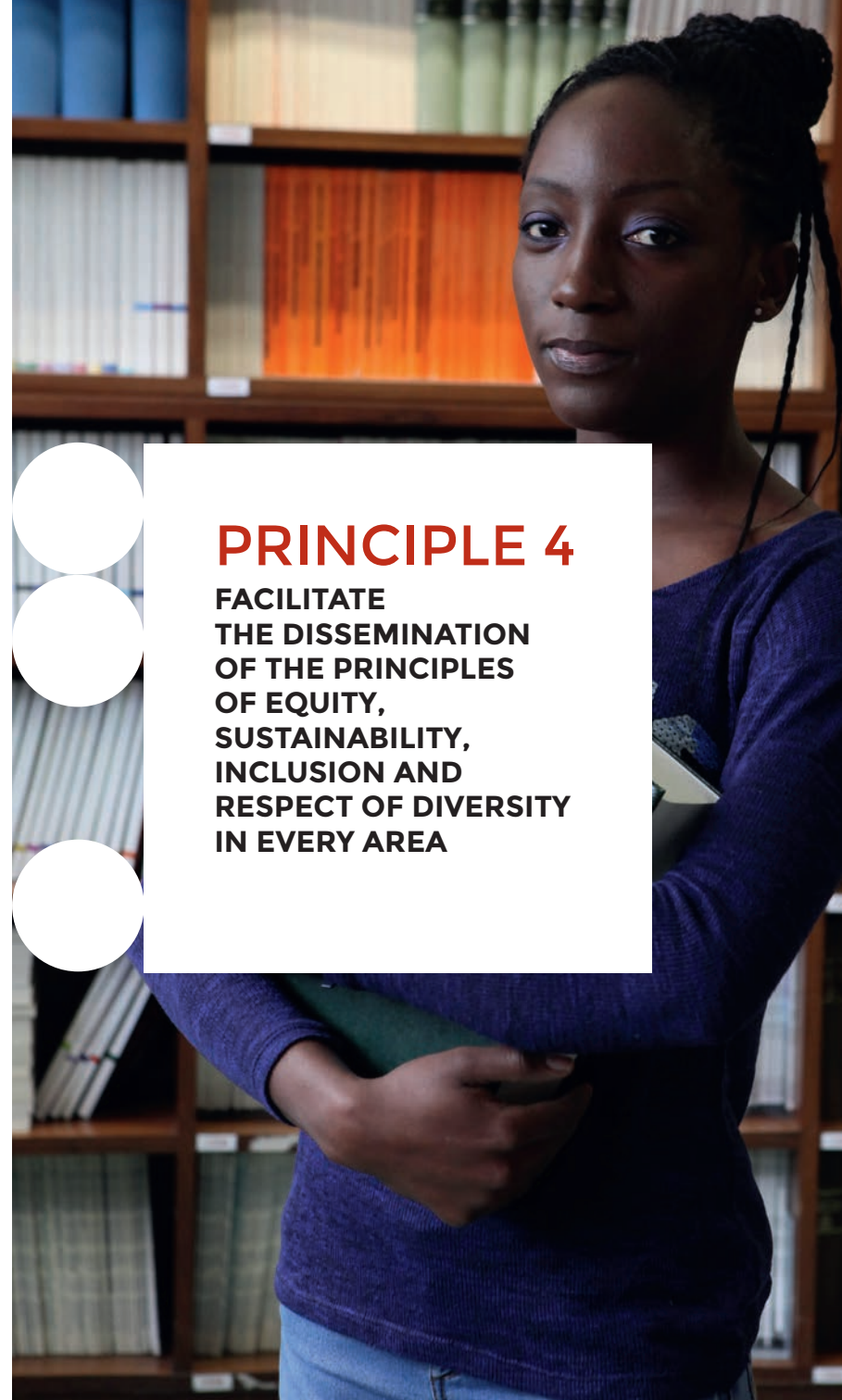
G.48 Reduce energy consumption and improve the energy efficiency of buildings

G.49 Facilitate low environmental impact mobility

G.50 Adopt an efficient environmental management model, also in the framework of circular economy

PRINCIPLE 4

**FACILITATE
THE DISSEMINATION
OF THE PRINCIPLES
OF EQUITY,
SUSTAINABILITY,
INCLUSION AND
RESPECT OF DIVERSITY
IN EVERY AREA**





GOAL 01

EXPAND ACTIONS
TO SUPPORT THE RIGHT
TO HIGHER EDUCATION

PRINCIPLE

P1

AREA

TEACHING AND STUDENT
COMMUNITY



RESPONSIBILITIES

POLICY

Student Delegate
Deputy Rector for International Relations
Managing director in charge of Finance and Planning

MANAGEMENT

Libraries and Study Services Division
International Relations Division
Campus

ACTIONS

- Regularly review the university students' taxation system to ensure greater equity in the distribution of fees and the utmost protection of the most economically disadvantaged students
- Expand fee reliefs and benefits intended for capable and talented students from low-income backgrounds
- Take measures supporting the right to higher education specifically intended for international students, also by revising the student tuition tax system and gradually monitoring its effectiveness in terms of equity and inclusiveness
- Strengthen joint actions with public, private and third-sector organisations to make access to services more economically sustainable

INDICATORS

F.20 PER CAPITA VALUE OF RESOURCES USED FOR STUDENTS ON THE BASIS OF THEIR ECONOMIC CONDITION AND TALENT



METRICS Financial value of the measures taken to support capable and talented students from low-income backgrounds. The data is provided by academic year and includes the amount of total and partial exemptions of tuition fees, scholarships to economically disadvantaged students, and part-time jobs granted.

Source: Libraries and Study Services Division

SDGs



PNRR



GOAL 02

**IMPROVE
THE ATTRACTIVENESS
OF DEGREE
PROGRAMMES
IN ITALY AND ABROAD**

PRINCIPLE

P1

AREA

TEACHING AND STUDENT
COMMUNITY



RESPONSIBILITIES

POLICY

Deputy Rector for Education

Deputy Rector for International Relations

Student Delegate

MANAGEMENT

Education and PhD Programme Division

International Relations Division

Libraries and Study Services Division

Campus

ACTIONS

- To facilitate an informed and educated choice of degree programme thanks to targeted guidance actions and innovative technological and communication tools
- To strengthen, innovate and enhance international degree programmes
- To enhance teachers' engagement in guidance activities and in promoting the national and international programme catalogue
- To design joint activities with local public and private organisations to inform prospective students about the richness of the university-city system across the Multicampus
- To strengthen activities to promote the programme catalogue and corresponding occupational profiles internationally
- To encourage and facilitate student mobility in the framework of European and non-European programmes
- To strengthen the international dimension of learning environments thanks to adequate multilingual and cross-cultural policies.

SDGs

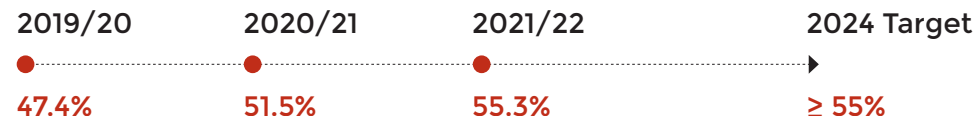


PNRR



INDICATORS

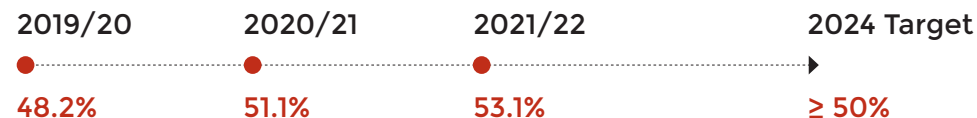
F.09 NEW ENROLMENTS IN SECOND CYCLE DEGREE PROGRAMMES ADMITTED BY VIRTUE OF A DEGREE AWARDED BY ANOTHER UNIVERSITY



METRICS Number of new enrolments in second cycle degree programmes (i.e. those starting the first year of a second cycle degree programme at the University, excluding changes and transfers) holding a degree awarded by another university against total number of new enrolments in second cycle degree programmes.

Source: University Data Warehouse

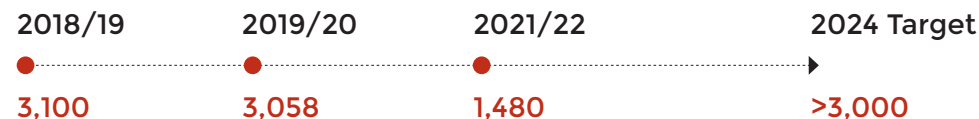
F.10 EXTRA-REGIONAL MOBILITY



METRICS Percentage of new enrolments in first, second and single cycle degree programmes of residents coming from other regions outside Emilia-Romagna.

Source: University Data Warehouse

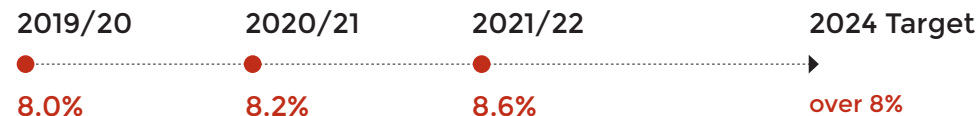
F.11 INCOMING EXCHANGE STUDENTS



METRICS Number of students involved in all European and non-European mobility programmes in a.y. t/t+1.

Source: University Data Warehouse

F.12 STUDENTS WITH FOREIGN CITIZENSHIP OR INTERNATIONAL CURRICULUM



METRICS Students who already hold a foreign degree against total number of students.

Source: University Data Warehouse



GOAL 03

WELCOME AND
COACH ALL
STUDENTS
THROUGHOUT THEIR
STUDY COURSES

PRINCIPLE

P1

AREA

TEACHING AND STUDENT
COMMUNITY



RESPONSIBILITIES

POLICY

Deputy Rector for Teaching
Deputy Rector for International Relations
Student Delegate
Delegate for Equity, Inclusion
and Diversity

MANAGEMENT

Education and PhD Programme
Division
Libraries and Study Services Division
International Relations Division
Executive Support Services
Campus

ACTIONS

- Create a widespread and continuous guidance system for resident students at least throughout their first year of study, in order to grant them broader access to the Alma Mater services and local services and to make it easier for them to adapt to university life
- Innovate and strengthen communication strategies to inform, guide and engage students throughout their university career
- Enhance activities aimed at students with disabilities, specific learning disabilities and special educational needs, also in association with local organisations
- Strengthen tutoring for international students in order to make them feel welcome and part of the academic and city life
- Streamline bureaucratic procedures to obtain a residence permit, in agreement with the local police stations of the Multicampus
- Expand public initiatives and political actions to make students feel welcome and part of the Multicampus local communities
- Strengthen the effectiveness and inclusiveness of 'alias careers', also through agreements with local organisations

INDICATORS

ID.01 NUMBER OF TUTORING FELLOWSHIPS



METRICS Number of tutoring fellowships to support students.

Source: Libraries and Study Services Division – Right to Higher Education Unit

SDGs



PNRR



GOAL 04

REDUCE DROPOUT RATES AND SUPPORT TIMELY STUDENT CAREER PROGRESSION

PRINCIPLE

P1

AREA

TEACHING AND STUDENT
COMMUNITY



RESPONSIBILITIES

POLICY

Deputy Rector for Education
Student Delegate

MANAGEMENT

Education and PhD Programme Division
Libraries and Study Services Division
Campus

ACTIONS

- Expand, improve and innovate guidance for freshmen to prevent dropouts
- Improve the programme catalogue and global teaching organisation to make career progression easier
- Establish a student career monitoring system to timely recognise and effectively support students experiencing difficulties, by means of ad hoc measures and artificial intelligence predictive tools
- Expand tutoring activities for students who, at the beginning of their career, experience learning difficulties in relation to certain subjects or skills
- Adopt teaching tools that facilitate learning for non-attending and working students
- Enhance and promote part-time plans

SDGs

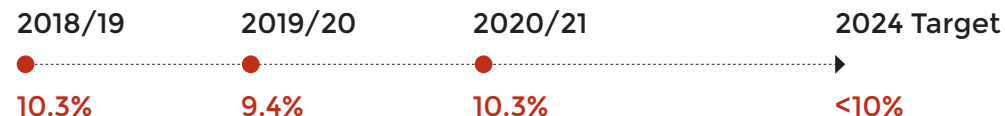


PNRR



INDICATORS

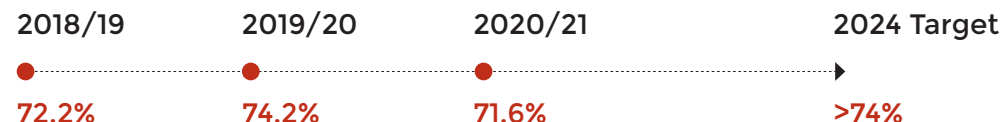
F.22 PERCENTAGE OF FIRST-YEAR DROPOUTS



METRICS Number of non-enrolments (dropouts) and transfers to other universities within the first year of study against total number of students enrolled in the cohort of a.y. t/t+1.

