



UNIVERSITY OF
UDINE

Strategic plan
2015-2019

hic sunt futura



Introduction

USCITA DI SICUREZZA
→





General trends



Universities are facing the biggest change in the last 800 years:



1

the digital revolution that has modified the teaching and learning processes

E-learning, cooperative learning,
laboratory teaching



2

international mobility

Internationalization



3 lifelong learning



4

reduction of public financing

Fundraising, alliances, niche spaces



The national scenario

The virtuous triangle: autonomy, assessment and responsibility

- enhance both the autonomy of the universities and the activities of ANVUR (the Italian National Agency for the Evaluation of University and Research Systems) by simplifying the processes of assessment
- fully activate the funding based on standard costs
- apply merit-based funding criteria and recruitment policies



University, economic system and public administration: a new pact for development

- encourage the closest relationship among universities, businesses, professions, the world of work and public administration
- support higher apprenticeships
- foster spin-offs and start-ups



Position of UNIUD (the University of Udine) within the national system



- medium-sized university, general studies with the presence of all the fundamental courses of studies: agriculture, economics, law, engineering, literature, languages, medicine, science
- opportunity to mix the educational offer in a distinctive way
- distinctive presence of a Superior Graduate School



- good ranking in research and fairly attractive offerings in teaching
- opportunity of the 'Conoscenza in Festa' event - sponsored by the CRUI (Conference of Italian University Rectors) - to make the state of the art of the methodologies of teaching, learning, generation, transfer and use of knowledge known at a national level



The University of Udine (Uniuud) within the Regional System of Knowledge



- strategic alliance with regional universities (Trieste and the International School for Advanced Studies) and collaboration with those of Veneto, Trentino Alto Adige, Austria, Slovenia and Croatia
- partnership with the regional research system regionale (Sincrotrone, ICGB, CISM)
- structural relationship before university studies with the lower level regional high schools
- downstream partnership with the business, professional and public administration system



Decentralised University Branches



Gorizia

development of inter-university educational initiatives with the University of Trieste (Architecture, Dams, new master's degree in International Cooperation), new initiatives in common with the University of Trieste and on the horizon with the University of Nova Gorica, convergence on a common university campus with presence also in the city



Pordenone

consolidation of the educational initiatives with regional support, involvement of multimedia in the University e-learning project and as a service to businesses



Gemona

a qualified presence with the support of the local administration and in synergy with the educational initiatives of Udine



Partners of the University of Udine (UNIUD)



Participants

- Friuli Formazione
- Friuli Innovazione
- Azienda Ospedaliero-Universitaria Santa Maria della Misericordia (Azienda Sanitaria Universitaria Integrata di Udine)
- Forum Editrice Universitaria Udinese

Others

- CRUP Foundation
- CARIGO Foundation
- University Consortia of Pordenone and Gorizia
- Trade Associations (Industrialists, Artisans, Chambers of Commerce, Industry, Agriculture and Artisananship, etc.)
- Regional schools
- Conservatories, theaters, cultural, sports associations, etc.
- Friuli nel Mondo
- Professional associations



The University We Want



- focus on students:
from guidance to placement through tutoring
- focus on teachers, technical-administrative staff and expert linguistic collaborators:
people make a difference
- focus on interdisciplinarity and experimentation in research and teaching



- focus on relationships, places and narratives
- focus on the University in the area as a development agency and example of good practices



Vision



Maintaining the unique specificity of a University born out of popular will strongly rooted in the territory and at the same time being universal in the classical academic tradition, a place where students participate in the construction of their future by experiencing the fact that "**hic sunt futura**"



Mission



Develop research also to qualify teaching and knowledge transfer, in collaboration with Italian and foreign institutions, in order to foster the development of students' critical, learning and professional skills and the civil, cultural, economic and social growth of the territory

