



ALMA MATER STUDIORUM
UNIVERSITÀ DI BOLOGNA

STRATEGIC PLAN

2013-2015

Strategic Plan produced by

Alma Mater Studiorum - Università di Bologna
Control and Finance Division - Strategic Planning and Assessment Unit

Editing and graphic design

Alma Mater Studiorum - Università di Bologna
Contracts and General Administration - Communication Unit
Cover design by Life Longari & Loman

Photo

© Alma Mater Studiorum - Università di Bologna 2013
University Image Bank: Contracts and General Administration - Communication Unit
Page 47: Photo by Salvatore Mirabella
Cover: Cortile d'Ercole, Palazzo Poggi

TABLE OF CONTENTS

• Context	4
• The University community	6
• Stakeholders	8
• Instruments	10
• The Internationalisation Strategy	12
• Planning Process	14
• Mission	16
• Vision	18
• Positioning Analysis	20
Introduction	21
Results	22
• Objectives	26
Strategic Map	27
Strategic Area: Research	28
Strategic Area: Education	31
• Indicators and Targets	34
Strategic Area: Research	35
Strategic Area: Education	39



CONTEXT

The Alma Mater is determined to define its strategies following its historical tradition as a wide-ranging University and in its distinctive Multicampus nature, but it is also aware that it must face a highly unstable situation.

This situation is therefore marked by the need to:

- Guarantee financial balance in the face of uncertain and penalising economic and public funding;
- Respond to the new demands of society through innovative forms of learning and knowledge transfer;
- Support the growing competitiveness of research and education, as funding comes increasingly from international sources and the mobility of researchers and students continues to increase;
- Perfect and complete the reorganisation of the research and teaching facilities following the implementation of the university reform, respecting the Multicampus organisation;
- Programme staff recruitment and career paths in order to enhance merit and support the strategic choices of the University and its departments;
- Strive in all institutional areas to affirm the principles of university autonomy in order to reduce the centralist and bureaucratic interventions limiting the potential of the research and teaching programmes planning;

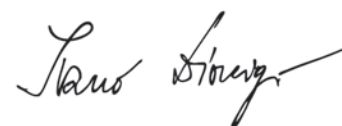
- Work to ensure the rapid approval of the new memorandum of understanding among the regional universities and the Emilia- Romagna Region to define the new care arrangements supporting learning and research activities in the health care sector;
- Consolidate relations with other universities and qualified public and private partners nationally and internationally to foster more rapid improvements in quality standards;
- Adopt a long-term internationalisation strategy.

If we wish to keep a firm eye on the future, even an economically viable and culturally qualified university like the University of Bologna must face the change of paradigm in staff recruitment and enhancement, in the design of services, in the reorganisation of spaces, in its opening up to the outside world, which will allow us to affirm the full social value of research and teaching.

One of the duties of any university is to produce a coherent, realistic Strategic Plan with credible deadlines and verifiable results.

At the same time, we are fully aware that the role of the University does not end with its documented, measurable obligations, but it is bound to the needs of this historical time and the real possibilities available.

Our task - and this is the challenge and originality of our University over all others - is not only to produce and transmit culture for the present, but to anticipate and guide demands, needs and values that have yet to be revealed, and for which we do not yet have sure strategies or precise indicators. Knowledge and know-how which will not only be able to guide us towards the future, but will indeed be able to steer the very future itself. In this perspective, our students, with their talents and their hopes, can and must be seen as vital energy, and a huge opportunity.