Source: University Data Warehouse

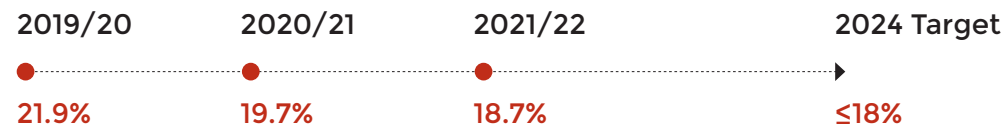
F.05 CONTINUATIONS WITH >39 CFU CREDITS OBTAINED IN THE FIRST YEAR



METRICS Percentage of students enrolled in the cohort who enrol in the second year having obtained at least 40 CFU credits by the end of the first academic year.

Source: University Data Warehouse

ID.02 PERCENTAGE OF STUDENTS 'OUTSIDE PRESCRIBED TIME'



METRICS Number of students 'outside prescribed time' (who have not completed university exams within set time period) against total number of students.

Source: University Data Warehouse



GOAL 05

IMPROVE STUDENT
SERVICES



PRINCIPLE

P1

AREA

TEACHING AND STUDENT
COMMUNITY



RESPONSIBILITIES

POLICY

Student Delegate
Deputy Rector for Digital
Transformation
Delegate for Sustainability
Delegate for Finance and Planning

MANAGEMENT

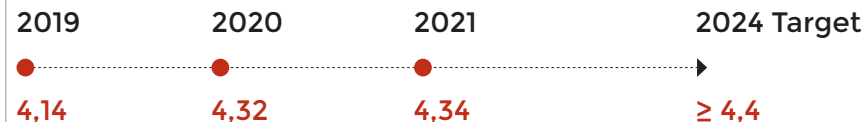
Libraries and Study Services Division
IT Systems and Services Division
Bologna Services Division
Industrial Relations, Third Mission
and Web Communication Division
Executive Support Services
Constructions and Sustainability Division
Assets Division
Finance and Subsidiaries Division
Campus

ACTIONS

- Enhance psychological and medical counselling services, also for international students
- Foster an increasingly digital access to student services across all areas, including guidance, career management, right to higher education, access to international mobility
- Reinforce the role of the Student Ombudsman to ensure constant improvement of services
- Take measures to tackle discrimination and harassment by strengthening the role of the Confidential Counsellor and by launching new, ad hoc services for students
- Increase subsidies for public transport, also to support the most economically disadvantaged students
- Increase subsidies for access to cultural and sports activities, also through agreements with local public and private organisations
- Increase subsidies to purchase software at a discounted price or for free
- Adopt new communication strategies to disseminate knowledge of the services and help improve them

INDICATORS

ID.03 STUDENT SATISFACTION FOR SERVICES



METRICS Average of the opinions given by students (first and subsequent years) on the University professional services having regard to the overall level of satisfaction for services on a scale 1 to 6.

Source: PoliMI Good Practice Questionnaire

SDGs



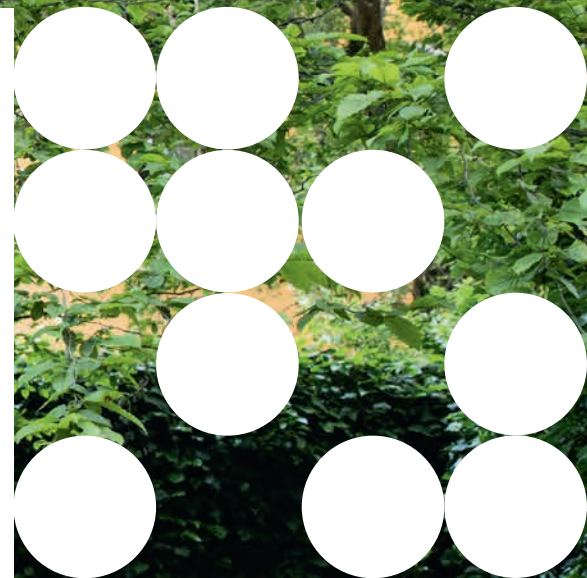
PNRR





GOAL 06

**EXPAND
AND DEVELOP STUDY
AND MEETING SPACES
FOR STUDENTS**



PRINCIPLE

P1

AREA

TEACHING AND STUDENT
COMMUNITY



RESPONSIBILITIES

POLICY

Student Delegate
Deputy Rector for Education
Delegate for Constructions
Delegate for Cultural Heritage

MANAGEMENT

Bologna Services Division
Libraries and Study Services Division
Constructions and Sustainability
Division
Campus

ACTIONS

- Increase the number and improve the quality of study rooms across the Multicampus, in order to ensure a more widespread distribution and a more flexible use, also to facilitate socialisation and co-studying
- Extend opening times of study rooms and libraries
- Increase meeting spaces and refreshment points at each site, also by redesigning and repurposing available spaces
- Build special use areas for sports, social activities and study inside the new student residences
- Strengthen partnerships with local public and private organisations to increase and develop study and meeting spaces for students

INDICATORS

ID.04 NUMBER OF SEATS IN STUDY ROOMS

2021

2,166

2024 Target

2,383

METRICS Number of seats in the study rooms managed by the Libraries and Study Services Division, the Regional Authority for the Right to Higher Education – ER.GO, the Campuses (Censis 2022).

Source: Libraries and Study Services Division

SDGs



PNRR





GOAL 07

ENHANCE
THE AVAILABILITY
AND QUALITY
OF STUDENT
ACCOMMODATION



PRINCIPLE

P1

AREA

TEACHING AND STUDENT
COMMUNITY



RESPONSIBILITIES

POLICY

Student Delegate
Deputy Rector for International Relations
Delegate for Constructions
Delegate for Sustainability

MANAGEMENT

Libraries and Study Services Division
Constructions and Sustainability Division
Assets Division
Campus

ACTIONS

- Establish new agreements with local public and private organisations to expand the range of student accommodation available, improve its quality and ensure access also to international students
- Strengthen services aimed at facilitating the search for accommodation and matching supply and demand, also through innovative technological and communication solutions and in association with local public and private organisations
- Support policies for the management of buildings and assets that increase the availability and quality of student accommodation
- Take measures to make rents more sustainable for economically disadvantaged students from outside Bologna, also in agreement with regional and municipal organisations
- Expand actions to favour fairer and more inclusive housing policies across all Multicampus cities
- Test initiatives to promote non-systematic and night mobility, to improve the residential attractiveness of areas far from the city centres

INDICATORS

ID.05 BEDS

2021/22

2,022

2024 Target

+ 150

METRICS Number of beds managed by the Regional Authority for the Right to Higher Education – ER.GO or UNIBO.

Source: Libraries and Study Services Division

SDGs



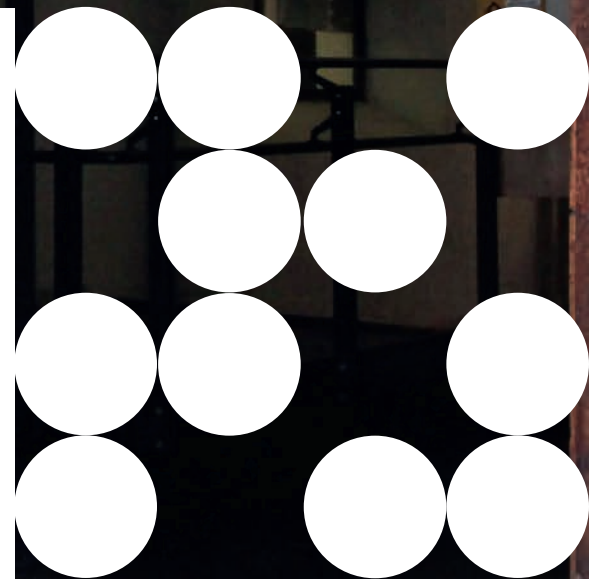
PNRR





GOAL 08

PROMOTE
STUDENT
ENGAGEMENT
IN ACADEMIC LIFE



PRINCIPLE

P1

AREA

TEACHING AND STUDENT
COMMUNITY



RESPONSIBILITIES

POLICY

Student Delegate
Deputy Rector for Education
Delegate for Public Engagement

MANAGEMENT

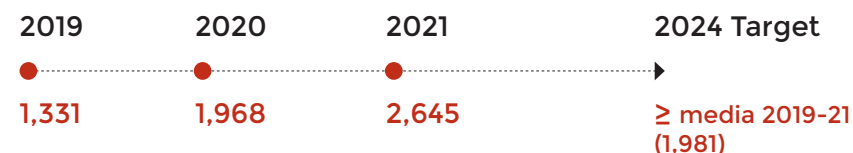
Libraries and Study Services Division
Education and PhD Programme Division
General Administration Division
Campus
Industrial Relations, Third Mission
and Web Communication Division

ACTIONS

- Enhance the student representation system across all Alma Mater, School and Department institutional facilities, also by revising regulations and the organisation
- Take organisational and logistical measures to facilitate the student associations' cultural initiatives, also in agreement with local public and private organisations
- Encourage student engagement in the co-design of cultural events and initiatives, having regard in particular to matters of great social relevance
- Promote internships within Alma Mater

INDICATORS

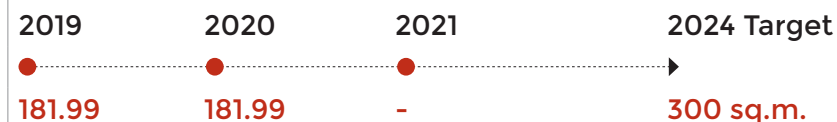
ID.06 NUMBER OF INTERNSHIPS



METRICS Number of internal curricular internships at University facilities.

Source: University Data Warehouse (internship application)

ID.07 SPACES GRANTED TO AUTHORISED STUDENT ASSOCIATIONS



METRICS Spaces (sq.m.) officially granted to authorised student associations based on agreements executed in the calendar year of reference.

Source: Libraries and Study Services Division; Assets Division

SDGs



PNRR





GOAL 09

PROTECT FREEDOM
AND INDEPENDENCE
OF PURE RESEARCH
AND ENSURE ETHICS
AND INTEGRITY
OF RESEARCH



PRINCIPLE

P1

AREA RESEARCH



RESPONSIBILITIES

POLICY

Deputy Rector for Research
Deputy Rector for Personnel

POLICY

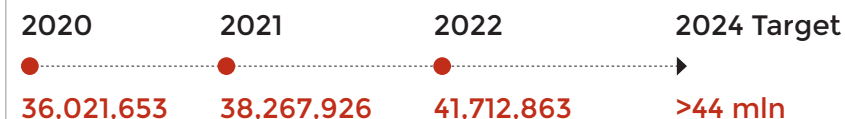
Research Division
Personnel Division
Industrial Relations, Third Mission
and Web Communication Division
Bioethics Committee

ACTIONS

- Increase financial, administrative and management support to pure research
- Support the scientific activities of young researchers and new recruits in a more systematic way
- Adopt and promote research evaluation practices to ensure the appropriate enhancement of all fields of knowledge
- Further develop institutional and regulatory tools to ensure the ethics and integrity of research and to spread a research culture inside and outside the University
- Encourage participation in initiatives focussing on the freedom and independence of research, held by national and international networks

INDICATORS

IR.01 PURE RESEARCH FUNDING



METRICS Adjusted budget for operating and multi-year costs to fund pure research (BIR, Research projects funded by UNIBO, ALMAIDEA, PSSD Projects).