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



Values



1 universality and the value of knowledge



2 **openness and pluralism**



3 freedom and responsibility



4 transparency



5 merit



6 passion and commitment



7 **patience and perseverance**



8 generosity



9 courage



10 equanimity and fairness



The orthogonal dimensions of uniqueness and universality

	DIMENSIONS	UNIVERSAL (CLASSIC)		UNIQUE (INNOVATIVE)	KEY WORDS
1	Degrees	Classic	&	Distinctive	Deep (classic) & mix (distinctive)
2	Teaching paths	Vertical	&	Horizontal	Three-year degree, Master's degree, PhDs and schools of specialization (vertical) and Superior Graduate School (horizontal)
3	Qualification	National	&	International	Double degrees
4	Learning	Local	&	Remote	E-learning

The orthogonal dimensions of uniqueness and universality

	DIMENSIONS	UNIVERSAL (CLASSIC)	&	UNIQUE (INNOVATIVE)	KEY WORDS
5	Teaching	Lecture-type teaching	&	Laboratory	Laboratory teaching Cooperative learning
6	Degrees	Univerity	&	Inter-university	Joint University Degree
7	PhDs	University	&	Research centers	Joint Research PhD Program
8	Right to education	Tax exemption	&	Awards for the best students	Free access & merit-based scholarships
9	Internationalization	Courses in English	&	Couses in Italian	International University
10	Students	Youths	&	Adults	Lifelong Learning



Formulation of the strategic plan



- five-year perspective
- general strategic plan, not plan for implementation
- three-year plan of implementation with the formulation of strategic department plans (by June 30)
- actions subject to annual monitoring
- the results of the monitoring influence the implementation of the subsequent phases
- 3 working groups:
 - teaching
 - research
 - organization



teaching





The power of knowing: the student at the center, innovation in mind



Mission



1 the dissemination of knowledge

as integration with the territory
and with an eye to the future



2

taking care of the student

Steering the teaching process in
the direction of taking the greatest
care of the student



3 laboratory of innovation

Being a laboratory for innovative educational technologies



Scenario



- a downward trend in the **number of students enrolled** (20% fewer in the last 10 years)
- in at least 20 of the courses of 1st and 2nd levels, the number of **students enrolled** in the first year are fewer than 25% of the places available (academic year 2013/14); minimum value 12%



- in at least 20 courses of the 1st and 2nd levels, the number of students who **have not completed university exams within the set time period** is greater than 20%; maximum 44%
- high incidence of **dropouts** between the 1st and 2nd year (27% in 1st-level courses; 10% in 2nd-level courses; years 2008/09 – 2012/13)



- slight but constant upward trend of **foreign students** (from 3.7% of enrolled students for the year 2008/09 to 5.7% for the year 2014/15)



SWOT

strengths / weaknesses
opportunities / threats



Student-friendly university
Good assessment
of the teaching
ISO certification
of educational services
Strong sense
of belonging to the University

Not a great degree
of competition
Good opportunities
for advancement
in educational careers
Resources to be invested

2nd level
not very attractive
«Blurred» image
of the University
Weak motivations for
some teachers and researchers

Tolerability of the
formative offer at risk
Teacher resources
tending to decrease
Demographic trend
not growing
to the regional level



Goals



1 quality learning

Improve the quality of the learning process by interdisciplinary, laboratory and collaborative teaching

2 attractiveness of the courses on offer

Increase the attractiveness of the courses on offer through greater integration with the territory (1st level) and a clearer distinctiveness of the courses (2nd level)



3

regularity of student careers

Improve the regularity of student careers by reducing educational wastage



1 **quality learning**

Improving the quality of the learning process by implementing interdisciplinary, laboratory and collaborative teaching



The purpose of the learning process is to train people to be competent, curious, critical and courageous. It is necessary to convey the awareness that knowledge is not possessed as a treasure, but it is practiced as a skill and for this reason, it is necessary to experience different areas of knowledge, to live the experience of research itself and also to actively participate in the learning process.