THE UNIVERSITY COMMUNITY



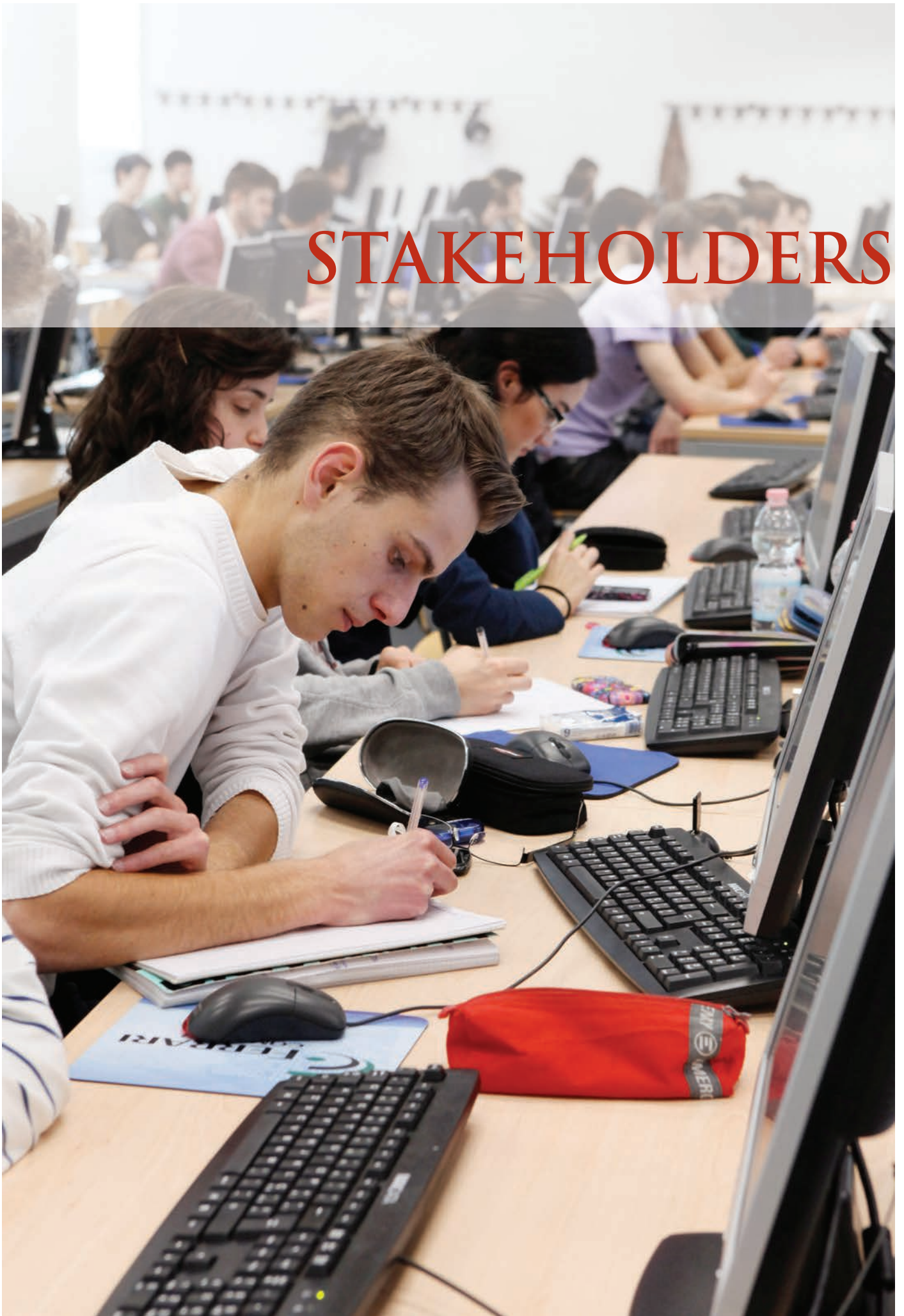
To achieve its objectives, a Strategic Plan must become common will: it must involve all the members of the university community; everyone, even the most peripheral members, must be involved in its implementation, acknowledging that the centre lies in the periphery, where people are hard at work, in the laboratory or the library, in the classroom, the operating theatre, the hospital ward or the conference.

This involvement must be driven by the members of the Academic Bodies, the Heads of Department, the Deans and Vice-Deans of the Schools, the Campus Coordinators, the Degree Programme Coordinators and everyone involved in the management of the university structures. They are the first interpreters and guarantors of the University's policies and strategies.

Such far-reaching involvement also demands a strong sense of identity, fuelled not only by sharing objectives, but above all by our attention to individuals and their highest aspirations, throughout their professional careers: when they join, their potential for growth, the fair assessment of merit in career progression and the recognition of their contribution and experience when they leave.



STAKEHOLDERS



The University has two natural counterparts: students and society. The key task of the University is to produce knowledge, training not only researchers but people working in the professions.

In addition to ensuring the development of specific competences in the different fields of knowledge, the University is the place for the highest form of education, understood as the acquisition of critical skills and methodological rigour: these are the features that make a person not only a competent specialist but an all-round citizen. This aim is supported by a multitude of methods and disciplines, and even more so by their alliance. The challenge for our University is to combine large numbers with quality, allowing as many as possible to achieve great results.

A duty of public universities is also to contribute to interpreting and transforming reality.

This function is not however an autonomous mission but is rather a feature of the two fundamental functions: scientific research and education.

By its very nature, definition and history, the University is built on dialogue, speaking to both the students and society.



INSTRUMENTS



To achieve the purposes of the Strategic Plan, our responsibility in the use and allocation of resources is based on three inalienable founding criteria.