Source: Finance and Subsidiaries Division – Budget Unit

SDGs



PNRR





GOAL 10

IMPROVE THE QUALITY
OF SHARED
RESEARCH FACILITIES,
EQUIPMENT AND
INFRASTRUCTURE



PRINCIPLE

P1

AREA RESEARCH



RESPONSIBILITIES

POLICY

Deputy Rector for Research
Deputy Rector for Digital Transformation
Delegate for Constructions
Delegate for Cultural Heritage

POLICY

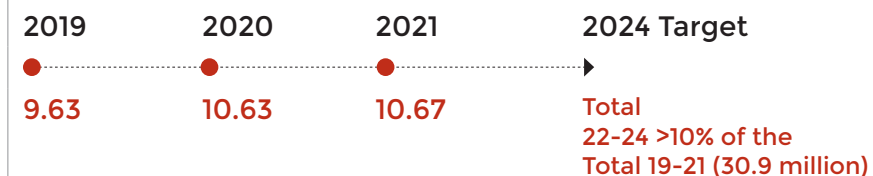
Research Division
IT Systems and Services Division
Constructions and Sustainability Division
Assets Division
Bologna Services Division
Tenders and Procurement Division
University Museum Network
Libraries and Study Services Division

ACTIONS

- Encourage the mapping of equipment and the sharing of research tools and services according to a Multicampus approach
- Support the acquisition and management of shared research equipment and infrastructure
- Support participation in research infrastructure networks (PNIR, ESFRI)
- Develop library and museum spaces as places also suitable for research and teaching activities

INDICATORS

IR.02 COSTS FOR RESEARCH PROJECT EQUIPMENT



METRICS Regular entries of multi-year costs for research projects, excluding construction projects (Alma Attrezzature, IRIS records, website, IR PNRR, data centre). Values in million euros.

Source: Finance and Subsidiaries Division – Budget Unit

SDGs



PNRR





GOAL 11

EXPAND
AND IMPROVE
RECRUITMENT
FROM THE OUTSIDE
AND ABROAD

PRINCIPLE

P1

AREA PEOPLE



RESPONSIBILITIES

POLICY

Deputy Rector for Personnel

Deputy Rector for International Relations

MANAGEMENT

Personnel Division

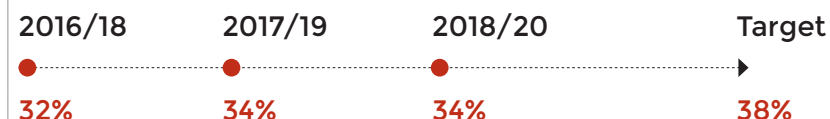
International Relations Division

ACTIONS

- Adopt an incentivising mechanism to reduce the cost differential, in terms of university hiring capacity, between professors recruited from inside and outside the University setting
- Strengthen communication activities to enhance the international profile of Alma Mater and enhance its attractiveness
- Strengthen the services at welcoming international visiting professors and assistant professors, also by establishing a central welcome office
- Streamline procedures to obtain a residence permit, in agreement with the local police stations of the Multicampus

INDICATORS

IP.01 PERCENTAGE OF PROFESSORS HIRED FROM THE OUTSIDE



METRICS Percentage of university hiring capacity used to hire full professors and associate professors from the outside against total number of 'hiring capacity' used in the three-year period of reference.

Source: PROPER – CINECA database

SDGs



PNRR





GOAL 12

**INCREASE
INTERNATIONAL
MOBILITY
OF TEACHING,
TECHNICAL AND
ADMINISTRATIVE
STAFF**

PRINCIPLE

P1

AREA PEOPLE



RESPONSIBILITIES

POLICY

Deputy Rector for International Relations
Deputy Rector for Personnel
Deputy Rector for Education

MANAGEMENT

International Relations Division
Personnel Division
Education and PhD Programme Division

ACTIONS

- Arrange regular training and information activities to enhance international mobility opportunities for the teaching, technical and administrative staff
- Take measures to promote and enhance international mobility for the teaching, technical and administrative staff, both on a individual and Department basis
- Expand training activities to improve the language skills of the teaching, technical and administrative staff

INDICATORS

IP.02 NUMBER OF OUTGOING PROFESSORS AND TECHNICAL-ADMINISTRATIVE EMPLOYEES

	2020	2021	2022	2024 Target
professors	1,330	1,207	959	>= Average of values 2018-19 (444 Professionals)
technical- administrative staff	138	83	107	>= Average of values 2018-19 (4,755 Professors)

METRICS Number of outgoing professors, assistant professors and technical-administrative staff in the framework of international mobility experiences.

Source: University Data Warehouse

SDGs



PNRR





GOAL 13

**ENSURE QUALITY
AND TRANSPARENCY
OF ALL INFORMATION
INSIDE AND OUTSIDE
THE UNIVERSITY
COMMUNITY**

PRINCIPLE

P1

AREA SOCIETY



RESPONSIBILITIES

POLICY

Deputy Rector
Delegate for Institutional Communication
Delegate for Equity, Inclusion
and Diversity
Deputy Rector for Digital Transformation

MANAGEMENT

Industrial Relations, Third Mission
and Web Communication Division
Corruption Prevention
and Transparency Supervisor
IT Systems and Services Division

ACTIONS

- Revise the internal communication and information system to improve circulation and transparency of decision-making processes and institutional procedures, starting from the activity of Academic Bodies
- Adopt a diversity-friendly institutional language and communication methods
- Improve the website by updating the platform, revising the templates, rearranging content, improving quality of information in terms of clarity and availability
- Take measures to improve communication, organisation and accessibility to data that may be disclosed to the public, also by paying greater attention to interoperability
- Innovate social media/digital communication strategies and create a strategic and diversified system of channels and content, to communicate on multiple levels and systematically nurture valuable relationships with the target audience
- Deepen the knowledge of the context and the analysis of processes to improve the care for the public interest and earn the trust of the community

SDGs



PNRR



INDICATORS

IS.01 WEBSITE

	2021	2022	2024 Target
accessibility	78.6	84.1	>85
quality assurance	87.7	89.6	>90

METRICS Score obtained by Siteimprove in the Accessibility and Quality Assurance categories, respectively.

Source: Industrial Relations, Third Mission and Web Communication Division

IS.02 FEEDBACK on the INTRANET

	2019	2020	2021	2024 Target
number of feedbacks	171	461	199	>200
number of positive feedbacks	73.1%	84.8%	78.9%	>78%

METRICS Absolute and relative number of positive feedback about the information on the University intranet pages.

Source: Industrial Relations, Third Mission and Web Communication Division



GOAL 14

ENHANCE THE SOCIAL,
ECONOMIC
AND CULTURAL
IMPACT OF ALMA MATER
AT A LOCAL LEVEL

PRINCIPLE

P1

AREA SOCIETY



INDICATORS

RESPONSIBILITIES

POLICY

Delegate for Public Engagement
 Delegate for Institutional Communication
 Delegate for Industrial Relations and Research
 Delegate for Sustainability
 Deputy Rector for International Relations

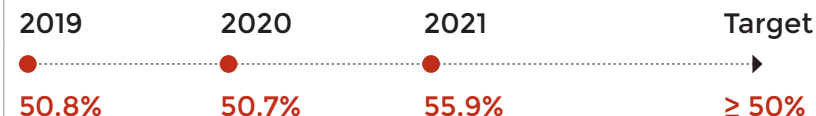
MANAGEMENT

Industrial Relations, Third Mission and Web Communication Division
 Executive Support Services
 Communication

ACTIONS

- Hold public events to inform the civil society about research and teaching at Alma Mater, and emphasise their potential also in the definition of new social policies by the local authorities
- Adopt effective communication strategies to promote and enhance all activities of Alma Mater within the civil society, also in order to raise the awareness of local public and private organisations
- Hold international public cultural events, also in collaboration with foreign partners
- Carry out scientific investigations to emphasise the impact of Alma Mater in social, economic and cultural terms

IS.03 GRADUATES EMPLOYED IN EMILIA-ROMAGNA THREE YEARS AFTER GRADUATION



METRICS Number of graduates in LM and LMCU degree programmes employed in Emilia-Romagna, interviewed three years after graduation

Source: AlmaLaurea

SDGs



PNRR





GOAL 15

ENHANCE THE ROLE
OF ALMA MATER AS A
WELCOMING PLACE FOR
ANYONE WHO FEELS
THREATENED, ALSO
BY PARTICIPATING
IN INTERNATIONAL
NETWORKS

PRINCIPLE

P1

AREA SOCIETY



RESPONSIBILITIES

POLICY

Deputy Rector for International Relations
Student Delegate
Deputy Rector for Personnel
Delegate for Equity, Inclusion
and Diversity

MANAGEMENT

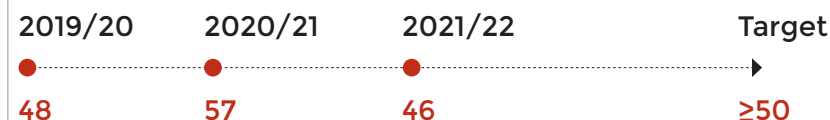
International Relations Division
Libraries and Study Services Division
Personnel Division

ACTIONS

- Ensure more systematic participation in networks and projects to welcome students and scholars who are experiencing instability or who are at risk
- Enhance and adapt welcoming facilities to facilitate the integration of people who are experiencing instability or who are at risk
- Expand financial and organisational resources allocated to welcome and integrate students and scholars from geographical areas characterised by risk or instability, also in agreement with local public and private organisations

INDICATORS

IS.04 STUDENTS WITH RESIDENCE PERMIT FOR HUMANITARIAN REASONS



METRICS Number of students enrolled in degree courses with residence permit for humanitarian reasons (asylum, subsidiary protection, asylum seekers, humanitarian grounds).

Source: University Data Warehouse

SDGs



PNRR



A photograph of three people in white lab coats walking along a paved path. They are positioned in the lower-left foreground. Above them is a large, modern architectural structure composed of numerous thick, dark wooden beams that fan out from a central point, creating a series of triangular voids. The background shows a green lawn and a clear sky. On the right side of the image, there is a white rectangular box containing text, and further to the right, two overlapping white circles.

GOAL 16

**STRENGTHEN
JOINT PLANNING
WITH THE ITALIAN
HEALTHCARE SERVICE
FOR A MORE EFFECTIVE
INTEGRATION OF CARE,
TEACHING AND
RESEARCH ACTIVITIES**



PRINCIPLE

P1

AREA
SOCIETY



RESPONSIBILITIES

POLICY

Delegate for Relations with the
Healthcare Service

MANAGEMENT

Medical Area Services Division
Personnel Division
IT Systems and Services Division
Research Division

ACTIONS

- Strengthen coordination in the planning of University staff who are integrated into care activities
- Enhance and develop facilities for interns and medical doctors under specialist training across all sites of the training networks
- Implement integrated platforms to map and manage operating units that host interns and medical doctors under specialist training
- Strengthen University staff at care facilities of the Italian National Health Service in Romagna

SDGs



PNRR



GOAL 17

**ENSURE QUALITY,
INNOVATIVE
AND LONG-TERM
SUSTAINABLE
TEACHING**

PRINCIPLE

P2

AREA

TEACHING AND STUDENT
COMMUNITY



RESPONSIBILITIES

POLICY

Deputy Rector for Teaching

Deputy Rector

Deputy Rector for Digital Transformation

Student Delegate

MANAGEMENT

Education and PhD Programme Division

Bologna Services Division

IT Systems and Services Division

Campus

ACTIONS

- Adopt the most meticulous institutional procedures to establish new degree programmes and enter into double/multiple and joint degree agreements
- Constantly assess the sustainability of the programme catalogue in terms of facilities, services, resources and teacher-student relationships, also in order to adopt shared criteria to establish new degree programmes
- Take measures that foster cooperation between Departments on training projects
- Streamline and optimise the use of lecture halls, also by means of more effective and flexible organisational solutions that favour sharing and cooperation among degree programmes
- Take measures promoting the planning of learning activities aimed at gaining transferable skills, within each degree programme, also based on the specific area of study of the relevant programme
- Test innovative teaching methods, also through shared infrastructure, virtual workshops and 'phygital' spaces, in order to ensure inclusive and sustainable education
- Upgrade installations at lecture and study halls
- Improve the student satisfaction survey and strive to make better use of its findings

INDICATORS





GOAL 18

ENCOURAGE STUDY
AND RESEARCH
TRAINING
EXPERIENCES
ABROAD



PRINCIPLE

P2

AREA

TEACHING AND STUDENT
COMMUNITY



RESPONSIBILITIES

POLICY

Deputy Rector for International Relations
Deputy Rector for Education
Deputy Rector for Research
Student Delegate
Deputy Rector for Digital Transformation

MANAGEMENT

International Relations Division
Education and PhD Programme Division

ACTIONS

- Expand international agreements managed by Departments, also thanks to new technology
- Allocate more budget to thesis abroad and mobility of PhD students and research fellows
- Encourage outgoing mobility of PhD students by providing adequate financial and organisational support
- Implement a periodic monitoring system to measure how common experiences abroad are across the various degree programmes, in order to encourage participation in the areas with low mobility

INDICATORS

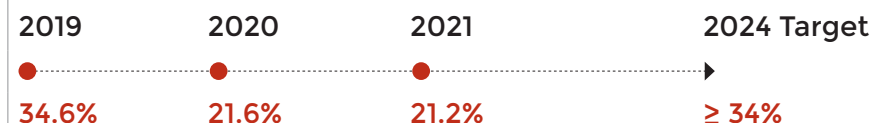
F.14 OUTGOING STUDENTS



METRICS Number of outgoing students involved in Erasmus and other mobility programmes in a.y. t/t+1.