ACTIONS

promote the development of **interdisciplinary educational activities** that allow for the participation and interaction of students from different courses (also via e-learning tools)

INDICATORS

number of students participating in interdisciplinary learning activities



ACTIONS

encourage the opportunity to integrate the **final exam** with activities carried out within a **research group** or a **workshop** or a **company**, even **abroad**

INDICATORS

number of students who carry out educational experiences in the **field of research** or in a **business** as an integral part of the **final exam** of their degree course



ACTIONS

promote the design and activation of **laboratory-type teaching/learning activities**, which allow students to deal with research problems and methods, geared to their competence

INDICATORS

number of curricular **workshops** in degree courses in all areas, especially in those traditionally not open to this type of experience



ACTIONS

intensify (also through e-learning tools)
collaborative teaching (seminars/workshops)

INDICATORS

number of workshops/seminars and other collaborative learning opportunities for students



ACTIONS

complete and update the **technical equipment** that makes it possible to use , **local and remote access to multimedia resources** in all classrooms, as a support to the traditional form of the lesson

INDICATORS

number of **classrooms equipped** for multimedia and with Internet access

2 attractiveness of the courses on offer

Increase the attractiveness of the courses on offer through greater integration with the territory (1st level) and a clearer distinctiveness of the courses (2nd level)



Update the University's educational offer through an effective vertical integration of the three university educational levels, creating a strong synergy with the regional territory, by updating the interaction with the national and international market realities



Increase the attractiveness of the courses on offer (1st level)

ACTIONS

incoming orientation (Plan of teaching/learning modules; surveys regarding the motivations and expectations of incoming students)

specific orientation in the **neighboring territorial areas**

use according to the orientation of the innovative teaching experiences

INDICATORS

consolidation of the **enrollments**, with particular attention to the **coverage parameters** indicated in the classes of the course of study



Increase the attractiveness of the courses of study on offer (2nd Level)

ACTIONS

increase the differentiation of the course content of 1st and 2nd level with a clear and explicit manifestation of the progressive specialization acquired at the various educational levels

integration between the educational project of the courses of 2nd level and those of the PhD courses, strengthening the peculiarities

INDICATORS

increase in the percentage of in-house students passing from the courses of the 1st level to those of the 2nd level

increase in the percentage of students enrolled in 2nd level courses coming from other Universities



Increase the attractiveness of the courses on offer (2nd Level)

ACTIONS

integration between the educational offer and the competences and production needs of the territory in a regional and cross-border context, in particular with regard to the educational courses that affect social development

INDICATORS

increase in the percentage of in-house students who pass from 1st to 2nd level courses

increase in the percentage of students enrolled in 2nd level courses coming from other Universities



Increase the attractiveness of the courses on offer (2nd Level)

ACTIONS

enhance integration between teaching and research at a local level and in an international context, in collaboration with neighboring countries for the development of a competitive, unique and highly qualified educational offer

INDICATORS

increase in the percentage of in-house students who pass from 1st to 2nd level courses

increase in the percentage of students enrolled in 2nd level courses coming from other Universities



Increase the attractiveness of the courses on offer (2nd Level)

ACTIONS

increase the number of the international 2nd level courses with double or joint degree offering

increase and promote international mobility, also as a way to prepare for the final exam

INDICATORS

number of 2nd level courses offering a double degree or a joint degree

number of University Credits acquired by furloughed students for study, thesis or internship



3 regularity of student careers

Improve the regularity of student careers by reducing educational wastage



Put the student at the center:

- define the competences, skills and motivations of the incoming and outgoing students for each course of study (1st and 2nd level)
- take care of the student during his/her career by optimizing the sequence, the attendance of the course/preparation/passing of the exam



- have a constantly updated picture of the curricular, cognitive and motivational progress of each student
- provide the student with all the teaching tools necessary for his/her progressive development of self-learning skills, thanks in particular to e-learning



Improve the regularity of student careers by reducing educational wastage

ACTIONS

strengthen the tools for the assessment of the competences of incoming, in particular for those with a high drop-out rate

define remedial educational activities after the entrance test (especially e-learning) for courses with no limited number

INDICATORS

reduce the percentage of drop-outs between 1st and 2nd level

number of students who enroll in the 2nd year with at least 12 University Credits

reduce the percentage of students who do not finish the course of study within the established time period



Improve the regularity of student careers by reducing educational wastage

ACTIONS

set up courses for part-time students

improve the management of teaching activities, in particular during the first year by providing teaching materials offered in the e-learning mode, the preparation of ongoing tests, the best management of exam sessions