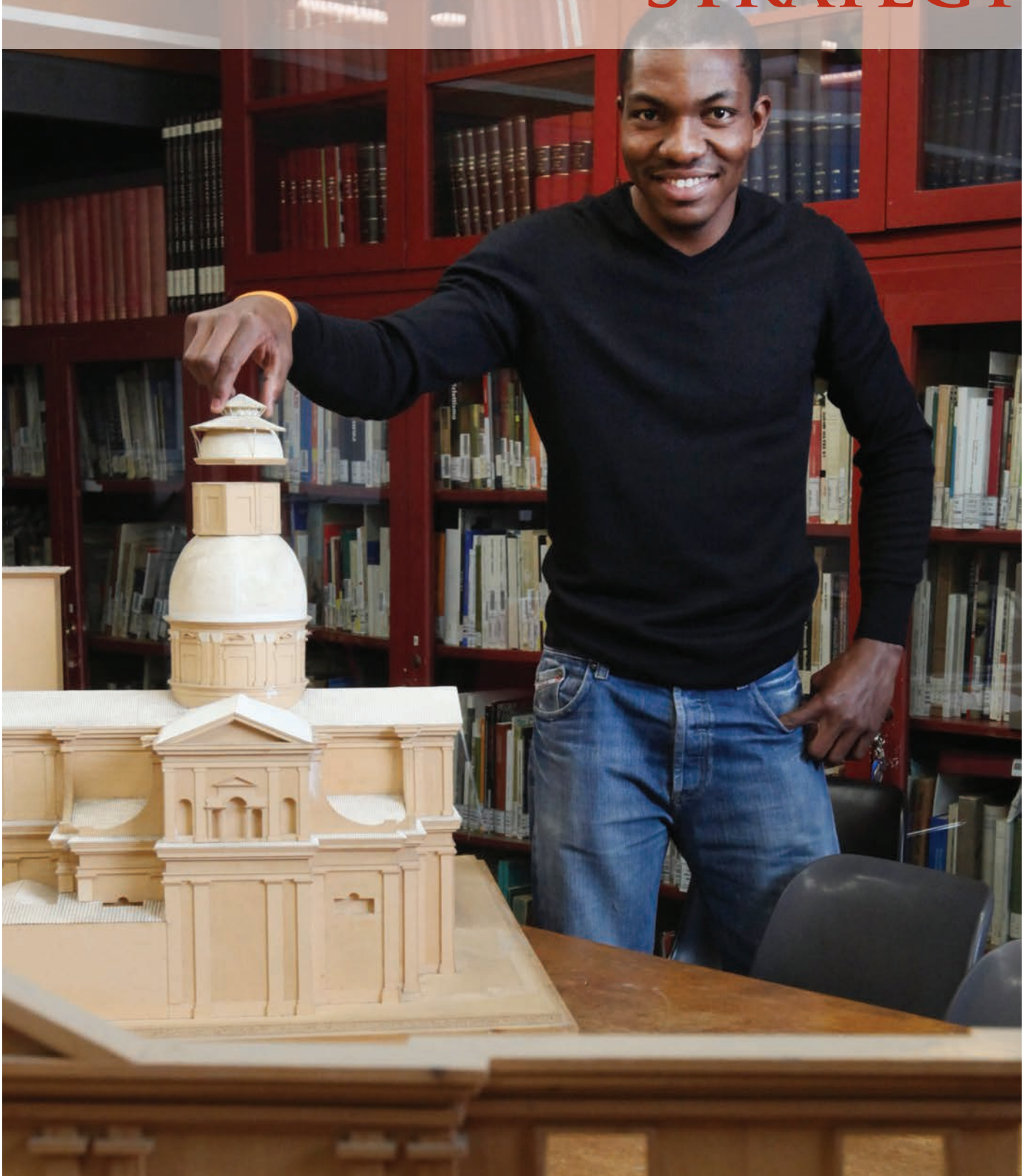
These criteria are:


- Evaluation, to ensure the recognition of merit and the consequent corresponding incentives;
- Numbers, because in a large University the courses for the few and the courses for the many must be considered with equal dignity;
- Difference, to ensure that all specificities are equally recognised and enhanced.

These are the universal rules of research, which we are reminded of by the inscription in the Aula Magna of our Department of Chemistry "Giacomo Ciamician", which in fact comes from the Bible of Wisdom: *Omnia in mensura et numero et pondere*, "all things in measure and number and weight".



THE INTERNATIONALISATION STRATEGY





The University of Bologna works in a global context which is reflected in its research, teaching, organisation and in the intellectual contribution that the institution as a whole offers to the promotion of international collaboration.

Starting from this premise, and the need to project our strong international identity into the future in order to improve its quality and impact, the University has adopted a 2020 internationalisation strategy consistent with the recent recommendations of the European Commission and the European and International University Associations, to which this three-year plan constantly refers.

Based on the recognition and enhancement of the universality and variety of subjects offered at the University, and its networking and system skills, the following three long term objectives for 2020 have been defined:

1. Make a difference in policy making on key issues at a global level;
2. Become the partner of choice at a global level, for students, researchers, policy makers, investors;
3. Keep improving the quality of teaching and research in line with the growing challenges of the global arena.

The strategy includes methods and tools to ensure that the different subject areas work in a differentiated manner to achieve the overall objectives through the implementation of specific actions.

PLANNING PROCESS



Thinking about the now-multiannual process of strategic planning, also taking into account the internationalisation strategy, we have investigated the aspects for improvement and the new emerging and innovative topics which can launch the University towards its future challenges.

By studying the main measures adopted by other universities and/or experimented by the University of Bologna for improving effectiveness and efficiency, we defined the objectives to focus on and how best to measure their achievement.

In its Strategic Plan 2010-13, consistently with the literature available on strategic planning, and studying similar processes implemented by other institutions, the University has defined a strategic map using the balanced scorecard method of evaluation, adapting it to the specific requirements of the Alma Mater and the applicable regulatory constraints (Italian Law 15/2009, Italian Legislative Decree 150/2009, Italian Law 43/2005).

Although this methodological approach has been maintained for the Strategic Plan 2013-15, the University set the specific objective of ensuring more effective coordination between the University strategic planning process and the definition of the Performance Plan foreseen by the Ministry. In an external context of continuous innovation and the need to face non-programmable emergencies, we need to adopt instruments that are able to ensure full coherence between the strategic objectives and the actions required to achieve the expected levels of performance.

The steps involved in defining the Strategic Plan 2013-15

- | | | |
|---|---|--|
| <p>1. Confirmation of the definitions of mission and vision, focusing greatly on improving the primary institutional activities of teaching and research;</p> <p>2. Implementation of a new SWOT analysis with regard to the external and internal context, in the light of the change and results achieved in the previous three-year period and the long-</p> | <p>term strategic guidelines for internationalisation;</p> <p>3. Redefinition of correlated strategic and base objectives, consistently with the evidence emerging from the aforesaid analysis;</p> <p>4. Definition of specific quantitative outcome indicators to be associated to each base objective;</p> | <p>5. Sharing of the strategic map, drafted with the contribution of the Vice Rectors, the Director General, the Directors and the Board of Governors, with all Auxiliary Bodies laid down in the University Statute;</p> <p>6. Final approval of the Strategic Plan by the Academic Bodies.</p> |
|---|---|--|

MISSION



Proud of its heritage and its records; strong in its autonomy and the wealth of its knowledge; aware of its scientific and educational vocation and high social and moral responsibilities, the Alma Mater aims to be a natural environment for the innovation of knowledge, the recognition of merit and the full education of its citizens.