Source: University Data Warehouse; Teaching Chain General Coordinators

R.03 PERCENTAGE OF OUTGOING PhD STUDENTS



METRICS Number of PhD students who have spent at least 30 cumulative days in the calendar year abroad against total number of PhD students.

Source: University Data Warehouse

SDGs



PNRR





GOAL 19
STRENGTHEN
INTERNATIONAL
TEACHING

PRINCIPLE

P2

AREA

TEACHING AND STUDENT
COMMUNITY



RESPONSIBILITIES

POLICY

Deputy Rector for International Relations
Deputy Rector for Education
Delegate for Equity, Inclusion
and Diversity
Student Delegate

MANAGEMENT

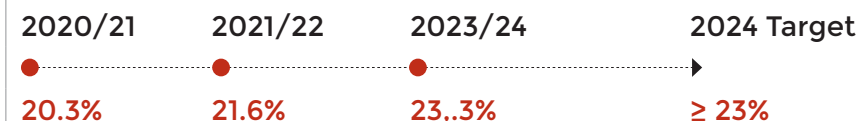
International Relations Division
Education and PhD Programme Division

ACTIONS

- Actively participate in national and international round tables on higher education best practices and strategies
- Encourage the establishment of multiple and joint degrees with international partners
- Introduce blended courses that also encompass short mobility periods and online classes
- Implement internationalisation schemes intended for weaker students
- Expand financial and organisational resources allocated to attract visiting professors
- Analyse and share the best practices implemented by the Diversity Council/ UNA Europa members

INDICATORS

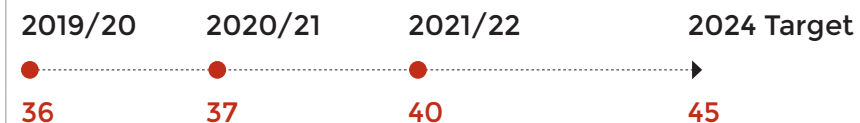
ID.11 PERCENTAGE OF COURSE UNITS TAUGHT IN A FOREIGN LANGUAGE



METRICS (PRO3 D_h) - Number of course units taught in a foreign language against total number of course units in the academic year.

Source: SUA-CdS (course units taught)

ID.12 NUMBER OF MULTIPLE AND JOINT DEGREES WITH INTERNATIONAL PARTNERS



METRICS Number of degree programmes that award multiple and joint degrees with international partners.

Source: University Data Warehouse

SDGs



PNRR





GOAL 20

STRENGTHEN
THE QUALITY
OF RESEARCH



RESPONSIBILITIES

POLICY

Deputy Rector for Research

MANAGEMENT

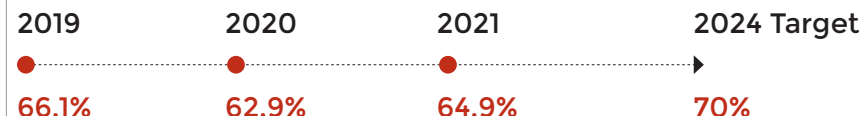
Research Division
Industrial Relations, Third Mission
and Web Communication Division

ACTIONS

- Improve support during design, management and reporting of highly competitive research projects
- Adopt and promote research evaluation practices that facilitate harmonisation with national evaluation practices
- Adopt evaluation practices aimed at incentivising high quality publications from internationally renowned publishers
- Encourage the organisation of scientific conferences also in order to facilitate participation in and development of international research networks



R.06 DISTRIBUTION OF BOLOGNA UNIVERSITY PUBLICATIONS BY SINGLE INDEX (BEST 30%)



METRICS Distribution of products published in the years t-4 to t-1 by the population in service as at 31/12 of year t in VQR 2011-14 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 journal" and as its ordinate "the percentile of the number of citations". Best 10% group (Single Index ≥ 0.9), 10-30% group (Single Index < 0.9 and ≥ 0.7), 30-50% group (Single Index < 0.7 and ≥ 0.5), 50-80% group (Single Index < 0.5 and ≥ 0.2), 80-100% group (Single Index < 0.2). Notes: The indicator is only calculated for Departments that have professors in Bibliometric Areas. In 2020 and 2021, the best Single Index available for the Subject Categories recognised by ANVUR in VQR 2015-2019 was taken into account for each product-author.

Source: University Data Warehouse

IR.03 PERCENTAGE OF PUBLICATIONS IN CLASS A JOURNALS ACCORDING TO ASN CRITERIA (NON- BIBLIOMETRIC AREAS)



METRICS Percentage of Class A articles according to the ANVUR-ASN lists (IRIS) based on the competition sectors of authors against total number of publications by authors in non-bibliometric areas. In year t, the publications of the period t-2/t are taken into account.

Source: IRIS Application; University Data Warehouse



GOAL 21

ENCOURAGE
INTERDISCIPLINARY
RESEARCH



PRINCIPLE

P2

AREA RESEARCH



INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Research
Delegate for Public Engagement
Delegate for Constructions

MANAGEMENT

Research Division
Constructions and Sustainability Division

ACTIONS

- Develop interdisciplinary workshops, cultural projects and public events
- Encourage the adoption of evaluation policies to ensure that interdisciplinary research is fully enhanced at a local and country level
- Incentivise participation in interdisciplinary collaborative projects
- Map interdisciplinarity in the scientific production by changing the IRIS AP records
- Build new spaces for shared interdisciplinary research laboratories

PQ.01 INTERDISCIPLINARY PUBLICATIONS



METRICS Number of publications with co-authors from different VRA areas or different subject groups (SSD) against total number of publications.

Source: University Data Warehouse

SDGs



PNRR





GOAL 22

**SUPPORT
AND INCREASE
PARTICIPATION
IN INTERNATIONAL,
NATIONAL AND LOCAL
COMPETITIVE CALLS**

PRINCIPLE

P2

AREA RESEARCH



RESPONSIBILITIES

POLICY

Deputy Rector for Research

Deputy Rector for International Relations

MANAGEMENT

Research Division

International Relations Division

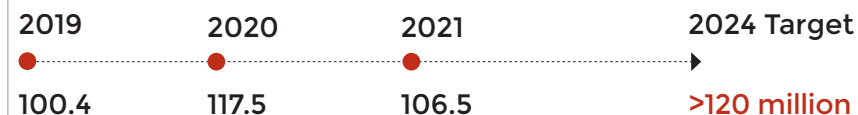
Industrial Relations, Third Mission
and Web Communication Division

ACTIONS

- Timely and extensively inform of any funding opportunities for international, national and local research and teaching programmes, and support design activities
- Encourage systematic participation of facilities, groups and individuals in scientific networks
- Enhance the findings of successful competitive projects to spread best practices and impact at a regional and country level
- Encourage the development of agreements, projects and joint laboratories with parties involved in research and innovation

INDICATORS

R.09 FUNDING FROM NATIONAL AND INTERNATIONAL PROJECTS



METRICS Total entries in milion euros from competitive projects (research and international relationships).

Source: University Data Warehouse

SDGs



PNRR





GOAL 23

**DEVELOP PhD
INTERNATIONAL
PROGRAMMES
AND STRENGTHEN
THEIR ROLE IN THE
MARKETPLACE
AND IN THE PUBLIC
ADMINISTRATION**

PRINCIPLE

P2

AREA RESEARCH



RESPONSIBILITIES

POLICY

Deputy Rector for Research Vice
Rector for Digital Transformation
Deputy Rector for Education
Deputy Rector for International Relations
Student Delegate

MANAGEMENT

Education and PhD Programme Division
IT Systems and Services Division
International Relations Division

ACTIONS

- Support new PhD programmes, including interdisciplinary ones, in synergy with the business community and the public administration
- Improve the international attractiveness of PhD programmes, also through suitable communication and organisational measures, by globally revising the third cycle programme catalogue
- Improve professional prospects of PhD students by expanding guidance and teaching activities aimed at acquiring transferable skills
- Plan and recognise teaching in PhD programmes by developing a shared formal system
- Improve administration services for PhD programmes, also thanks to digitisation
- Facilitate PhD students' access to measures supporting the right to higher education, benefits and subsidies

INDICATORS

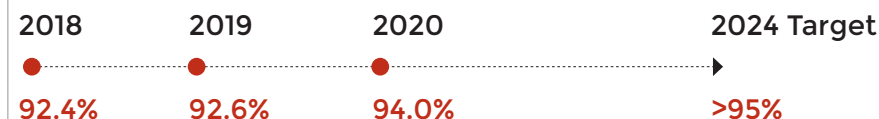
R.01b PhD STUDENTS ADMITTED BY VIRTUE OF A DEGREE AWARDED BY ANOTHER UNIVERSITY



METRICS PhD students who are admitted by virtue of a degree awarded by another university against total number of students.

Source: University Data Warehouse

IR.04 PhD STUDENT EMPLOYMENT



METRICS Percentage of PhD graduates who declare to be employed one year after graduation against total number of interviewees.

Source: AlmaLaurea

SDGs



PNRR

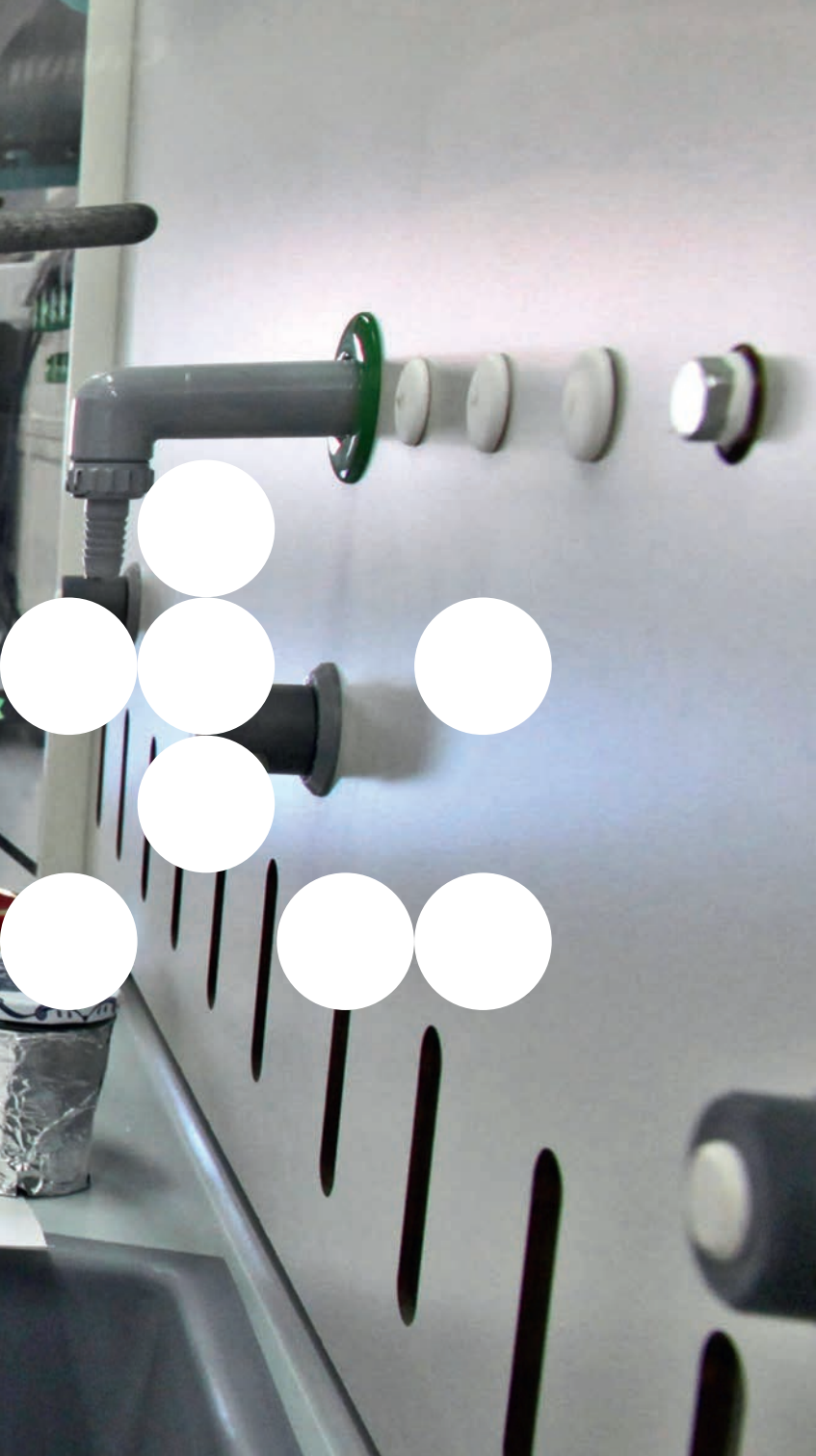




GOAL 24

**REINFORCE BIOMEDICAL
AND TRANSLATIONAL
RESEARCH
BY STRENGTHENING
SHARED PLATFORMS
AND BECOMING
MORE ENGAGED
IN THE CARE NETWORKS**





