

STRATEGIC PLAN 2022-25

Deciding for the future



**UNIVERSITY
OF UDINE**
hic sunt futura




HR EXCELLENCE IN RESEARCH



The Strategic Plan is a pact between the University, its academic community - students, faculty, support staff - local administration, and business communities. Its aim is to develop innovative and sustainable growth.

1

Overview of the situation in universities internationally

A man in a dark suit stands with his back to the camera on a rooftop, looking out over a city skyline. The background is a composite image featuring a world map with white network lines connecting various points, and a blue-tinted version of the same map and city skyline on the right side. The text is overlaid on the blue-tinted section.

The strategic plans of some of the most prestigious international universities and research centres were analysed to identify the most significant scenarios in the coming years.

1.1

**Overview
of the situation
in universities
internationally**

Teaching

**Blended,
face-to-face and online**

**Investments in digital
education and cybersecurity
training for faculty**

**New teaching methods,
development of common
courses with other
universities**

**Faculty-student
collaboration to adapt
teaching/ learning methods
and programmes**

**New tailored teaching
assessment methods**

**Review of
educational offer**

**Focus on the emotions
involved in educational
interaction**

**Focus on talent
development,
and mentoring**

**On- and off-line
extra-curricular activities**

1.2

**Overview
of the situation
in universities
internationally**

Research

**Increased number of
partnerships**

**Exchange programmes
between researchers
and industry employees**

**Sharing of resources
and digital infrastructures**

**Strengthening and
full implementation
of Open Science**

**Interdisciplinarity
of research projects**

**Improved interaction
among researchers
via platforms
and special forums**

**New assessment methods
based on the actual
contribution that research
makes to progress**

1.3

**Overview
of the situation
in universities
internationally**

Third mission and social impact

**Social impact of research
and the role of universities
in industrial innovation**

**New assessment
methods based on third
mission commitment**

**Improved
communication
and visibility of
university activities**

**Learning programmes
supported by social
engagement**

1.4

**Overview
of the situation
in universities
internationally**

Internationalisation

**Increased investment
in the international
mobility of faculty**

**Recognition of digital
mobility and increased
accessibility**


**Improvements
to student support**

**Implementation
of international methods
to assess attractiveness
and services provided
to foreign students**

**Review of travel
policies for
sustainable mobility**

2

Situation in Italian universities



Universities must be capable of adapting to rapid changes in society so as to provide an up-to-date educational offer and produce innovative research, in synergy with the nation and the international community

Italy / OECD

**More than a quarter
of young people aged
between 18 and 24 are
not engaged in education,
employment or training**

25%**16%**

NEET: «Not (engaged) in Education, Employment or Training. Only Colombia and South Africa are in a worse situation than Italy

**Low percentage of
graduates between the
ages of 25 and 34**

28%**45%**

**University faculty have
the highest average age**

56%**40%**

Faculty over 50

**Low level of investment in
university education**

0.9%**1.31%**

Percentage of GDP allocated to universities

3

University of Udine

A photograph of a historic building with a blue overlay on the right side. The building is a multi-story structure with classical architectural features, including arched windows and decorative moldings. A blue semi-transparent overlay covers the right half of the image, and white text is superimposed on this area. The text reads: "The University is committed to actively participating in building a future for its students and to contributing to the social, economic and technological development of our region".

The University
is committed to
actively participating
in building a future
for its students and
to contributing to the
social, economic
and technological
development of our
region

3.1

University
of Udine

**Educational
offer**
AY 2022 - 2023

39

Bachelor's Degree
courses

39

Master's Degree
courses

20

PhD courses

26

Specialisation
Schools

27

Professional Masters

Demand
AY 2021-2022

15,228

Students enrolled

261

PhD students

590

Specialisation
School students

412

Professional
Master's students

Output
2021

3,009

Graduates

78

PhDs

Source: University DataWarehouse

3.1

University
of Udine

**Faculty and
researchers**
2021

652

Total number

175

Full professors

272

Associate professors

134

Researchers

71

Researchers on a
fixed-term contract

**Research
fellows**
2021

180

Total number

Language experts
2021

33

Total number

**Senior managers
and technical and
administrative staff**
2021

543

Total number

477

with an open-ended
contract

66

with a fixed-term
contract

Source:
University DataWarehouse

3.2

University
of Udine

Censis Annual ranking (2022)

5th

place overall out of 16 medium-sized Italian universities (10 to 20 thousand students). In detail:

1st

Communication and digital services

3rd

Employability

4th

Services

6th

Internationalisation

8th

Facilities

8th

Scholarships and grants

3.2

University
of Udine

AlmaLaurea (Surveys 2021)