INDICATORS

reduce the dropout rate between the first and second year

number of students who enroll in the second year with at least 12 University Credits

reduce the percentage of students who have not completed university exams within set time period

increase the number of university credits provided in blended mode in a course of study



Improve the regularity of student careers by reducing educational wastage

ACTIONS

actions to improve motivational inclination during the course of study and especially during the first and second year

INDICATORS

improvement of the student's satisfaction rate detected, for each course of study, by the questionnaires on the assessment of teaching



Improve the regularity of student careers by reducing educational wastage

ACTIONS

enhancement of inbound and outbound Erasmus mobility

INDICATORS

number of incoming furloughed Erasmus students

number of outgoing furloughed Erasmus students

number of University Credits acquired abroad by regular students

number of current graduates who have acquired at least 9 University Credits abroad



research





Initial situation

- personnel engaged in research
- 2010-2014 Fund for the Ordinary Financing of universities
- Result of 2004-2010 Research Quality Assessment
- dynamics of bibliometric indicators
- participation in projects
- network of partners
- revenues for research activities
- dynamics of patent applications and marketing
- spin-offs



SWOT

strengths / weaknesses
opportunities / threats



on the average a young academic body and a high number of active teachers

research groups with good/excellent positioning and international recognition as well as strong interdisciplinary potential

increasing research productivity in terms of publications/citations and good capacity for attracting competitive financing

- irregularity of participation in research networks/platforms and limited experience in coordinating large projects
- irregular commitment to research activity
- technical administrative structure to support and coordinate research undersized with respect to needs
- uncertainty about the availability of resources to support departmental research
- limited supply (and obsolescence) of research tools (including Bibliographic assets)



University as a partner
recognized by companies,
agencies, and
organizations of the economic
and social system

consolidation of evaluation
and self-evaluation procedures/
mechanisms for the
assignment
of reward resources

presence of a strategic
University hospital
and territorial
cultural heritage

research themes oriented
towards application objectives

progressive evolution
towards teaching University
(teaching vs. research)

lack of turn-over
of teaching and non-
teaching staff

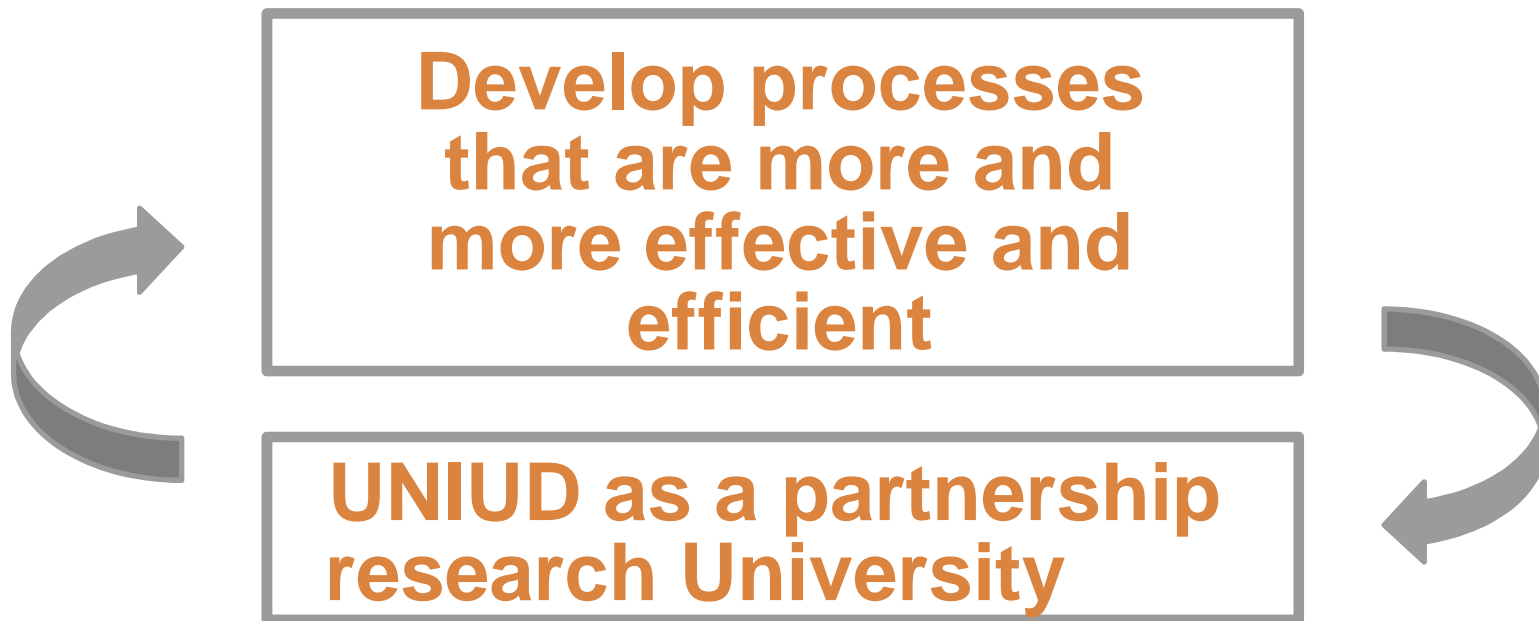
continuous reduction
of national and regional
funds for research