A responsible community of students, teaching, administrative and technical staff, the Alma Mater works to ensure that everyone, and in particular young people, can grow by experimenting the uniqueness of culture with rigour and passion, in a multitude of disciplinary and scientific languages.



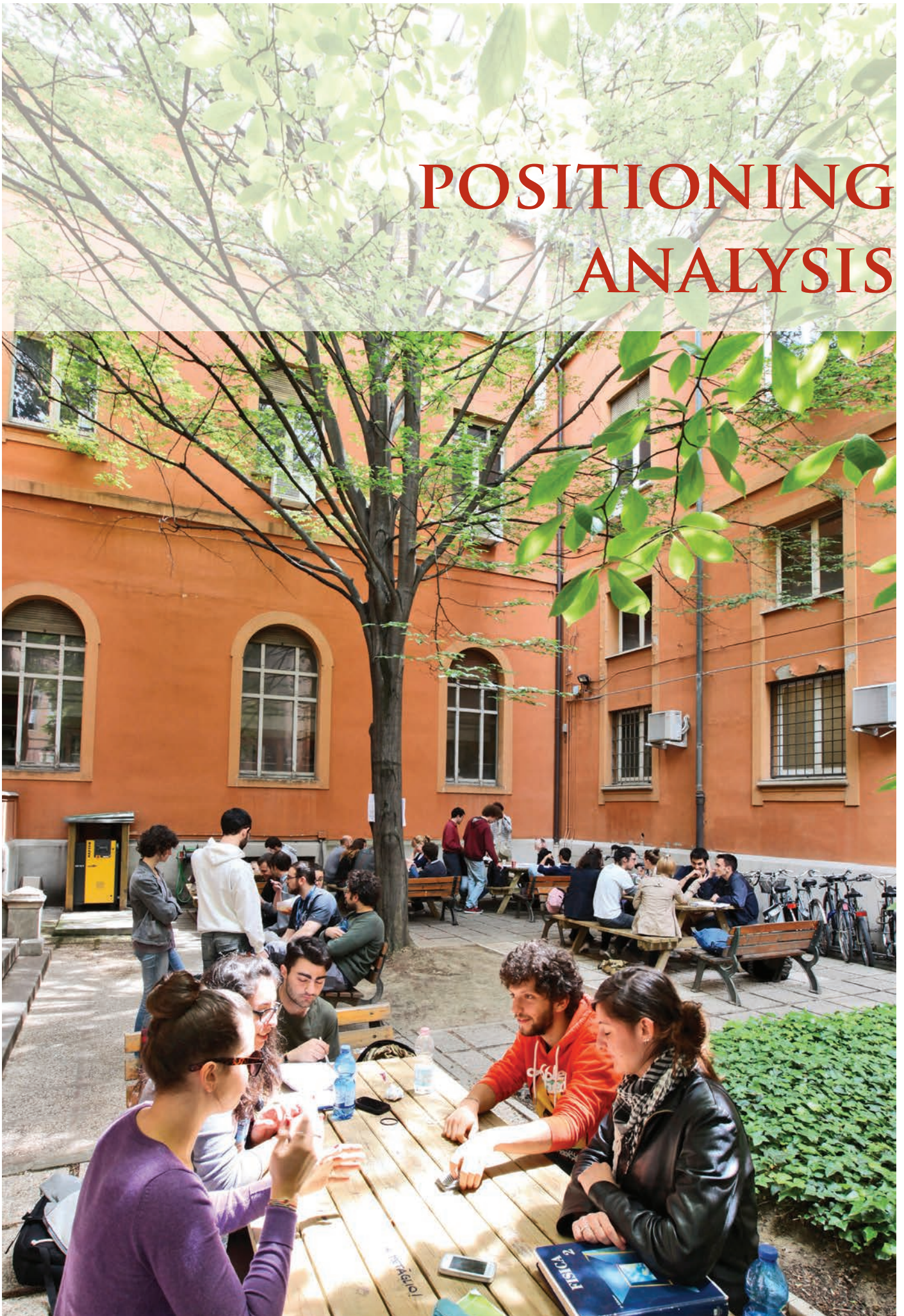
VISION



Our University:

- **A community of students, teaching, administrative and technical staff,** recognises the importance of all its members, rewarding those who work to pursue common objectives in research and education;
- **A place of processing, transmission and learning of knowledge,** to guarantee students and staff all the best opportunities for study and research, steering talents towards ambitious goals in professional and educational fields, offering opportunities for lifelong learning;
- **A public academic institution, sets out to improve research, teaching and the transfer of knowledge for the benefit of society,** at local, national and international level. In this perspective, the presence of highly qualified people will facilitate the dialogue and cooperation with other universities to achieve quality results that are recognised nationally and internationally;
- **An institution open to both internal and external dialogue,** pursues its goals in conformity with the values of autonomy, respect for diversity and social responsibility.

POSITIONING ANALYSIS



INTRODUCTION

The planning process must include a phase of analysis, to fully understand the reality in which the organisation operates and the resources available to work in the best possible way.