GRADUATE PROFILE

UNIUD

ITALIAN UNIVERSITY AVERAGE

Graduates who are, on the whole,
satisfied with their course of study

90.5%

90.5%

Graduates who are, on the whole,
satisfied with student-faculty interaction

90.0%

88.8%

GRADUATE PROFILE

UNIUD

AVERAGE OF ITALIAN UNIVERSITIES

Master's degree graduates (including
single-cycle) in employment 5 years
after graduation

95.1%

88.5%

Employment rate of PhDs
1 year after graduation

92.3%

90.9%

3.2

University
of Udine

Research Quality Assessment (RQA 2015-19)

	INDICATORS (scale 0-1)	UNIUD*	ITALIAN UNIVERSITY AVERAGE*
1	Average score of permanent researchers Measure of the average quality of research outputs presented by researchers who held the same position throughout 2015-2019	0.68	0.66
2	Average score of newly-hired researchers Measure of the average quality of research outputs presented by researchers who were hired or promoted between 2015 and 2019	0.74	0.71
3	Average score of the third mission: Measure of the quality of research result exploitation	0.78	0.59

* Scores assigned to outputs submitted by researchers who, as of 1st November, 2019, belonged to one of the Institutions participating in the RQA:

- a) Excellent and extremely significant 1
- b) Excellent: 0.8
- c) Standard: 0.5
- d) Sufficient significance: 0.2
- e) Low significance or Not acceptable: 0

3.3

University
of Udine

University Sites

GEMONA
DEL FRIULI

UDINE

PORDENONE

GORIZIA

3.3

University
of Udine

Students enrolled AY 2021-22

SITE	STUDENTS ENROLLED
Udine	12,885
Pordenone	1,055
Gorizia	995
Gemona del Friuli	293
Total	15,228

Source: University DataWarehouse

3.4

University
of Udine

VISION

Our vision is to maintain the uniqueness of a University whose establishment was driven by the will of the local people. A University that is deeply rooted in its local area, yet universal in the classical academic tradition; a place where students can participate in the construction of their future and experience “hic sunt futura”

3.5

**University
of Udine**

MISSION

To develop research in partnership with Italian and foreign institutions, and thus qualify teaching and the transfer of knowledge; to facilitate the development of students' critical, learning and professional skills, and to promote the civil, cultural, economic and social growth of the local area

(Statute of the University of Udine, art. 1)

3.6

University
of Udine

VALUES

universality and
value of knowledge

merit
generosity

openness and
pluralism

courage
sustainability

freedom and
responsibility

equal
opportunities
inclusion

transparency

In accordance with the principles set out by the European Charter
for Researchers and the Code of Conduct for the Recruitment of Researchers

3.7

University
of Udine

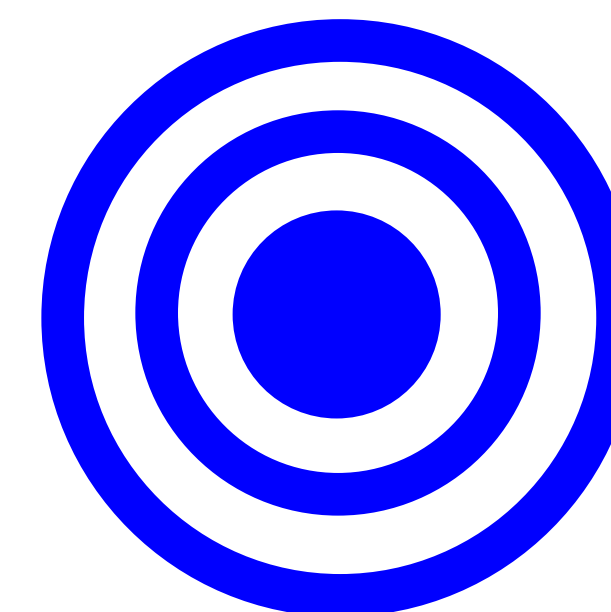
Organisation of the Strategic Plan

**Strategic
goals**

Actions

Indicators

Target



4

Strategic Goals



Deciding for the future by grasping the opportunities provided by the UN 2030 Agenda, the 2021-2027 EU Cohesion Policy and the National Recovery and Resilience Plan

4.1

Strategic goals

The opportunities resulting from international and national actions

UN

AGENDA 2030



EUROPEAN UNION

2021-2027 EU COHESION POLICY



PRESIDENCY OF THE COUNCIL OF MINISTERS

NATIONAL RECOVERY AND RESILIENCE PLAN (NRRP) – NEXT-GENERATION ITALY



4.2

Strategic goals

The University's strategic goals for the period 2022-2025

1

Gradually characterise research and educational offer

2

Consolidate sectors that distinguish and qualify research and education, and govern interdisciplinary areas