research themes oriented
towards application objectives



Vision

Increase the university's capacity for research





Goals

1

Promote the quality and competitiveness of research:

- overall improvement of positioning in the national rankings of performance in research assessment
- improvement of performances in competitive financing
- enhancement of complementarities and competences, and a possible focus between regional poles

2

Support research training (being a "research school"):

- improvement of accreditation performances
- improvement of attractiveness
- productivity of PhD students/ PhDs, placement of PhDs

3

Promote interaction with the economic and social system

- annual research plans to be shared with the representative subjects on the territory
- qualify the networks of collaboration, in order to favor support of research and the development of procedures for the transfer of the results of research

4

Promote the University as a high-level scientific partner towards the scientific community and society:

- the University's integrated communication plan
- participation in international rankings

1 Promote the quality and the competitiveness of research

ACTIONS

Adopt reward systems for the allocation of resources

- according to scientific productivity and in a multi-year perspective (planning)
- promoting interdisciplinary, infrastructural, multi-departmental planning and favoring co-financing
- favoring the balanced development of the university and the support of research groups that develop roadmaps to improve their performance
- implementing reward systems for fund distribution at the departmental level

INDICATORS

Adoption
(Implementation plan)

Annual monitoring



1 Promote the quality and the competitiveness of research

ACTIONS

Strengthen supporting services in the search for partners, in the drafting of projects on competitive calls and the management of research projects

- expansion of the special task force
- strengthening of the supporting services for the management of research projects
- adoption of an organizational structure that favors integration among the different managerial levels of the research activity

INDICATORS

number of staff in support of planning and management

number of teachers



1 Promote the quality and the competitiveness of research

ACTIONS

Budget to be allocated to departmental research on a reward basis

Define a policy for the use of overheads to support departmental research activities

Adopt an open access policy and consequent action plan

INDICATORS

Budget and definition (Implementation plan)

Definition (Implementation plan)
% of Departments that adopt university policies

Adoption and Plan to be implemented



2 Support research training

ACTIONS

Consolidate the offer of PhD programs

INDICATORS

no. of accredited PhDs
average indicator of accreditation of University PhDs

Develop inter-university, international and industrial PhDs

no. of inter-university, international and industrial PhDs



2 Support research training

ACTIONS

Define policies for agreements on funding for PhD scholarships

Define relationships with institutions and sponsoring companies

INDICATORS

Defining (Implementation Plan)

no. of funding proposals submitted for PhD scholarships

Defining (Implementation plan)

no. of PhD scholarships and/or research grants financed by private bodies



2 Support research training

ACTIONS

Consolidate the number and the amount of research grants and postgraduate grants

INDICATORS

no. and size of research grants and post-graduate scholarships

3 Promote interaction with the socio-economic system

ACTIONS

Codify the relationships with local trade associations

Implement interventions to stimulate entrepreneurships

INDICATORS

no. of codified framework agreements

no. of trade associations on the territory

funds from framework agreements

no. of university spin-offs

no. of training interventions-research interventions for new entrepreneurships



3 Promote interaction with the socio-economic system

ACTIONS

Promote projects of lasting interaction with companies and organizations, based on research training and participation in projects of common interest