To complete the analysis and highlight the main elements of the design phase, the following sources were examined:

- The strategic areas highlighted by the Rector during key public meetings held at the beginning of his mandate;
- The 2012 Report of the University Evaluation Board;
- The implementing decrees of Italian Law 240/2010;
- The University funding situation for the next three years;
- Strategic guidelines for internationalisation;
- The Budget Report for 2014;
- The Performance Report for 2012;
- The opinions of the Evaluation Board on the performance management cycle;
- The Social Accounting Document for 2012 “People at the centre of knowledge”.

RESULTS

Strengths

- Funding for research which places the University in one of the top national positions, covering almost one third of the needs of the University and, in terms of EC funds, achieving almost one fifth of the total acquired by Italy's eleven largest universities;
- The programmes for improving internationalisation and the strong development of degree programmes delivered in the English language, which have led to University to host almost twice as many international students compared to the national average, and to be ranked among the top European universities for the number of exchange students;
- The rationalisation of the course catalogue, reducing the number of first-cycle/bachelor degrees and increasing the second and single cycle/master programmes, and reviewing the programmes in the light of the various requirements emerging from society which have strengthened the attractiveness for students from other regions and maintained a balanced distribution of programmes and students among the different Campuses;
- The recruitment and career progression procedures in place for Professors and Researchers, which focus particularly on the quality of research among new and recently promoted staff and the improvement of direct calls for foreign teaching staff, have led to strong positioning in the specific indicators of the National Agency for Quality Assurance (ANVUR);
- The recruitment and career progression procedures for technical and administrative staff, marked by increasing attention to the recruitment of highly professional profiles, in line with the needs of the University and its structures;
- The balanced financial management which has allowed the University to maintain a high financial sustainability indicator without increasing student fees, leading to the allocation of the highest level of resources for staff recruitment and career progression among Italian universities.

RESULTS

Weaknesses

- The transformation of the university researcher position from permanent to fixed-term requires the Departments and the University to improve their ability to ensure staff planning which defines the research and teaching needs well in advance;
- The entry into force of the Statute modified the presence of the institutional structures on the Romagna Campuses, and now new procedures must be completed for joint programming with local authorities, supporting bodies and foundations, aiming to define the increased unity and identity of the University in each Campus;
- The redefinition of the institutional organisation defined in the new Statute and the application of new organisational models demands the revision of decision making and management processes, which must be made more efficient to suitably support teaching, research and student services;
- The new central role of the Departments, now in charge of designing degree programmes, implies the need to increase their awareness of the greater responsibility in supporting the strongly inter-disciplinary nature of the study programmes, which aims to meet the needs of society.