3

Integrate research and education in an international dimension

4

Lower the average age of faculty and researchers

5

Reduce the number of student drop-outs

6

Strengthen the third mission: the University as an agent of local area development

7

Develop university buildings and improve their energy efficiency

8

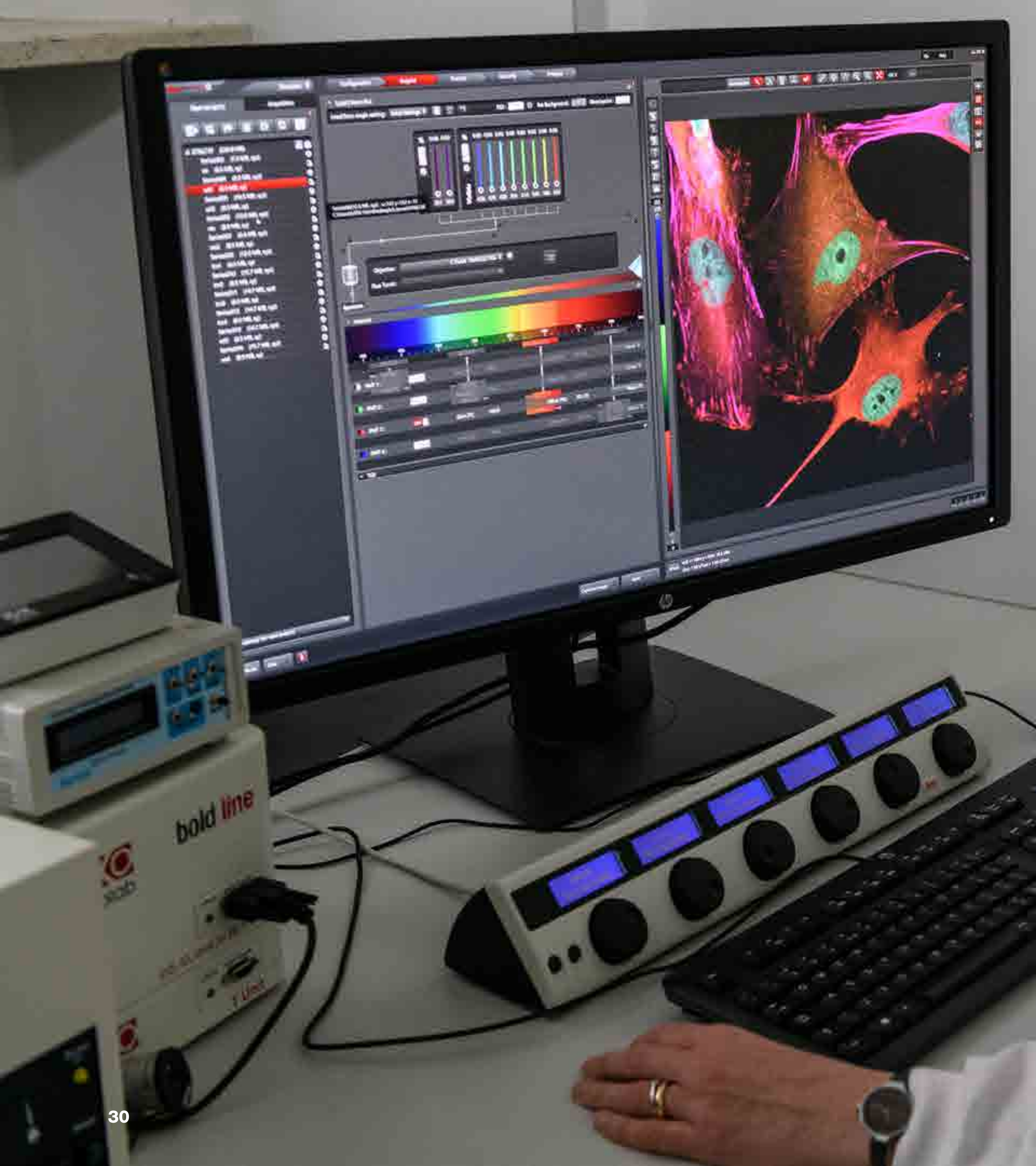
Consolidate the teaching and research support provided by technical and administrative staff

9

Medium-term economic and financial sustainability

Gradually characterise research and educational offer

The actions



The University advances an integrated, interdisciplinary and international vision founded on its pillars: research and education

The University of Udine strongly believes that by implementing the principles set out by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers it is possible to develop attractive, open and sustainable working conditions for its researchers, that may truly support the effectiveness and the productivity of their performances.