Develop industrial and apprenticeship PhDs

INDICATORS

no. multi-year agreements
no. agreements with companies
no. PhD scholarships and/or research grants financed by private citizens

no. of industrial and apprenticeship PhDs

3 Promote interaction with the socio-economic system

ACTIONS

Define a policy for the protection and ownership of the results of the research

Participate in the preparation of position papers in the field of regional/European programming

INDICATORS

Definition
(Implementation Plan)

no. of marketed
patents

no. active patents

no. of *position papers*
presented and accepted

4 Promote the University as a high-level scientific partner, both by the national and international scientific community and by society

ACTIONS

Carry out a systematic analysis of the scientific competences present in the University and of the potential channels for enhancement in relation to national/European research topics

INDICATORS

Adoption
(Implementation plan)

Annual update of the map of competences

4 Promote the University as a high-level scientific partner, both by the national and international scientific community and by society

ACTIONS

Define and implement a communication and dissemination plan

INDICATORS

Definition
(Implementation plan)
Positioning in international rankings



4 Promote the University as a high-level scientific partner, both by the national and international scientific community and by society

ACTIONS

Define an action plan for the implementation of the European Charter for researchers and welcoming services for PhD students and researchers

INDICATORS

Adoption
(Implementation plan)



4 Promote the University as a high-level scientific partner, both by the national and international scientific community and by society

ACTIONS

Define an incentive policy for participation in networks

INDICATORS

Definition
(Implementation plan)
Incentivization budget



Organization of processes, organizational climate, organizational effectiveness





The stages



- analyze the context
- design organizational conditions aimed at focusing on the University's CORE mission - teaching and research
- define the tools for their achievement



Scenario

- the University of Udine currently earns approx. 75 million euros from the fund for the ordinary financing of universities and approx. 15 million euros from revenues on projects
- when fully operational, 70% of the fund for the ordinary financing of universities will be distributed on a standard cost basis (linked to teaching) and 30% on the reward quota (linked to the results of the research)



- interventions aimed at improving the organizational structure of the University have an impact on both the aspects of teaching and on research
- in both cases they can improve the competitive capacity of the University regarding the two main sources of financing



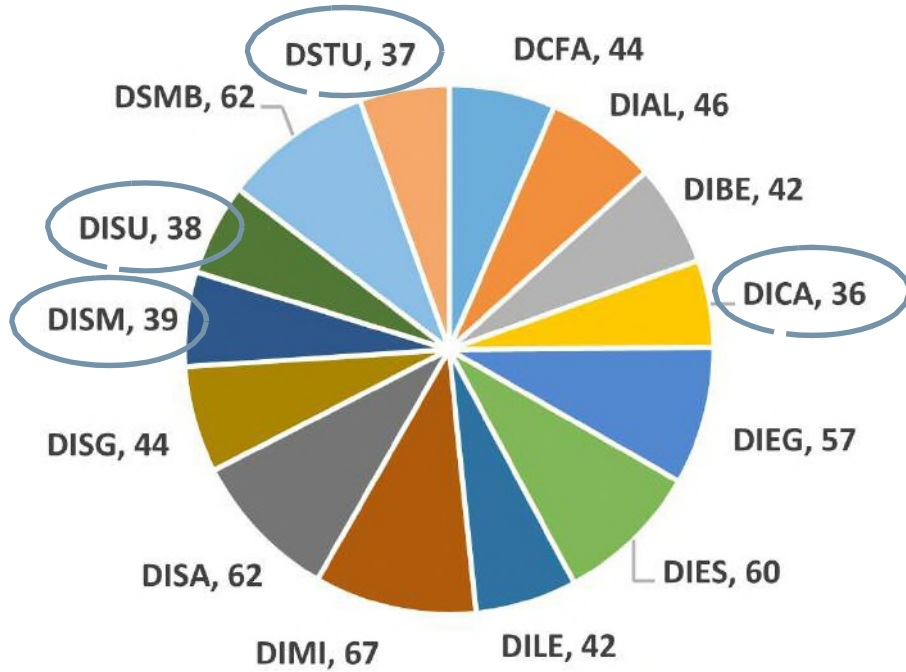
ROLE	December 31st 2014	December 31st 2017
Full-time professors	175	151
Associate professors	196	187
Researchers	281	278
Open-ended contract researchers A)	21	0
Open-ended contract researchers B)	1	0
Assistant professor	2	2
TOTAL	676	618