PRINCIPLE

P2

AREA RESEARCH



RESPONSIBILITIES

POLICY

Delegate for Relations with the
Health Service
Deputy Rector for Research

MANAGEMENT

Research Division Medical
Area Services Division
IT Systems and Services Division
Constructions and Sustainability Division
Assets Division

ACTIONS

- Improve connections between preclinical research and clinical activities, by reinforcing biomedical and translational research in particular in the fields recognised by IRCCS (Scientific Institutes for Hospitalisation and Health Care)
- Enhance and develop research activities in the care networks of the Italian Health Service
- Strengthen infrastructure supporting research in healthcare, also by developing laboratories and facilities shared with IRCCS and Health Authorities
- Encourage synergies in competitive design, in partnership with IRCCS and Health Authorities
- Foster rules and shared practices to support biomedical and translational research by sharing data, tools and platforms and via integrated staff management

SDGs





GOAL 25

**RAISE
AWARENESS
ABOUT THE SOCIAL
IMPACT
OF RESEARCH**



PRINCIPLE



AREA RESEARCH



INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Research
Delegate for Public Engagement
Delegate for Equity, Inclusion and Diversity
Delegate for Relations with the Health Service
Delegate for Industrial Relations and Research

MANAGEMENT

Research Division
Industrial Relations, Third Mission and Web Communication Division

ACTIONS

- Organise and promote awareness-raising activities for the academic community about the social impacts of research
- Enhance the impact of research on the 17 UN SDGs (Sustainable Development Goals) also by systematically mapping scientific products and third mission activities
- Adopt evaluation practices that encourage research having the greatest social impact

IR.05 NUMBER OF PUBLICATIONS ON THE UN SUSTAINABLE DEVELOPMENT GOALS (SDGs)



METRICS Number of publications by the University of Bologna authors recorded in the Scopus database in the period including a specific sequence of keywords linked to UN Sustainable Development Goals.

Source: Scopus





GOAL 26

VALUE MERIT
IN RECRUITMENT
AND CAREER
PROGRESSION

PRINCIPLE

P2

AREA PEOPLE



RESPONSIBILITIES

POLICY

Deputy Rector for Personnel
Deputy Rector for Research

MANAGEMENT

Personnel Division

ACTIONS

- Adopt recruitment practices aimed at improving quality across all fields of knowledge and regularly evaluate their effectiveness
- Revise quality criteria for new recruits to improve the methods according to which university hiring capacity is assigned to Departments
- Encourage merit-based criteria in the salary progression of technical and administrative staff

INDICATORS

IP.03 EVALUATION OF HIRING OF NEW RECRUITS



METRICS The ratio of the individual FFABR Single Indicator and the average FFABR Single Indicator in the relevant category (VRA area, role and maximum number of products that can be used depending on the subject group – SSD) is calculated for each professor. This indicator is the average of such ratios (multiplied by 100) calculated on new recruits in aggregate. New recruits include professors and assistant professors who start a career at the University of Bologna or change their Category during the three- year period.

Source: *Industrial Relations, Third Mission and Web Communication – Evaluation of Research and Third Mission Unit*

SDGs



PNRR





GOAL 27

ENCOURAGE DIALOGUE
WITH SCHOOLS
FOR STUDENT
GUIDANCE
AND TRAINING
PURPOSES

PRINCIPLE

P2

AREA SOCIETY



RESPONSIBILITIES

POLICY

Deputy Rector for Education
Student Delegate
Delegate for Public Engagement

MANAGEMENT

Education and PhD Programme Division
Libraries and Study Services Division
Division Research Division

ACTIONS

- Strengthen relations with high schools through guidance, guidance training and Guidance and Transferable Skill Paths (PCTO)
- Increase the number of high school students who are involved in guidance projects and take measures to cover all curricula
- Engage high school teachers and students in education and cultural activities focussing on especially topical and socially relevant subjects
- Enhance life-long learning initiatives targeted at school teachers

INDICATORS

IS.05 GUIDANCE PROJECTS IN PARTNERSHIP WITH SCHOOLS

	2021	2024 Target
students involved	6,233	+10% (6,856)
projects	311	+15% (358)

METRICS Number of high school students involved in guidance projects in partnership with schools (Guidance and Transferable Skill Paths – PCTO, Scientific Degree Plans – PLS, Guidance and Tutoring Plans – POT, etc.)

Source: Education and PhD Programme Division

SDGs



PNRR





GOAL 28

FACILITATE
CURRICULAR
AND TRAINING
INTERNSHIPS

PRINCIPLE

P3

AREA

TEACHING AND STUDENT
COMMUNITY



RESPONSIBILITIES

POLICY

Deputy Rector for Education
Deputy Rector for International Relations
Students Delegate
Delegate for Industrial Relations
and Research

MANAGEMENT

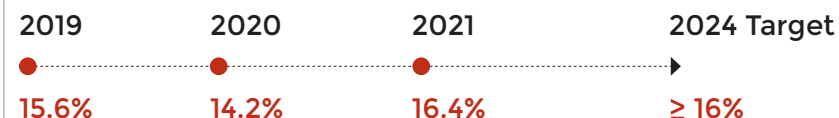
Education and PhD Programme Division
International Relations Division
Industrial Relations, Third Mission
and Web Communication Division
Libraries and Study Services Division
Campus

ACTIONS

- Take suitable communication and information measures to promote curricular and training internship opportunities
- Expand opportunities for internships abroad
- Implement evaluation practices to monitor the actual effectiveness of curricular and training internships
- Reinforce and streamline partnerships with sponsoring organisations to increase the number and effectiveness of training internships

INDICATORS

ID.13 PERCENTAGE OF STUDENTS PARTICIPATING IN INTERNSHIPS OUTSIDE THE UNIVERSITY



METRICS (PRO3: B_i) - Percentage of students who have acquired at least 6 CFU credits for curricular internship activities outside the University in the year of reference.

Source: University Data Warehouse

SDGs



PNRR





GOAL 29

DEVELOP
AND ENHANCE
VOCATIONAL TRAINING
AND LIFE-LONG
LEARNING PROGRAMMES

PRINCIPLE

P3

AREA

TEACHING AND STUDENT
COMMUNITY



RESPONSIBILITIES

POLICY

Deputy Rector for Education
Deputy Rector for International Relations
Student Delegate
Delegate for Industrial Relations
and Research

MANAGEMENT

Education and PhD Programme Division
International Relations Division
Libraries and Study Services Division
Campus

ACTIONS

- Adopt stricter institutional procedures to implement post-graduate programmes, life-long learning programmes, and first and second level professional master's programmes
- Expand vocational training activities by involving public, private and third-sector organisations
- Foster international vocational training programmes, also through differentiated organisational and logistical measures
- Enhance the programme catalogue of technical and scientific training by focussing in particular on life-long learning (upskilling and reskilling)

INDICATORS

T.04 VOCATIONAL TRAINING PROGRAMME STUDENTS



METRICS Number of students in accredited post-graduate programmes, life-long learning programmes, and first and second level professional master's programmes.

Source: University Data Warehouse

SDGs



PNRR





GOAL 30

IMPROVE GUIDANCE
FOR UNDERGRADUATES
TO PROMOTE GRADUATE
EMPLOYMENT

ALMA MATER STUDIORUM – UNIVERSITA' DI BOLOGNA

SCUOLA DI ECONOMIA, MANAGEMENT E STATISTICA
Corso di Laurea Magistrale in Economia e Diritto

PRINCIPLE

P3

AREA

TEACHING AND STUDENT
COMMUNITY



RESPONSIBILITIES

POLICY

Deputy Rector for Education
Student Delegate
Delegate for Industrial Relations
and Research
Deputy Rector for Research

MANAGEMENT

Education and PhD Programme Division
Libraries and Study Services Division
Industrial Relations, Third Mission
and Web Communication Division
Campus

ACTIONS

- Expand and organise more effective initiatives that bring together students from all areas with public, private and third-sector organisations
- Foster and strengthen learning of transferable skills and interdisciplinary knowledge to ensure more flexible access to the world of work
- Improve and intensify interactions with public and private stakeholders in the design and regular evaluation of degree and PhD programmes
- Co-design guidance initiatives for undergraduates in collaboration with the student community
- Launch initiatives to retain a growing percentage of Alma Mater graduates within the Multicampus area, by virtue of agreements with public, private and third-sector organisations

INDICATORS

F.21 NUMBER OF BUSINESSES AND ORGANISATIONS INVOLVED IN CAREER GUIDANCE INITIATIVES



METRICS Number of businesses involved in placement and guidance initiatives, to help integrate students into the labour market, and to inform them about the skills required by businesses.

Source: Industrial Relations, Third Mission and Web Communication Division

ID.14 NUMBER OF UNDERGRADUATES INVOLVED IN GUIDANCE INITIATIVES



METRICS Number of undergraduates involved in guidance meetings.

Source: Industrial Relations, Third Mission and Web Communication Division

SDGs



PNRR



A male scientist with curly brown hair and glasses, wearing a white lab coat and blue nitrile gloves, is focused on a task inside a piece of laboratory equipment. He is holding a small, dark, rectangular object with tweezers. Another person, also in a lab coat, is visible in the background, looking at the same equipment. The equipment has a red and white exterior. The scene is set in a laboratory with white walls and some papers pinned in the background.

GOAL 31

FACILITATE
THE DEVELOPMENT
OF OPEN SCIENCE

PRINCIPLE

P3

AREA RESEARCH



RESPONSIBILITIES

POLICY

Deputy Rector for Research
Delegate for Cultural Heritage
Deputy Rector for Digital Transformation
Delegate for Public Engagement
Delegate for Institutional Communication

MANAGEMENT

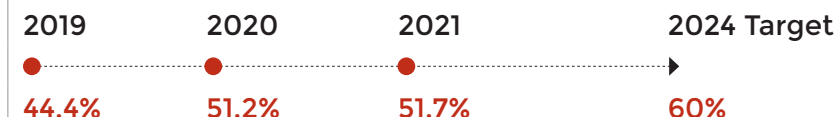
Research Division
Industrial Relations, Third Missions
and Web Communication Division
Libraries and Study Services Division
IT Systems and Services Division
Executive Support Services

ACTIONS

- Promote awareness-raising and training activities on open science
- Support the involvement of Alma Mater in networks and initiatives about open science on a national and international level
- Implement digital infrastructure and services to support open science, including interoperable ones with national and international platforms
- Facilitate open access publication across all fields of knowledge
- Encourage FAIR management of research data, also by means of support infrastructure and services
- Foster citizen science initiatives as an area of application of open science

INDICATORS

R.12 PERCENTAGE OF OPEN ACCESS PUBLICATIONS



METRICS Journal articles published by the employed staff in the year of reference (professors, assistant professors, research fellows and PhD students) and labelled as partially or fully Open Access products on IRIS against total number of journal articles on IRIS.