Actions on Research

1

Promoting interdepartmental research that focuses on the issues that our University is vocated to and unites the contemporary with the future (8 interdisciplinary fields):

Active Ageing

Food and agri-food

**Sustainability of
production processes,
energy (green economy)**

Artificial intelligence

Interculturalism

Digital humanities

Governance and digital PA

**Institutions and
supranational relations**

Actions on Research

2

Supporting departmental research in order to improve the University's performance in the next round of RQA (Research Quality Assessment)

3

Increasing laboratory capacity and improving facilities

4

Encouraging the submission of projects to national and international calls for proposals

Actions for Research

5

Strengthening and increasing partnerships with organisations and companies, as well as participation in international projects

6

Fostering participation in national and international networks

Indicators*

	INDICATORS	INITIAL VALUES Average values per capita	TARGET FOR 2025 Average values per capita
1	Spaces (m2) devoted to research and teaching activities for the University's permanent faculty (research and teaching laboratories, offices for faculty and researchers and large workshops)	45.4 Source: Ministerial databases	52 Source: Ministerial databases

***By December 2022 the Research Committee will draw up a set of indicators required to regularly monitor the impact of research on Research Quality Assessment. Based on a proposal by the Rector, the Governance will define targets for each Department and the University as a whole.**

OBJECTIVE

1

ACTIONS

EDUCATION

4 Strategic goals

Gradually characterise research and educational offer

Indicators

	INDICATORS	TARGET FOR 2025
2	Scholarships for the “Impresa magistrale” project	20 Source: University DataWarehouse
3	PhD scholarships, co-financed with external funds	25 Source: University DataWarehouse

Actions on Education

1

Promoting courses (Bachelor's and Master's degrees) that encompass the 8 new interdisciplinary fields:

Active Ageing

Food and agri-food

**Sustainability
of production processes,
energy (green economy)**

Artificial intelligence

Interculturalism

Digital humanities

Governance and digital PA

**Institutions
and supranational relations**

Actions on Education

2

Increasing the number of courses that favour the acquisition of transversal skills

3

Increasing the amount of teaching material available to students

Actions on Education

4

Strengthening innovative teaching

Setting up a scenario analysis so as to map practice in national and international universities.
Experimenting new teaching methods,
focusing on interdisciplinarity and practical education.

5

Increasing space dedicated to practical teaching methods

OBJECTIVE

1

ACTIONS

EDUCATION

4

Strategic goals

Gradually characterise research and educational offer

Indicatori

	INDICATORS	INITIAL VALUES	TARGET FOR 2025
1	Number of courses of study	79 Source: University DataWarehouse	85 Source: University DataWarehouse
2	Number of students enrolled	4,403 Source: University DataWarehouse	4,817 Source: University DataWarehouse
3	Number of students enrolled in courses favouring the acquisition of transversal skills	200 Source: Ministerial databases	900 Source: Ministerial databases

OBJECTIVE

1

ACTIONS

EDUCATION

4

Strategic goals

Gradually characterise research and educational offer

Indicatori

	INDICATORS	TARGET FOR 2025
4	Number of courses that experiment with innovative teaching	<div>10</div> <div>Source: University DataWarehouse</div>
5	Percentage of courses that have made recorded lectures and/or teaching material available to students	<div>80%</div> <div>Source: University DataWarehouse</div>

Consolidate sectors that distinguish and qualify research and education, and govern interdisciplinary areas

The actions

4 Strategic goals

Consolidate sectors that distinguish and qualify research and education, and govern interdisciplinary areas



Guarantee the quality of the University's education and research, maintaining its distinctive features and strengths, and encouraging interdisciplinary interaction

4
**Strategic
goals**

Consolidate sectors that distinguish and qualify research and education, and govern interdisciplinary areas

Actions

1

Strengthening the features that distinguish and qualify research by encouraging interdisciplinary interaction

2

Reinforcing the existing educational offer by aligning it with the evolution of knowledge

OBJECTIVE

2

ACTIONS

4

Strategic goals

Consolidate sectors that distinguish and qualify research and education, and govern interdisciplinary areas

Indicators

	INDICATORS	TARGET FOR 2025
1	Number of interdisciplinary projects	8 Source: University DataWarehouse
2	Number of courses of study with re-oriented programme regulations	18 Source: University DataWarehouse