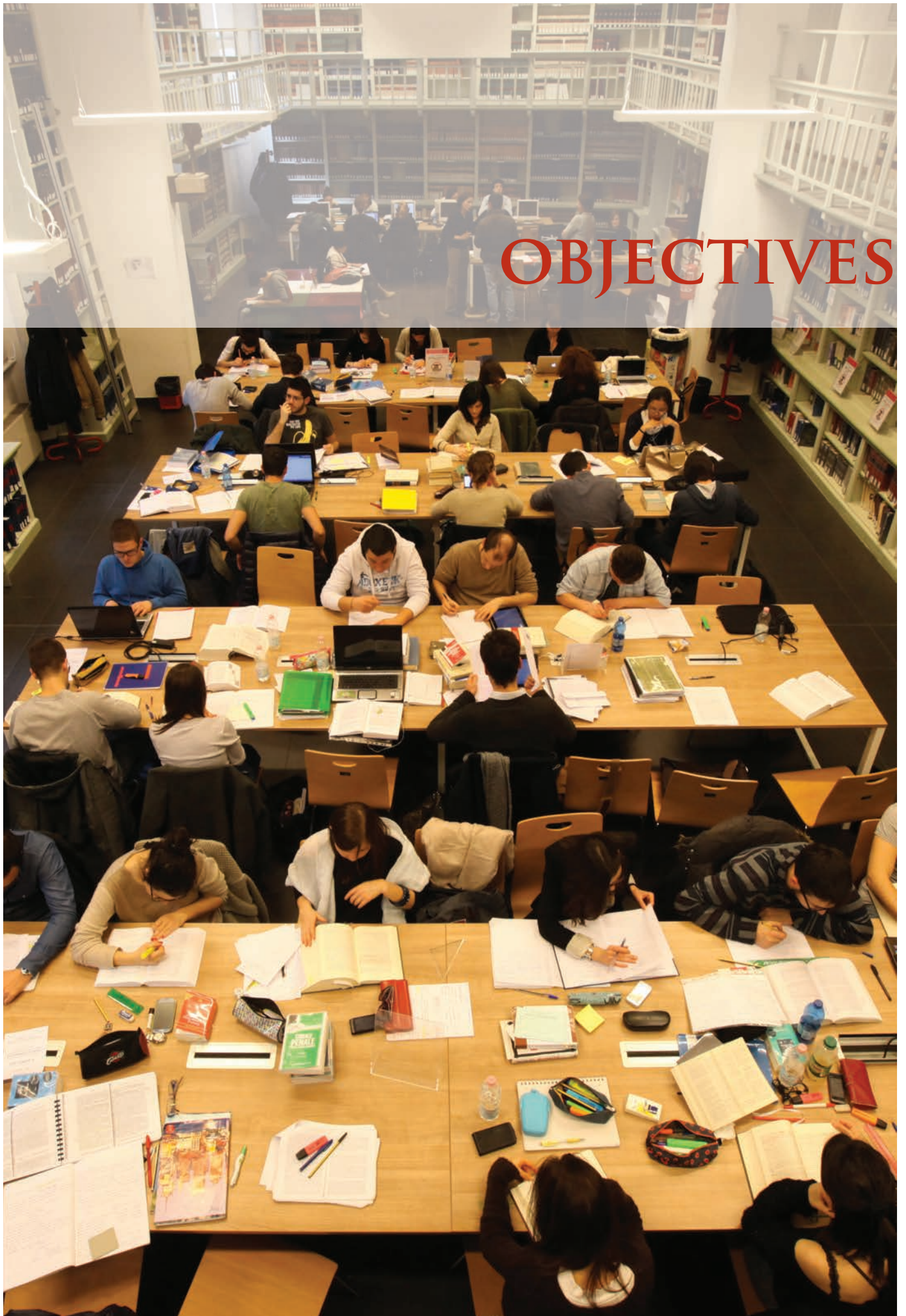
RESULTS

Opportunities

- The need to define institutional solutions which overcome the constraints imposed on the Interdepartmental Centres for Industrial Research, above all in terms of medium and long-term recruitment, can lead to the definition of new organisational models able to support the partnerships between the University and the production system even more effectively;
- The educational gaps of fresher students and the increasing phenomenon of choosing programmes according to their career prospects despite any learning gaps, may drive the University to improve the effectiveness of its relations with the school education system, in order to improve the programme regularity indicators and reduce the drop-out rates;
- The review of the regional health service, particularly concerning the organisation of the hospital networks, may allow the University to contribute to the new definition of organisation within the health boards and facilities where care activities are provided by the Medical and Surgical Departments and School, to better support the needs of education and research;
- The introduction of a single financial accounting system will allow the University to better coordinate its programming, control and management systems with the internal evaluation system;
- The introduction of the new self-assessment and accreditation model of universities, degree programmes and Departments, as well as the dissemination of the results of the national research quality evaluation (VQR) will allow the culture of continuous improvement to spread further, defining quality objectives that are aligned with the incentive schemes adopted by the Ministry;
- The creation of a special fund for merit, granted to students via national exams, and the increasing mobility of students, also in first-cycle/bachelor degree programmes, to universities in other countries, will strengthen the incentives for improving the quality of student services and degree programmes.

Threats

- The continuing reduction of the grants from the national government makes it impossible to ensure the quality levels and sustainability of research and teaching activities in the medium term;
- The introduction of new financial constraints including the sole treasury system, will drain the University and its structures of further resources, quantifiable in 2.7 million Euros, which is not usually considered in the public debate;
- The employee turn-over limits defined by the legislator until the end of 2017, make it particularly difficult to guarantee the certainty of recruitment, in terms of both timing and volumes, required to reduce the brain drain of young Researchers;
- The adoption of teaching requirements for the accreditation of degree programmes when faced with limited turnover makes it difficult, in future, to guarantee the continuity of a significant number of the degree programmes, even when set against increases in the number of enrolled students and strong career prospects;
- The regulatory constraints on real estate rentals and purchases and the more complex financial limitations make it difficult to implement property improvement plans;
- Uncertainty over the times and methods of implementation of the ministerial decree on three-year programming makes it more difficult to establish the required programme to improve student services and internationalisation initiatives;
- The specificity of the Italian production system, marked by a multitude of small businesses, which reduces the propensity to seek qualified staff particularly in times of crisis, and the suspension of recruitment in the Public Administration, make it more difficult to obtain improvements in the employment indicators, particularly for some degree programme classes.



STRATEGIC MAP

RESEARCH

A.1 Support basic research and offer incentives for applied research able to contribute to the development of people and society

A.2 Strengthen the ability to integrate international researchers into research projects

EDUCATION

B.1 Improve the quality of the degree programmes, learning and the profiles of graduates also in relation to the needs of people and society

B.2 Strengthen and diversify the international dimension of the learning environment and the mobility opportunities

B.3 Improve the right to education policies

B.4 Improve student support services to improve study and living conditions

STRATEGIC AREA | RESEARCH

STRATEGIC OBJECTIVE	BASE OBJECTIVE	INDICATOR
A.1 Support basic research and offer incentives for applied research able to contribute to the development of people and society	A.1.1 Enhance research to tackle great social challenges	R.01 Number of staff involved in competitive projects out of the total number of teaching staff
	A.1.2 Promote and support the competitive performance of research nationally and internationally, increasing its quality and impact	R.02 Level of competitive performance in national research
		R.03 Level of competitive performance in international research
		R.04 Improve the quality and productivity of research
	A.1.3 Improve external relations to support research and increase participation in national and international research infrastructures (e.g. European Research Infrastructure)	R.05 Number of patents
		R.06 Funding for research and transfer of knowledge per capita per year (No EU, no MIUR)
	A.1.4 Improve and enhance the PhD programmes	R.07 Number of PhD scholarships funded externally
	A.1.5 Improve and enhance scientific merit in recruitment and career progression	R.08 Improve the quality and productivity of research among new employees
		R.09 Number of new employees involved in competitive projects out of the total number of new employees

STRATEGIC AREA | RESEARCH

STRATEGIC OBJECTIVE	BASE OBJECTIVE	INDICATOR
<p>A.2 Strengthen the ability to integrate international researchers into research projects</p>	<p>A.2.1 Increase the international attractiveness of research structures</p>	<p>R.10 Number of PhD students and research fellows with international curricula (non-Italians) in the Departments in year t</p>