Source: University Data Warehouse

SDGs



PNRR





GOAL 32

**ENHANCE PEOPLE'S
ROLES TO PROMOTE
A VIRTUOUS CIRCLE
OF INVESTMENT ON
HUMAN CAPITAL**



PRINCIPLE

P3

AREA PEOPLE



RESPONSIBILITIES

POLICY

Deputy Rector for Personnel
Delegate for Equity, Inclusion
and Diversity
Deputy Rector for Digital Transformation
Deputy Rector

MANAGEMENT

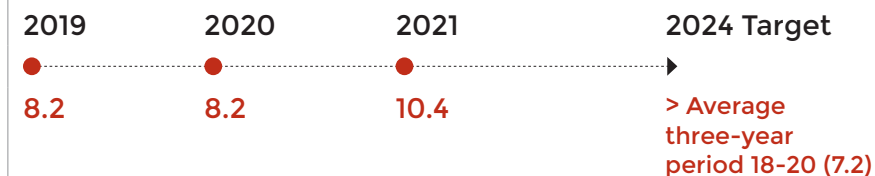
Personnel Division
Risk Prevention and Protection Service

ACTIONS

- Take specific measures to welcome, train and inform newly hired professors, assistant professors and technical and administrative staff
- Expand the training course catalogue for technical and administrative staff, also in the field of digital technology and services
- Upgrade the catalogue of compulsory courses and incentivise active participation by all personnel

INDICATORS

IP.04 AVERAGE NUMBER OF TRAINING HOURS PROVIDED TO STAFF



METRICS Hours of training provided against total number of professors, assistant professors and technical and administrative staff.

Source: Personnel Division – Organisational Development and Training Unit – Training Projects Office

SDGs



PNRR





GOAL 33

**INCREASE
PARTNERSHIPS
WITH PUBLIC,
PRIVATE
AND THIRD-SECTOR
ORGANISATIONS
TO FOSTER LOCAL
DEVELOPMENT
AND BUILD
ON LOCAL VOCATIONS**

PRINCIPLE



AREA SOCIETY



INDICATORS

RESPONSIBILITIES

POLICY

Delegate for Industrial Relations and Research

Delegate for Public Engagement

Deputy Rector for Research

Delegate for Institutional Communication

POLICY

Industrial Relations, Third Mission and Web Communication Division

Campus

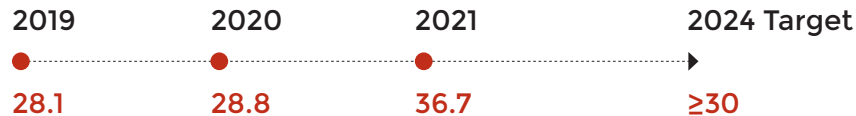
Research Division

Executive Support Services

ACTIONS

- Expand partnerships with firms and facilitate greater participation of research groups and organisations
- Improve internal and external communication to enhance opportunities and tools to partner with firms
- Foster the development of open innovation actions to encourage firms to take advantage of the resources and skills of Alma Mater, its start-ups and spin-offs
- Strengthen post-graduate initiatives for employees and partnerships with public, private and third-sector organisations for PhD programme development
- Strengthen initiatives to enter partnerships with more structured and permanent public, private and third-sector organisations, by means of framework agreements and joint laboratories

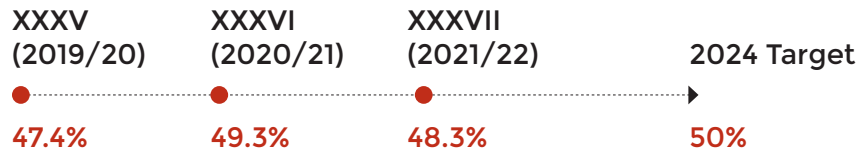
T.03 EARNINGS FROM COMMISSIONED COMMERCIAL AND SCIENTIFIC ACTIVITIES



METRICS Earnings from macro project linked to business activities, including those derived from ongoing tenders. Data in million euros.

Source: University Data Warehouse

IS.06 PERCENTAGE OF PhD SCHOLARSHIPS FUNDED FROM THE OUTSIDE



METRICS Number of PhD scholarships (including equivalent funding) funded by external organisations against total number of scholarships.

Source: University Data Warehouse

SDGs



PNRR





PIAZZA
GIUSEPPE

GOAL 34

EXPAND
AND MAKE PUBLIC
ENGAGEMENT
INITIATIVES
MORE EFFECTIVE



PRINCIPLE

P3

AREA SOCIETY



RESPONSIBILITIES

POLICY

Delegate for Public Engagement
Deputy Rector for Research
Delegate for Institutional Communication

MANAGEMENT

Industrial Relations, Third Mission
and Web Communication Division
Tenders and Procurement Division
Executive Support Services
Assets Division
Campus

ACTIONS

- Make public engagement initiatives more effective by enhancing support services, increasing the budget allocated to them, and improving monitoring and evaluation
- Foster and support public engagement activities in implementing competitive research projects
- Develop ad hoc training activities to disseminate research findings
- Co-design cultural, musical and sports events open to the public at each Campus, together with the student community
- Encourage citizen-driven science processes aimed at bringing citizens and academic researchers together
- Increase the chances to open University facilities to the public
- Deepen the knowledge of the local social context and improve the analysis of internal processes to intensify the care for the public interest and earn the trust of the community

INDICATORS

IS.07 NUMBER OF PUBLIC ENGAGEMENT EVENTS HELD BY DEPARTMENTS

2021



0

2024 Target

32 (1 per Department)

METRICS Number of public engagement events held by Departments in a year.

Source: Industrial Relations, Third Mission and Web Communication Division

SDGs



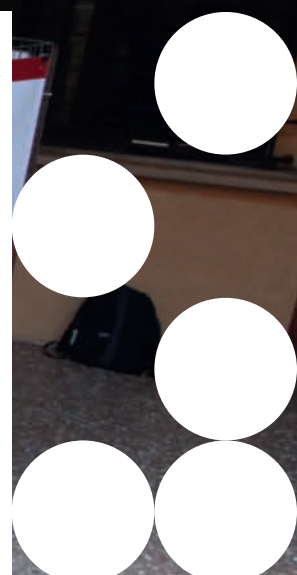
PNRR





GOAL 35

**PROMOTE
FUNDRAISING
IN FAVOUR
OF HIGH SOCIAL
IMPACT INITIATIVES**



PRINCIPLE



AREA SOCIETY



INDICATORS

RESPONSIBILITIES

POLICY

- Delegate for Public Engagement
- Delegate for Finance and Planning
- Delegate for Institutional Communication

MANAGEMENT

- Finance and Subsidiaries Division
- Assets Division
- Industrial Relations, Third Mission and Web Communication Division
- Executive Support Services
- Campus

ACTIONS

- Define cross-cutting goals and vision for fundraising
- Adopt increasingly more transparent reporting methods for results
- Design new communication strategies to support fundraising
- Promote crowdfunding practices, possibly involving foundations and charitable organisations
- Monitor and map the types of donations to rearrange processes in a consistent manner

IS.08 AMOUNT OF DONATIONS



METRICS Monetary Donation (amount of the General Income management document in COAN item Donations and bequests in the financial year) and Non-Monetary Donation (amount of the Donation management document). Value in million euros.

Source: Finance and Subsidiaries Division - Budget Unit; Assets Division

SDGs



PNRR





GOAL 36

**STRENGTHEN SOCIAL,
ECONOMIC
AND CULTURAL
DEVELOPMENT
AID PROJECTS**

PRINCIPLE



AREA SOCIETY



INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for International Relations
Deputy Rector for Research
Delegate for Industrial Relations
and Research

MANAGEMENT

International Relations Division
Research Division
Industrial Relations, Third Mission
and Web Communication Division

ACTIONS

- Launch projects to transfer knowledge to strategic geographical areas and countries for internationalisation purposes
- Increase partnerships with national and international institutions, NPOs and other organisations to enhance design of and participation in development aid initiatives

T.05 NUMBER OF DEVELOPMENT AID PROJECTS



METRICS Number of development aid projects recorded by the International Relations Division – DIRI.

Source: International Relations Division

SDGs



PNRR



The background image is a photograph of a library interior. In the foreground, a computer monitor is partially visible on the left, displaying a video of the same library. The library has high wooden ceilings with exposed beams, tall wooden bookshelves filled with books, and wooden study tables. A person is visible in the background of the library scene. On the right side of the image, there are several white circles of varying sizes, some of which are partially cut off by the edge of the frame.

GOAL 37

**ENHANCE
AND CONSOLIDATE
ACTIONS
TO ENCOURAGE
ENTREPRENEURSHIP
AND TECHNOLOGICAL
TRANSFER**

PRINCIPLE

P3

AREA SOCIETY



RESPONSIBILITIES

POLICY

Delegate for Industrial Relations and Research

Deputy Rector for Research

Delegate for Public Engagement

Delegate for Constructions

MANAGEMENT

Industrial Relations, Third Mission and Web Communication Division

Constructions and Sustainability Division

Research Division

ACTIONS

- Encourage entrepreneurship of students and researchers by means of training and support actions and seed funding initiatives
- Reinforce the potential of spin-offs through measures supporting the growth and development of firms that value Alma Mater research and skills
- Consolidate the incubation of Alma Mater spin-offs and start-ups
- Expand Alma Mater's capacity to generate new patents and increase their market value
- Raise the awareness of the academic community about intellectual property management
- Strengthen and rearrange the spaces of AlmaCube and AlmaLabor
- Enhance Learning by Doing activities by involving firms
- Support female entrepreneurship

INDICATORS

T.01 NUMBER OF EXISTING INTELLECTUAL PROPERTY TITLES



METRICS Number of intellectual property titles (patents, trademarks, plant varieties and software).

Source: University Data Warehouse

T.02 NUMBER OF ACCREDITED/OPERATING SPIN-OFFS AND START-UPS



METRICS Number of accredited/operating spin-offs and start-ups.

Source: Industrial Relations, Third Mission and Web Communication Division

SDGs



PNRR





GOAL 38

ENHANCE
AND PROMOTE
ALMA MATER
CULTURAL
HERITAGE



RESPONSIBILITIES

POLICY

Delegate for Cultural Heritage
Deputy Rector for Research
Delegate for Public Engagement
Deputy Rector for International Relations
Delegate for Institutional Communication
Deputy Rector for Digital Transformation

MANAGEMENT

University Museum Network
University Library System
Libraries and Study Services Division
Tenders and Procurement Division
Assets Division
Education and PhD Programme Division
Research Division
Campus

ACTIONS

- Strengthen the University Museum Network and Library System from an organisational and financial perspective
- Adopt targeted communication strategies to enhance the Alma Mater cultural heritage
- Carry out activities intended to enhance archives and libraries (including by digital means)
- Strengthen cultural heritage research, also by supporting participation in competitive projects and focussing on such topics within PhD programmes, from an international and interdisciplinary perspective
- Optimise inventory, financial and tax-related aspects of museums and collections within the University Museum Network

IS.09 NUMBER OF VISITORS OF THE MUSEUM NETWORK



METRICS Number of visitors of the University Museum Network.

Source: University Museum Network

IS.10 NUMBER OF PUBLICATIONS IN DIGITAL COLLECTIONS



METRICS Number of publications in digital collections.