Integrate research and education in an international dimension

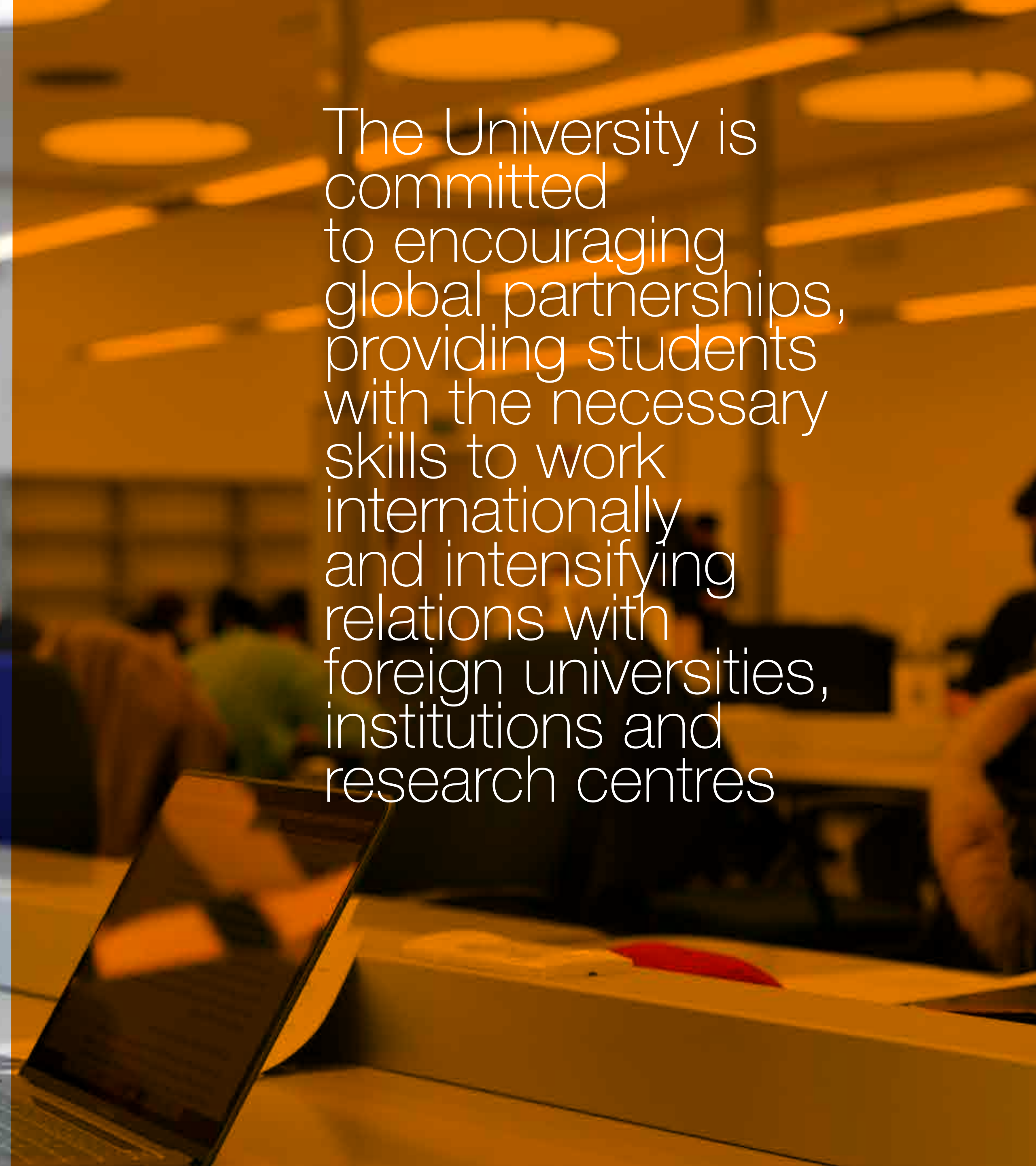
The actions

4 Strategic objectives

Integrate research
and education
in an international
dimension



The University is committed to encouraging global partnerships, providing students with the necessary skills to work internationally and intensifying relations with foreign universities, institutions and research centres



Actions on research

1

**Developing a policy
on international partnerships**

2

**Promoting the mobility of ideas
and knowledge by supporting
the international mobility
of PhD students and young researchers
for periods of study and research abroad**

Actions on Teaching

1

**Strengthening students'
language skills**

2


**Supporting international
education through new forms
of student mobility: internships,
theses, intensive programmes,
curricular study trips, double degrees**

Lower the average age of faculty and researchers

The actions

4 Strategic objectives

Lower the average
age of faculty
and researchers



Reduce the average age of faculty and researchers by attracting young talents to the University and giving them more opportunities.