planned terminations known on January 31st ,2015

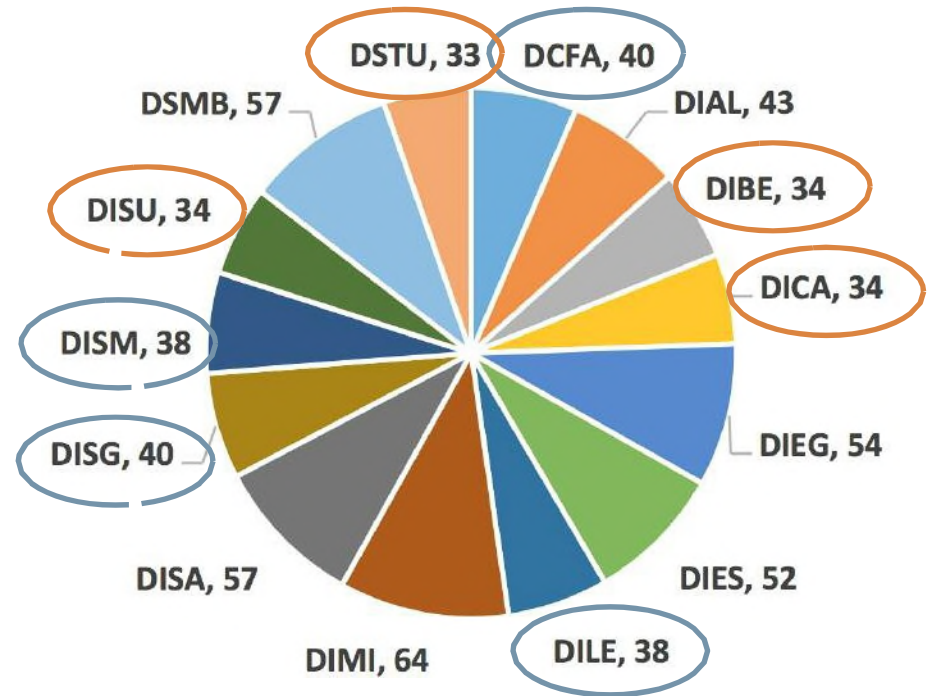
MACRO STRUCTURE	December 31st 2014	December 31st, 2017
Managers	2	2
Central administration	293	285
Departments	144	144
Libraries	43	43
Other structures	24	24
Work execution certificate	31	29
TOTAL	537	527



Departments



2014



2017



SWOT

strengths / weaknesses
opportunities / threats



Wide and diversified range of courses on offer

Competitive and wide-ranging research activity

Solid University administrative structure

Qualified staff

Presence of professionalism with high degree of growth potential

Aptitude for change

Use of certification as a driving factor

Performance-related financing

Separation of Learning Centers from departments

Poor coordination among Courses of Study

Departmental fragmentation and moderate specific critical mass

Logistical waste
Departments

Difficulty of integration between administrative tools of teaching and research

Lack of stimulating incentives

Inflexibility in the logistical reorganization of the Departments



Goals



1 redesign the organizational model of the University



2 reconsider the departmental structure and the internal organization of the Departments



3

**carry out a review
of the University
regulatory
framework**



4 adjust the logistical structure



5 promote organizational well-being



1 Redesign the organizational model of the University



- improve the control skills and move to improve the quality of processes and services
- reduce ambiguity and indeterminateness in the operational flows deriving from excess/overlapping of regulatory acts
- simplify the decision-making processes
- recognize the value of time