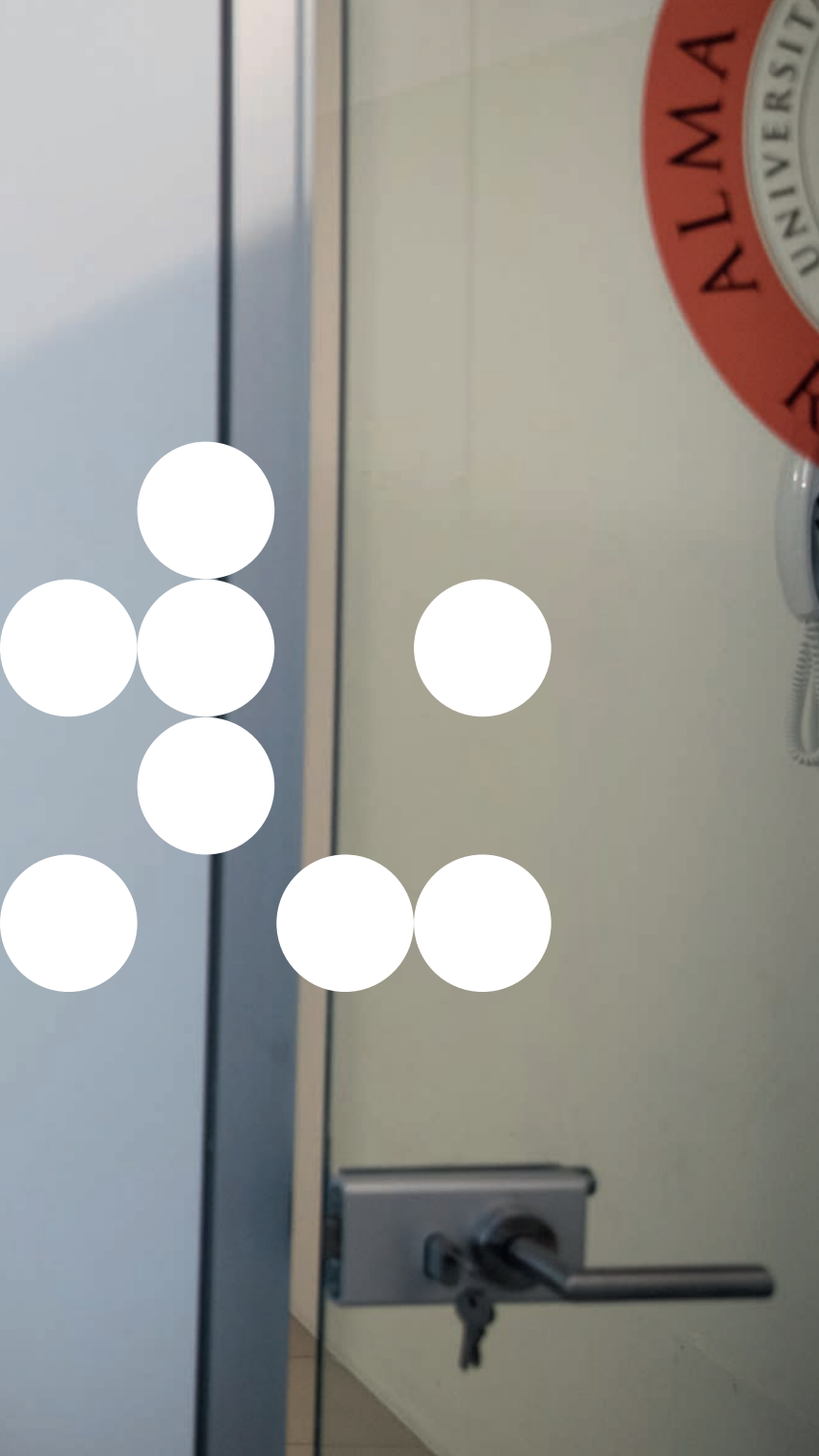
Source: Libraries and Study Services Division





GOAL 39

**STRENGTHEN
RESEARCH
AND TRAINING
ACTIVITIES TO IMPROVE
THE EFFECTIVENESS
OF CARE MODELS
AND HEALTH POLICIES**



PRINCIPLE

P3

AREA SOCIETY



RESPONSIBILITIES

POLICY

Delegate for Relations with the
Health Service
Deputy Rector for Research

MANAGEMENT

Medical Area Services Division
Education and PhD Programme Division
Research Division

ACTIONS

- Enhance research and training on the environmental and social determinants of health and on health promotion and disease prevention activities
- Strengthen research and training on non-transmissible chronic diseases having the greatest impact on health
- Enhance research and training on the most suitable care models for the demographic and epidemiological transition, having regard in particular to primary care, proactivity, proximity, and family and informal assistance

SDGs



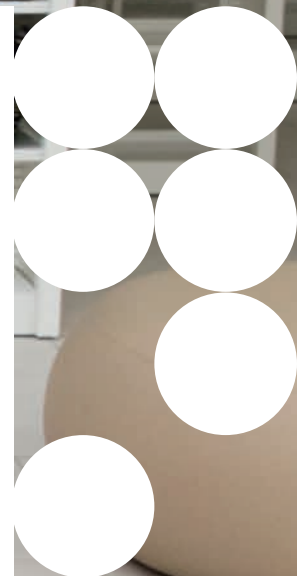
PNRR





GOAL 40

**EXPAND SERVICES
FOR STUDENTS
WITH DISABILITIES
AND STUDENTS
WITH SLD**



PRINCIPLE

P4

AREA

TEACHING AND STUDENT
COMMUNITY



RESPONSIBILITIES

POLICY

Delegate for Equity, Inclusion
and Diversity

Delegate for Institutional Communication

Deputy Rector for Digital Transformation

MANAGEMENT

Libraries and Study Services Division

Executive Support Division

IT Systems and Services Division

ACTIONS

- Increase financial support to students requiring study aids
- Encourage the use of on-site and remote assistive technology
- Support the use of inclusive digital tools
- Draft a thorough and transparent Service Charter to guide and update students on the available exam 'adaptations'
- Promote regular awareness-raising and information campaigns for teaching and technical-administrative staff on disabilities, specific learning disabilities and special educational needs

INDICATORS

ID.15 SERVICE SATISFACTION SURVEY FOR STUDENTS WITH DISABILITIES AND STUDENTS WITH SLD

2021



4.2

2024 Target

≥ 4.2

METRICS Average value (scale 1 to 5) of service satisfaction for students with disabilities and students with SLD

Source: Libraries and Study Services Division

ID.16 GRANTS ISSUED TO LOW-INCOME STUDENTS

2021



76

2024 Target

+30% (99)

METRICS Number of grants issued to low-income students.

Source: Libraries and Study Services Division

SDGs



PNRR





GOAL 41

**FOSTER RESEARCH,
TRAINING AND THIRD
MISSION ON THE
PRINCIPLES OF EQUITY,
SUSTAINABILITY,
INCLUSION AND
RESPECT OF DIVERSITY**



PRINCIPLE

P4

AREA RESEARCH



RESPONSIBILITIES

POLICY

Deputy Rector for Research
Delegate for Public Engagement
Delegate for Equity, Inclusion
and Diversity
Deputy Rector for Education
Delegate for Sustainability

MANAGEMENT

Education and PhD Programme Division
Research Division
Campus

ACTIONS

- Establish a coordination and steering committee on equity, inclusion and respect of diversity
- Facilitate networking among the Alma Mater research centres and groups dealing with equity, inclusion, respect of diversity and sustainability
- Support and enhance national and international networking on equity, inclusion, respect of diversity and sustainability
- Promote learning activities on equity, inclusion, respect of diversity and sustainability
- Support third mission activities aimed at promoting equity, inclusion, respect of diversity and sustainability

INDICATORS

IR.06 NUMBER OF PUBLICATIONS ON UN SUSTAINABLE DEVELOPMENT GOALS (SDGs)



METRICS Number of publications on Sustainable Development Goals (SDGs) 2, 3, 4, 5, 7, 10, 11, 13, 16.

Source: Scopus

SDGs



PNRR





GOAL 42

**STREAMLINE
PROCESSES, ALSO
THANKS TO DIGITAL
TRANSFORMATION**



PRINCIPLE

P4

AREA PEOPLE



RESPONSIBILITIES

POLICY

Delegate for Process Streamlining
Deputy Rector for Digital Transformation
Deputy Rector for International Relations
Deputy Rector for Research
Delegate for Industrial Relations
and Research
Delegate for Constructions

MANAGEMENT

Executive Support Services
IT Systems and Services Division
Personnel Division
Tenders and Procurement Division
International Relations Division
Campus

ACTIONS

- Streamline administration processes at Departments and Divisions and define methods to constantly monitor their effectiveness and identify criticalities
- Streamline and develop innovative IT applications and processes to support competitive, commissioned and development aid research
- Facilitate the adoption of procedures intended to reduce or prevent administrative activities from being performed twice ('only once')
- Implement and streamline the procurement process
- Certify the quality management system for the process to award major works
- Simplify the implementation procedure for visiting professors' agreements and improve services aimed at welcoming foreign professors

SDGs



PNRR





ALMA MATER STUDIORUM
UNIVERSITA DI BOLOGNA

GOAL 43

IMPROVE
OCCUPATIONAL
WELLBEING



PRINCIPLE

P4

AREA PEOPLE



RESPONSIBILITIES

POLICY

Deputy Rector for Personnel
Delegate for Equity, Inclusion
and Diversity
Deputy Rector
Confidential Counsellor

MANAGEMENT

Personnel Division
Guarantee Committee for
Equal Opportunities, Employee
Wellbeing and Non-Discrimination
at Work
Prevention and Protection Service
Campus

ACTIONS

- Strengthen and expand the range of services offered to professors, assistant professors and technical-administrative staff to facilitate, improve and enhance
- Reinforce and increase measures to facilitate staff access to social, cultural, recreational and sports services, also through agreements with public and private organisations
- Strengthen services to ensure occupational inclusion of professors and technical-administrative staff with disabilities and impairments
- Take measures to tackle discrimination, harassment, mobbing and straining by strengthening the role of the Confidential Counsellor and by launching new, ad hoc services for staff
- Promote actions to raise awareness and provide training about well-being, health and quality of work for professors and technical-administrative staff
- Implement guidelines on the right to disconnect from work-related email messages
- Update the work-related stress evaluation to monitor the occupational satisfaction of professors and technical-administrative staff and timely identify the necessary corrective actions

INDICATORS

IP.05 OCCUPATIONAL SATISFACTION OF PROFESSORS, ASSISTANT PROFESSORS AND TECHNICAL- ADMINISTRATIVE STAFF

	2021	2024 Target
professors	4.44	>4.4
Technical-administrative staff	4.13	>4.13

METRICS Average opinion (scale 1 to 6) on the occupational satisfaction of professors, assistant professors and Technical-administrative staff.

Source: Work-related stress evaluation

SDGs



PNRR





GOAL 44

**FOSTER GENDER
EQUALITY
IN THE ACCESS
TO HIGHER EDUCATION,
RECRUITMENT
AND CAREER
PROGRESSION**



PRINCIPLE

P4

AREA PEOPLE



RESPONSIBILITIES

POLICY

Deputy Rector for Personnel
Delegate for Equity, Inclusion
and Diversity
Deputy Rector for Teaching
Student Delegate

MANAGEMENT

Personnel Division
Libraries and Study Services Division
Education and PhD Programme Division

ACTIONS

- Implement guidance practices aimed at fostering the gender balance in accessing degree programmes
- Encourage respect and gender balance across all institutional activities of the various Departments and of the University as a whole
- Encourage respect and gender balance in the membership of examination committees in charge of staff recruitment
- Encourage Departments to call employees directly from abroad also to restore the gender balance
- Encourage Departments to call full professors, pursuant to Article 18 of Law 240/2010, also to restore the gender balance

INDICATORS

IP.06 GLASS CEILING INDEX



METRICS Ratio between the number of women among professors and assistant professors (levels A, B and C) and the number of women among full professors (level A).a.

Source: University Data Warehouse

SDGs



PNRR





GOAL 45

**ACT TO PREVENT RISKS,
IMPROVE BUILDINGS
AND SPACES SAFETY
AND ACCESSIBILITY**

PRINCIPLE

P4

AREA PEOPLE



RESPONSIBILITIES

POLICY

Deputy Rector
Delegate for Constructions
Delegate for Equity, Inclusion
and Diversity

MANAGEMENT

Prevention and Protection Service
Constructions and Sustainability Division
Bologna Services
Assets Division
Campus

ACTIONS

- Improve the usability level of University sites for students, professors and technical-administrative staff with temporarily or permanently reduced or impaired mobility or sensory perception
- Raise the awareness of the University community about risk prevention, through suitable communication actions and awareness-raising events
- Speed up the drafting of risk assessment documents and the acquisition of fire prevention certificates
- Optimise the methods to access insurance services for students and staff, including foreign professors

INDICATORS

IP.07 AVERAGE CAMPUS ACCESSIBILITY

2019

76%

2024 Target

> 76%

METRICS Average degree of Bologna district /city/campus accessibility:
High accessibility ($\geq 80\%$); Medium accessibility ($\geq 50\% < 80\%$); Poor accessibility ($< 50\%$).