STRATEGIC AREA | EDUCATION

STRATEGIC OBJECTIVE	BASE OBJECTIVE	INDICATOR
B.1 Improve the quality of the degree programmes, learning and the profiles of graduates also in relation to the needs of people and society	B.1.1 Promote regular attendance of studies to ensure rigorous evaluation	F.01 Percentage of first year drop-outs F.02 Percentage of graduates on schedule
	B.1.2 Improve the quality and effectiveness of the competences acquired	F.03 Level of satisfaction of graduating students F.04 Use of the competences acquired in the degree
	B.1.3 Guarantee the quality of services and infrastructures	F.05 Percentage of students satisfied with the infrastructures F.06 Percentage of enrolled students from outside the Emilia Romagna region
	B.1.4 Facilitate access and inclusion in the job market by qualifying vocational education programmes	F.07 Placement in institutional courses one year after graduation F.08 Funding volumes for vocational training courses

STRATEGIC AREA | EDUCATION

STRATEGIC OBJECTIVE	BASE OBJECTIVE	INDICATOR
<p>B.2 Strengthen and diversify the international dimension of the learning environment and the mobility opportunities</p>	<p>B.2.1 Qualify the degree programmes in an international dimension</p>	<p>F.09 Percentage of students obtaining language certification</p> <p>F.10 Number of international degree programmes</p>
	<p>B.2.2 Increase the number of international exchange students and students enrolled in our degree programmes</p>	<p>F.11 Students enrolled to international curricula</p> <p>F.12 Incoming exchange students</p>
	<p>B.2.3 Increase the number of graduates with experience gained abroad, also via the full recognition of study periods carried out abroad</p>	<p>F.13 Percentage of graduates having obtained credits abroad</p> <p>F.14 Average number of credits obtained per month of time spent abroad</p>
	<p>B.2.4 Increase the number of PhD students with international experience</p>	<p>F.15 PhD students with international experience</p>

STRATEGIC AREA | EDUCATION

STRATEGIC OBJECTIVE	BASE OBJECTIVE	INDICATOR
B.3 Improve policies to implement the right to education	B.3.1 Support and reward deserving students	F.16 Volume of resources used to enhance merit
	B.3.2 Support education for students from disadvantaged sectors of society, also with a focus on disabilities	F.17 Volume of resources used to support students according to merit and income
STRATEGIC OBJECTIVE	BASE OBJECTIVE	INDICATOR
B.4 Improve student support services to improve study and living conditions	B.4.1 Improve the services aiming to guarantee the best possible study and living conditions for students, also through private and public partnerships	F.18 Services run to improve students' study and living conditions, also through public and private partnerships

INDICATORS AND TARGETS



STRATEGIC AREA | RESEARCH

Base Objective

A.1.1. Enhance research to tackle great social challenges

INDICATOR	METRICS	TARGET
R.01 Number of staff involved in competitive projects out of the total number of teaching staff	Number of staff involved in the VII Framework Programme/Horizon 2020 out of the total number of Professors	Exceed the 2012 value

Base Objective

A.1.2. Promote and support the competitive performance of research nationally and internationally, increasing its quality and impact

INDICATOR	METRICS	TARGET
R.02 Level of competitive performance in national research	Incidence of funding obtained by the University for FIRB projects out of the national total	Exceed the 2013 value
R.03 Level of competitive performance in international research	Amount of EU income for research in year t compared to the permanent teaching staff at the University in year t	Exceed the average of the past three years
R.04 Improve the quality and productivity of research	R.04a Bibliometric sectors: number of per capita citations in WOS/Scopus1; R.04b Non-bibliometric sectors: number of admissible Researchers according to ANVUR criteria for ASN (National Scientific Qualification) out of the total number of Researchers	Exceed the 2012 value
R.05 Number of patents	Number of owned or co-owned patents deposited by the University in year t	Maintain the average of the past three years

NOTE

1. At the time of publication, verifications are underway to define the possibility to calculate this indicator. If it is not possible, the metrics will be replaced by: number of indexed products in WOS/Scopus in year t-1 compared to the number of teachers in year t

STRATEGIC AREA | RESEARCH

Base Objective

A.1.3 Improve external relations to support research and increase participation in national and international research infrastructures (European Research Infrastructure)

INDICATOR	METRICS	TARGET
R.06 Income for research and transfer of knowledge per capita per year (No EU, no MIUR)	Amount of income for research and technology transfer, excluding transfers from EU and MIUR, in year t compared to the permanent teaching staff at the University in year t	Exceed the 2012 value

Base Objective

A.1.4 Improve and enhance the PhD programmes

INDICATOR	METRICS	TARGET
R.07 Number of PhD scholarships funded externally	Number of externally funded PhD scholarships offered by the University	Exceed the average of the past three years

STRATEGIC AREA | RESEARCH

Base Objective

A.1.5 Improve and enhance scientific merit in recruitment and career progression

INDICATOR	METRICS	TARGET
R.08 Improve the quality and productivity of research among new employees	<p>R.08a Bibliometric sectors: number of per capita citations by new employees in WOS/Scopus²;</p> <p>R.08b Non-bibliometric sectors: number of admissible new employees according to ANVUR criteria for ASN (National Scientific Qualification) out of the total number of new employees</p>	Exceed the 2012 value
R.09 Number of new employees involved in competitive projects out of the total number of new employees	Number of new employees, transfers, career advancements (last three years) participating in VII Framework Programme/Horizon 2020 projects out of the total number of new employees, transfers and career advancements (last three years)	Exceed the average of the past three years