- redesign the responsibilities at individual level and within the organizational unit
- establish horizontal processes and transversal objectives with respect to the area/ hierarchical-functional units
- design an organization interpreted in a unitary way, as a series of flows of activities oriented towards results, independent of formal functional boundaries



1 Redesign the organizational model of the University

Actions and tools



- review the internal system of regulations and replace current provisions for functional areas with non-regulatory acts, in the form of circulars and procedures
- start an analysis and mapping of the processes with respect to the flow of activities and the users the results are aimed at
- use inter-area working groups that support the exchange of information and integration among the various roles



- adopt a two-year training plan to improve managerial skills and develop skills related to the strategic choices of the administration

→ from roles to processes ←

Catalyst for the activities:
Obtaining the UNIVERSITY
ISO 9001: 2016 certification



2 Reconsider the departmental structure and the internal organization of the Departments



- refocus the University on its institutional activities
- contextualize the structure by adapting the organizational model to the realities of the individual cultural areas
- equip the Departments with the capacity for orientation, impulse, support and coordination of teaching and research activities



- remove the criticalities associated with the organizational aspects of teaching
- promote interdisciplinarity as an instrument of scientific and cultural progress
- improve representativeness towards external subjects



2

Reconsider the departmental structure and the internal organization of the departments

Procedure



- call for proposals (BoD)
- invitation to present didactic-scientific projects in carrying out the guidelines of the Strategic Plan, highlighting the necessary resources
- 2 modes
 - departmental initiative
 - initiative of groups of teachers
- opinion of the Academic Senate, final approval of the Board of Directors



2

Reconsider the departmental structure and the internal organization of the Departments Model



- incorporation of administrative activities associated with teaching (planning, relations with students, assistance to CCSS, assessment procedures regarding external teachers, schedules, exams, timetables)
- strengthen the activities in support of operations regarding the preparation and the management of research projects



- The model could include:
 - the establishment of a body with promotional tasks and didactic coordination and harmonization of procedures among CCSS, reference teachers, mutual exchanges, Erasmus
 - the reinstatement off the University teaching commission
 - organization into sections established for scientific purposes, without administrative autonomy



- the establishment of a body with promotional tasks and coordination of research activities, common services, equipment, technical personnel
- the constitution of a Department Council, with the preliminary function of planning human and instrumental resources and of approving issues delegated by the Board



- the appointment of the Director's delegates
- the activation of structured modes of relationship with other Departments, with the University and with the outside world



3

Carry out a review of the University regulatory framework Actions



- adapt the Statute and the General Regulations to the new organizational structure:
 - in the composition and functions of the Academic Senate
 - in the composition and functions of the Board of Directors (BoD)
 - in the competences and functioning of the Departments
- adapt the internal regulations of the Departments (in times compatible with the realization of the objectives of the Plan)



4 Adjust the logistical structure of the University

Actions



- reconsider the organization of spaces (classrooms, studies and libraries) to rationalize the teaching and research activities
- reconsider the organization of the laboratories, especially with regard to their management and possibly the optimization of the equipment
- adapt the teaching structures to new technologies



5 Promote organizational well-being

Actions



- implement an annual program for the monitoring of the organizational climate
- adopt plans for improvement of the University in the areas of investigation that obtain critical results
- adopt plans for the improvement of an individual Area/Service
- carry out training programs and accompaniment for technical-administrative staff and for teaching staff



Resources





Strategic plan 2015-2017 Resources



	year 2015	year 2016		year 2017		TOTAL
	2nd sem	1st sem	2nd sem	1st sem	2nd sem	
Resources needed for the implementation of the strategic plan*	1,000,000	2,000,000	3,000,000	3,000,000	1,000,000	10,000,000

* By March 31st, 2015 the strategic plan will have been submitted for approval by the Board of Directors which will identify the resources to be allocated to the full coverage of the plan for the 5 semesters.

By June 30th, 2015 the Plan for the use of the sum for the 5 semesters with the details of the expenditure interventions will have been approved by the Board of Directors and the expenses semester by semester will have been authorized also supplying monitoring and, as far as possible, effectiveness