Source: Constructions and Sustainability Division – Construction Activities Coordination

SDGs



PNRR





GOAL 46

ENHANCE
THE UNIVERSITY
ASSETS
AND REAL ESTATE



PRINCIPLE

P4

AREA PEOPLE



RESPONSIBILITIES

POLICY

Delegate for Constructions
Deputy Rector
Deputy Rector for Digital Transformation
Delegate for Sustainability
Deputy Rector for Personnel

MANAGEMENT

Constructions and Sustainability Division
Assets Division
Bologna Services Division
IT Systems and Services Division
Campus

ACTIONS

- Ensure preservation and maintenance of the Alma Mater real estate, also by strengthening the management platform and creating a digital twin
- Ensure accurate planning of construction work, taking into account the needs of Divisions and Departments, and aiming at a greater balance between staff and spaces that are allocated
- Monitor scheduled, ordinary and extraordinary maintenance, and reduce maintenance costs
- Innovate space management methods and encourage workstation sharing, also thanks to the opportunities provided by working from remote locations
- Update and improve regulations to allocate and grant temporary use of spaces
- Streamline organisational and management processes of Foundations

INDICATORS

IP.08 AMOUNT OF RENTS PAYABLE



METRICS Regular entries in the analytical accounting item (COAN) "Lease of land and buildings" CA.EC.02.11.01.01 in the analytical unit of the Assets Division (APAT).
Values in million euros.

Source: University Data Warehouse

IP.09 PERCENTAGE OF ASSETS MANAGED BY IT SYSTEMS



METRICS Percentage of buildings with valid data mapped by the Archibus IT system.

Source: Constructions and Sustainability Division

SDGs



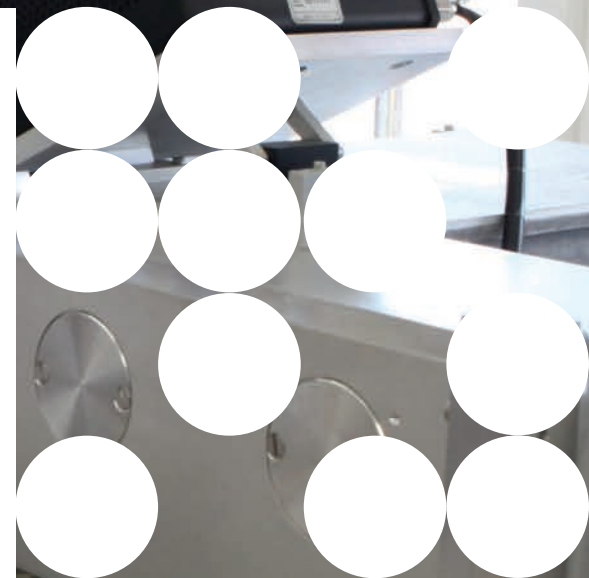
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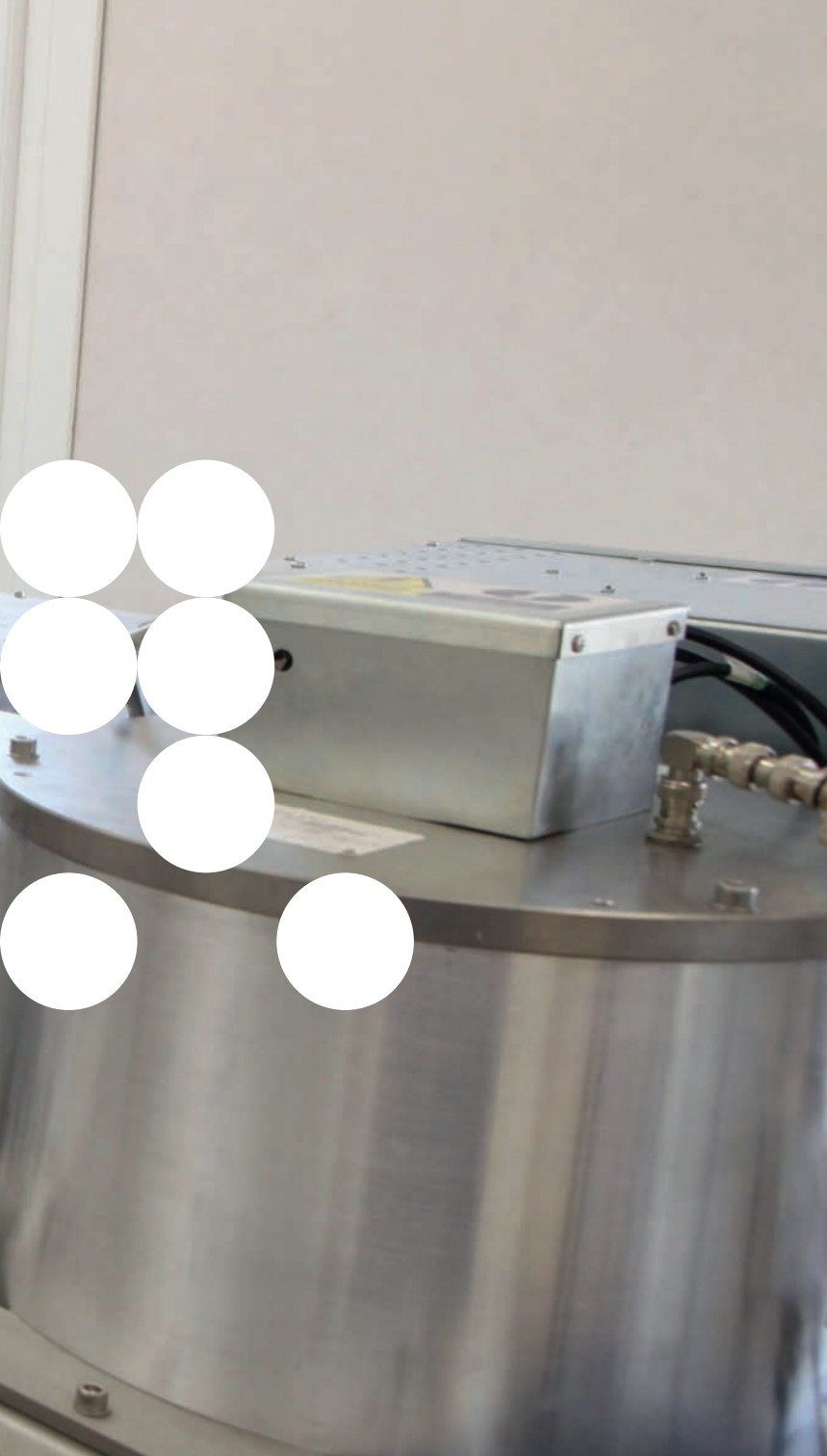




GOAL 47

**FOSTER SCIENTIFIC
AND TEACHING ACTIVITIES
ON THE SUSTAINABILITY
OF PERSONAL
AND COMMUNITY SERVICES**





PRINCIPLE

P4

AREA
SOCIETY



RESPONSIBILITIES

POLICY

Delegate for Relations with the Health Service

Delegate for Equity, Inclusion and Diversity

Deputy Rector for Research

Deputy Rector for Education

Student Delegate

MANAGEMENT

Medical Area Services

Division Research Division

Education and PhD Programme Division

ACTIONS

- Strengthen interdisciplinary research on fragility and health inequities
- Foster research aimed at designing, testing and assessing fairer, more inclusive and sustainable personal services
- Enhance student and vocational training for the implementation of integrated personal services in the social, welfare, and healthcare fields

SDGs



PNRR



GOAL 48

**REDUCE ENERGY
CONSUMPTION
AND IMPROVE
THE ENERGY EFFICIENCY
OF BUILDINGS**

PRINCIPLE

P4

AREA SOCIETY



RESPONSIBILITIES

POLICY

Delegate for Sustainability
Delegate for Constructions
Deputy Rector for Digital Transformation
Delegate for Public Engagement

MANAGEMENT

Bologna Services Division
IT Systems and Services Division
Constructions and Sustainability Division
Executive Support Services
Campus

ACTIONS

- Draft a University energy plan
- Monitor energy consumption to implement energy reduction strategies, also by developing an integrated management system for installations
- Identify and implement a two-year operational plan of maintenance actions for energy saving and renewable energy generation
- Pursue the target of purchasing 100% of electricity from renewable sources
- Remove all diesel and/or fuel oil-powered plants
- Increase self-generation of electricity from photovoltaic systems
- Implement actions to raise the awareness of the University community and the local population about energy saving issues
- Expand the use of energy saving incentives (Ecobonus, Feed-in Scheme)

SDGs



PNRR



INDICATORS

IS.11 DIESEL CONSUMPTION PER SURFACE AREA UNIT



METRICS Annual diesel consumption per sq.m. served.

Source: Social Responsibility Report, Bologna Services Division – Maintenance and Energy Management Unit

IS.12 NUMBER OF IOT (INTERNET OF THINGS) SENSORS INSTALLED



METRICS Number of IoT (Internet of Things) sensors installed for management and automatic control of thermal and electrical installations in the buildings.

Source: Constructions and Sustainability Division

IS.13 SURFACE AREA CONNECTED TO DISTRICT HEATING



METRICS sq.m. of surface area connected to district heating. Value in thousand.

Source: Bologna Services Division – Maintenance and Energy Management Unit

IS.14 PEAK POWER FROM UNIBO PHOTOVOLTAIC SYSTEMS FOR SELF-CONSUMPTION



METRICS Peak power from photovoltaic systems installed on buildings converted for self-consumption.

Source: Constructions and Sustainability Division



GOAL 49

**FACILITATE LOW
ENVIRONMENTAL
IMPACT MOBILITY**

PRINCIPLE



AREA SOCIETY



INDICATORS

RESPONSIBILITIES

POLICY

Delegate for Sustainability
Deputy Rector for Personnel
Student Delegate

MANAGEMENT

Constructions and Sustainability Division
Personnel Division
Campus

ACTIONS

- Enter into agreements with local public transport companies to facilitate low environmental impact mobility
- Encourage sustainable micro-mobility by providing safe spaces to park personal, low environmental impact vehicles
- Encourage work from home to reduce the environmental impact of commuting
- Take measures to encourage the use of ecological vehicles for service mobility and transport of goods

IS.15 NUMBER OF DISCOUNTED BUS AND TRAIN SEASON TICKETS



METRICS Number of discounted TPER/STERT and TRENITALIA season tickets for staff and students.

Source: Constructions and Sustainability Division – Mobility Manager and University Sustainability Unit





GOAL 50

**ADOPT AN EFFICIENT
ENVIRONMENTAL
MANAGEMENT MODEL,
ALSO IN THE FRAMEWORK
OF CIRCULAR ECONOMY**

PRINCIPLE

P4

AREA SOCIETY



RESPONSIBILITIES

POLICY

Delegate for Sustainability

MANAGEMENT

Bologna Services Division

Tenders and Procurement Division

Constructions and Sustainability Division

Assets Division

Campus

ACTIONS

- Constantly monitor the Alma Mater ecological footprint
- Encourage efficient use of resources, also by extensively applying Green Public Procurement practices
- Support virtuous management of water, also by launching pilot projects aimed at reducing consumption
- Take measures to reduce consumption of disposable plastic and paper
- Develop an analytical method to calculate sorted waste
- Support internal reuse or sale of resources no longer in use to external parties
- Align asset management processes, from inventory to reuse, treatment, and final disposal
- Enhance and equip green spaces within Alma Mater according to a multipurpose approach taking all (regulatory, procurement and cultural) ecosystem services into account

SDGs

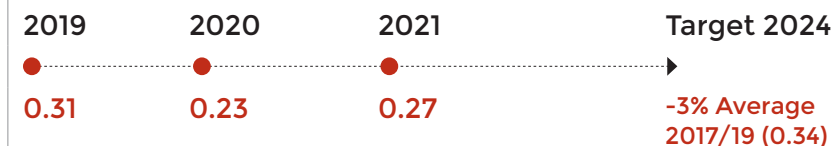


PNRR



INDICATORS

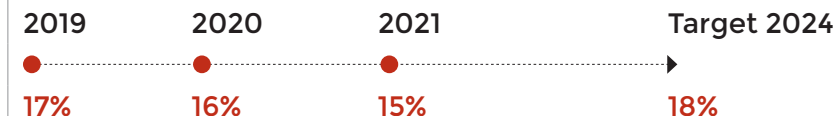
IS.16 WATER CONSUMPTION



METRICS Invoices received by the Bologna Services Division (ASB). In the future, consumption will be measured directly by the University meters.

Source: Constructions and Sustainability Division – University Sustainability Unit

IS.17 PERCENTAGE OF GREEN PUBLIC PROCUREMENT



METRICS Amount of green public procurement against total operating costs for goods and services

Source: Tenders and Procurement Division

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