Actions on Research

1

Increasing the number of scholarships and the attractiveness of PhD courses, focusing on an international dimension and cross-border issues

2

Enhancing attractiveness for young researchers who have won competitive calls for proposals

3

Encouraging and strengthening project-planning in competitive calls for proposals, specifically with regard to young researchers

Actions on Education

1

**Promoting the recruitment
of young talents to cover positions
in basic and characterising disciplines**

OBJECTIVE

4

ACTIONS

4

Strategic objectives

Lower the average age of faculty and researchers

Indicators

	INDICATOR	INITIAL VALUES	TARGET FOR 2025
1	Ratio between students enrolled in the first year of PhD courses with scholarships and the total number of permanent faculty	<div>10.4%</div> <div>Source: Ministerial Databases</div>	<div>12.6%</div> <div>Source: Ministerial Databases</div>
2	Proportion of fixed-term researchers on the total number of permanent faculty	<div>9.8%</div> <div>Source: Ministerial Databases</div>	<div>16%</div> <div>Source: Ministerial Databases</div>

4
**Strategic
goals**

Reduce
the number of
student drop-outs

Reduce the number of student drop-outs

The actions



Actions on education

1

Preventing students from abandoning their studies or falling behind

2

Improving university choice guidance for school leavers

3

Ensuring actions that support inclusion and equal opportunities throughout the learning experience

OBJECTIVE

5

ACTIONS

4
Strategic goals

Reduce the number of student drop-outs

Indicators

	INDICATORS	INITIAL VALUES	TARGET FOR 2025
1	Proportion of students (Bachelor's, Master's and Single-cycle Degrees) graduating within the normal course duration	57.0% Source: Ministerial Databases	65.2% Source: Ministerial Databases
2	On the whole, are you satisfied with the quality of the guidance service? Questionnaire on student satisfaction	72% Average figure in the last three years*. Source:University DataWarehouse	75% Data recorded at the conclusion of the strategic plan* Source: University DataWarehouse
3	On the whole, are you satisfied with the actions supporting inclusion and equal opportunities? Questionnaire on student satisfaction		80% Data recorded at the conclusion of the strategic plan* Source: University DataWarehouse

* The assessment scale goes from 1, «disagree», to 6, «agree» and the calculation was carried out considering the ratio between the number of responses at 4, 5 and 6 and the total number of responses

4
Strategic goals

Strengthen the third mission: the University as an agent of local area development

Strengthen the third mission: the University as an agent of local area development

The actions



The academic
community
and society: training
and research that is
shared locally and
globally for a positive
future impact

**4
Strategic
goals**

Strengthen
the third mission:
the University as
an agent of local
area development

Third mission players and actions

1

Cantiere Friuli promotes context analysis and scenario evaluation used by local and institutional decision-makers

2

Uniud Lab Village advances and carries out joint business-university research to support the economic and business development of the local area

3

**Universities and towns:
how the University interacts with
the towns hosting University sites**

OBJECTIVE

6

ACTIONS

4

Strategic goals

Strengthen the third mission: the University as an agent of local area development

Indicators

	INDICATORS	INITIAL VALUES	TARGET FOR 2025
1	Number of laboratories operating at the Uniud Lab Village	26 Source: University DataWarehouse	37 Source: University DataWarehouse
2	Festivals related to the educational offer in the towns hosting University sites		4 Source: University DataWarehouse

Develop university buildings and improve their energy efficiency

The actions



Sustainable and
more efficient
infrastructure in
support of research
and education

Actions

1

Preparing new spaces:

- New bio-medical centre
- Classrooms in the law centre
- Completion of the Uniud Lab Village project
- Extension of the humanities library

2

Improving the energy efficiency of existing buildings by means of:

- Energy production from renewable sources
- Works to enhance the energy efficiency
of existing premises

Indicators

1

INDICATORS

Reducing energy consumption

TARGET FOR 2025

-25%

Compared to 2021
Source: University DataWarehouse

Consolidate the teaching and research support provided by technical and administrative staff

The actions

4 Strategic goals

Consolidate the teaching and research support provided by technical and administrative staff



Organisational
equilibrium,
in a climate of
cooperation geared
towards innovation

ACTIONS

**4
Strategic
goals**

Consolidate the teaching and research support provided by technical and administrative staff

Actions

1

Investing in the training and development of technical and administrative staff:

- by encouraging the learning of new skills (reskilling) and improving existing skills (upskilling)
- by activating development and growth paths for technical and administrative staff

2

Promoting the digitalisation of operational processes:

- by simplifying the procedures for the procurement of goods and services
- by completing the digitalisation of the flow of departmental documents (teaching and research)
- by extending the use of digital signatures
- by improving access to information and to management applications

OBJECTIVE

8

ACTIONS

4 Strategic goals

Consolidate the teaching and research support provided by technical and administrative staff

Technical-administrative

	INDICATORS	INITIAL VALUES	TARGET FOR 2025
1	STUDENTS <i>“On the whole, are you satisfied with your university experience?”</i> (questionnaire of Student Satisfaction)	85% Average figure in the last three years Source: University DataWarehouse	87% Data recorded at the conclusion of the Strategic Plan Source: University DataWarehouse
2	FACULTY Degree of satisfaction with the services received		80% Data recorded at the conclusion of the strategic plan Source: University DataWarehouse

Medium-term economic and financial sustainability

The actions



A sustainable approach that guarantees the efficient development of the University



Actions

1

Making structural costs more efficient

2

**Stabilising the proportion
of income from student fees**

3

Increasing enrolments

4

**Stabilising resources deriving from
the Ordinary Financing Fund (public funding)**

4 Strategic goals

Medium-term economic and financial sustainability

2022-2025 Resources and Coverage

RESOURCES	AMOUNT
Department Plans	8,500,000
University Actions	4,100,000
Buildings and infrastructure	15,900,000
Energy efficiency	1,500,000
TOTAL	30,000,000

COVERAGE	AMOUNT
Funds for the development of free and basic university research (Ministerial Decree 289/2021, Art. 4 par. 2)	3,500,000
Three-year plan for the period 2021-2023 (Decree 364 of March 16, 2022)	3,700,000
Research Infrastructure Funding – Friuli-Venezia-Giulia Regional law 2/2011	900,000
Funding for improvements to energy efficiency - Friuli-Venezia-Giulia Regional law 2/2011	1,500,000
Equity Reserves – new commitment	1,000,000
Equity Reserves – funds already committed to the Strategic Plan	3,500,000
Equity Reserves – new commitment for co-financing investment in infrastructure	15,900,000
TOTAL	30,000,000

4 Strategic goals

Medium-term economic and financial sustainability

Net equity variation 2021-2025

DESCRIPTION	VALUE AS OF DEC. 31, 2021	VALUE AS OF DEC. 31, 2025
I - University endowment fund	1,277,581	1,277,581
I – University endowment fund	1,277,581	1,277,581
1) Funds committed by third parties	169,668	169,668
2) Funds committed by institutional bodies	17,119,585	20,400,000
3) Committed reserves (for specific projects, legal obligations, or other)	26,090,806	26,090,806
II – Committed equity	43,380,059	46,660,474
1) Operating result for financial year	0	0
2) Operating result relative to previous financial years	28,805,165	18,105,165
3) Statutory reserves	0	0
III – Uncommitted equity	28,805,165	18,105,165
TOTAL NET EQUITY	73,462,805	66,043,220

5

**Activities aimed
at achieving
the strategic goals,
to be implemented
by March 2023**

5.1

Activities aimed at achieving the strategic goals, to be implemented by December 2022

DEPARTMENTAL RESEARCH

Instruct Research Committee to identify:

- annual indicators that have an impact on the RQA and that can be used to reward departments
 - annual RQA indicators in those sectors of the Departments that are qualifying and strategic
 - indicators of results that can lead to rewards for “discovery science/curiosity-driven research and for technological transfers to industry”
-

5.2

Activities aimed at achieving the strategic goals, to be implemented by December 2022

INTERDEPARTMENTAL PROJECTS

After the approval of the Strategic Plan, presentation by the Departmental Directors to the Senate and to the Board of Directors of a detailed analysis of each project, specifying:

- person in charge/PI (Interdepartmental Project)
 - time plan for the activities
 - stakeholders
 - output
 - impact on departmental teaching
 - project progress reports in order to plan the use of allocated resources
-

Identify a reward criterion for those Departments that use interdepartmental projects in order to set up:

- third mission actions
 - research projects on competitive calls for proposals
 - training activities consistent with the 8 interdisciplinary areas that characterise the Strategic Plan
-

5.3

Activities aimed at achieving the strategic goals, to be implemented by December 2022

RESEARCH

Instruct the Research Committee to:

identify activities useful for:

- strengthening and increasing partnerships with organisations and companies, as well as international projects and other forms of collaboration;
 - encouraging participation in events that promote and disseminate research, as well as national and international conferences and conventions
-

set out a University action plan for:

- periodic monitoring of the impact of research activity on Research Quality Assessment (RQA) indicators;
 - communicating the results achieved both inside and outside the University.
-

5.4

Activities aimed at achieving the strategic goals, to be implemented by December 2022

AVERAGE AGE AND ATTRACTIVENESS OF TEACHING AND RESEARCH STAFF

After consulting their respective Committees, instruct the Delegates to Research and to Teaching and Education to:

- submit to the Senate and to the Board of Directors, after the approval of the Strategic Plan, a project containing specific actions to make the University more attractive to young researchers;
 - carry out periodic monitoring on the effectiveness of the actions.
-

5.5

Activities aimed at achieving the strategic goals, to be implemented by December 2022

EDUCATION

Presentation by the Department Directors to the Senate and to the Board of Directors of the schedules for actions provided for in the Departmental Plans regarding new educational projects and the substantial review of accredited courses, focusing specifically on:

- contents that are in line with the “Guidelines” of the PQ of April 8, 2022
 - the need for high-profile faculty, either permanent or fixed-term
-

Instruct the Education Committee to set up periodic monitoring of those degree courses with evident low-attractiveness trends, so that plans for their subsequent revision can be drawn up by the Course Coordinators and Heads of Department

Instruct the Delegate to Teaching and Education, supported by the Education and Student Services Division, to draw up an analysis of scenarios so as to be able to map practice at national and international universities

Instruct the Internationalisation Committee to draw up an operational plan to be presented to the Senate and to the Board of Directors, geared to implementing the actions envisaged for achieving the strategic goal regarding internationalisation

6

Annexes

Departmental projects
in support of the goals
of the Strategic Plan

6

Annexes

Departmental projects in support of the goals of the Strategic Plan

I PROGETTI DIPARTIMENTALI

<div><div>DAME</div><div>DEPARTMENT OF MEDICAL STUDIES</div></div> <div><div>RESEARCH</div><div><div>TO DOWNLOAD THE PROJECT CLICK HERE</div></div></div> <div><div>EDUCATION</div><div><div>TO DOWNLOAD THE PROJECT CLICK HERE</div></div></div>	<div><div>DILL</div><div>DEPARTMENT OF LANGUAGES AND LITERATURE, COMMUNICATION, TRAINING AND SOCIETY</div></div> <div><div>RESEARCH</div><div><div>TO DOWNLOAD THE PROJECT CLICK HERE</div></div></div> <div><div>EDUCATION</div><div><div>TO DOWNLOAD THE PROJECT CLICK HERE</div></div></div>	<div><div>DI4A</div><div>DEPARTMENT OF AGRICULTURAL, FOOD, ENVIRONMENTAL AND ANIMAL SCIENCES</div></div> <div><div>RESEARCH</div><div><div>TO DOWNLOAD THE PROJECT CLICK HERE</div></div></div> <div><div>EDUCATION</div><div><div>TO DOWNLOAD THE PROJECT CLICK HERE</div></div></div>	<div><div>DIES</div><div>DEPARTMENT OF ECONOMICS AND STATISTICS</div></div> <div><div>RESEARCH</div><div><div>TO DOWNLOAD THE PROJECT CLICK HERE</div></div></div> <div><div>EDUCATION</div><div><div>TO DOWNLOAD THE PROJECT CLICK HERE</div></div></div>
<div><div>DISG</div><div>DEPARTMENT OF LAW</div></div> <div><div>RESEARCH</div><div><div>TO DOWNLOAD THE PROJECT CLICK HERE</div></div></div> <div><div>EDUCATION</div><div><div>TO DOWNLOAD THE PROJECT CLICK HERE</div></div></div>	<div><div>DMIF</div><div>DEPARTMENT OF MATHEMATICS, COMPUTER SCIENCE AND PHYSICS</div></div> <div><div>RESEARCH</div><div><div>TO DOWNLOAD THE PROJECT CLICK HERE</div></div></div> <div><div>EDUCATION</div><div><div>TO DOWNLOAD THE PROJECT CLICK HERE</div></div></div>	<div><div>DIUM</div><div>DEPARTMENT OF HUMANITIES AND CULTURAL HERITAGE</div></div> <div><div>RESEARCH</div><div><div>TO DOWNLOAD THE PROJECT CLICK HERE</div></div></div> <div><div>EDUCATION</div><div><div>TO DOWNLOAD THE PROJECT CLICK HERE</div></div></div>	<div><div>DPIA</div><div>POLYTECHNIC DEPARTMENT OF ENGINEERING AND ARCHITECTURE</div></div> <div><div>RESEARCH</div><div><div>TO DOWNLOAD THE PROJECT CLICK HERE</div></div></div> <div><div>EDUCATION</div><div><div>TO DOWNLOAD THE PROJECT CLICK HERE</div></div></div>