Base Objective

A.2.1 Increase the international attractiveness of research structures

INDICATOR	METRICS	TARGET
R.10 Number of PhD students and research fellows with international curricula (non-Italians) in the Departments in year t	Number of non-Italian PhD students and research fellows in the Departments in year t	Exceed the average of the past three years

NOTE 2. At the time of publication, verifications are underway to define the possibility to calculate this indicator. If it is not possible, the metrics will be replaced by: number of products of new employees indexed in WOS/Scopus in year t-1 compared to the number of new employees in year t



STRATEGIC AREA | EDUCATION

Base Objective

B.1.1 Promote regular attendance of studies to ensure rigorous evaluation

INDICATOR	METRICS	TARGET
F.01 Percentage of first year drop-outs	Number of students not re-registering (drop-outs) and transfers to another university in A.Y. t/t+1 out of the total number of registrations for A.Y. t-1/t	Percentage below the average of the past three years
F.02 Percentage of graduates on schedule	Percentage of students graduating within the legal duration of the programme (on schedule)	Exceed the average of the past three years

Base Objective

B.1.2 Improve the quality and effectiveness of the competences acquired

INDICATOR	METRICS	TARGET
F.03 Level of satisfaction of graduating students	Number of graduating students positively assessing their degree programmes in year t out of the total number of graduating students in year t who completed the questionnaire	Exceed the average of the past three years
F.04 Use of the competences acquired in the degree	Number of persons interviewed giving a specific response on the use of the competences acquired in their degree in their current jobs, out of the total number of persons interviewed	Improve the differential between University of Bologna and the Major Universities by one percent

STRATEGIC AREA | EDUCATION

Base Objective

B.1.3 Guarantee the quality of services and infrastructures

INDICATOR	METRICS	TARGET
F.05 Percentage of students satisfied with the infrastructures	Number of students replying "Definitely YES" and "More yes than no" to the questions in the questionnaire on the students' opinion concerning the infrastructures, out of the total number of valid answers	Maintain the value of A.Y. 2012/2013
F.06 Percentage of enrolled students from outside the region	Number of students enrolled to second cycle degree programmes who are resident in a region other than Emilia-Romagna out of the total number of students enrolled to second cycle degree programmes in A.Y. t/t+1	Exceed the value of A.Y. 2012/2013

Base Objective

B.1.4 Facilitate access and inclusion in the job market by qualifying vocational education programmes

INDICATOR	METRICS	TARGET
F.07 Placement in institutional courses one year after graduation	Number of alumni interviewed with a given employment situation out of the total number of persons interviewed	Maintain the deviations from the Major Universities
F.08 Funding volumes for vocational training courses	Revenue for the Professional Masters, Post-Graduate and Lifelong Learning programmes in year t	Exceed the average of the past two years

STRATEGIC AREA | EDUCATION

Base Objective

B.2.1 Qualify the course catalogue in an international dimension

INDICATOR	METRICS	TARGET
F.09 Percentage of students obtaining a language certification	Students enrolled in A.Y. t/t+1 obtaining a language certification out of the total number of enrolled students	Exceed the average of the past three years
F.10 Number of international degree programmes	Number of programmes delivered in a foreign language, double, multiple or joint programmes or Erasmus Mundus programmes	45 courses running

Base Objective

B.2.2 Increase the number of international exchange students and students enrolled in our degree programmes

INDICATOR	METRICS	TARGET
F.11 Students enrolled with international curricula	Students enrolled with a previous qualification obtained abroad out of the total number of enrolled students	Exceed the average of the past three years
F.12 Incoming exchange students	Number of students involved in European and extra-European mobility programmes in A.Y. t/ t+1	Maintain the value of A.Y. 2011/2012

STRATEGIC AREA | EDUCATION

Base Objective

B.2.3 Increase the number of graduates with experience gained abroad, also via the full recognition of study periods carried out abroad

INDICATOR	METRICS	TARGET
F.13 Percentage of graduates having obtained credits abroad	Number of graduates in year t obtaining credits abroad out of the total number of graduates in year t	Exceed the average of the past three years
F.14 Average number of credits obtained per month of time spent abroad	Total number of CFUs obtained abroad (Erasmus and other programmes) per month of time spent abroad	Exceed the average of the past three years

Base Objective

B.2.4 Increase the number of PhD students with international experience

INDICATOR	METRICS	TARGET
F.15 PhD students with international experience	PhD students enrolling with previous qualifications obtained abroad	Exceed the average of the past three years

STRATEGIC AREA | EDUCATION

Base Objective

B.3.1 Support and reward deserving students

INDICATOR	METRICS	TARGET
F.16 Volume of resources used to enhance merit	Measures to reward deserving students, the data is given for the referred A.Y. and includes lack of income (exemptions for merit only) and grants/prizes launched for merit	Maintain the rules for access constant with the funding support measures

Base Objective

B.3.2 Support education for students from disadvantaged sectors of society, also with a focus on disabilities

INDICATOR	METRICS	TARGET
F.17 Volume of resources used to support students according to merit and income	Financial value of the support measures for capable and deserving students in conditions of financial hardship. The data is given for the referred A.Y. and includes lack of income from student fees (total and partial exemptions), study grants for students in conditions of financial hardship and part-time work contracts launched	Maintain the rules for access constant with the support measures

STRATEGIC AREA | EDUCATION

Base Objective

B.4.1 Improve services aiming to guarantee the best possible study and living conditions for students, also through public and private partnerships

INDICATOR	METRICS	TARGET
F.18 Services run to improve the study and living conditions of students, also through public and private partnerships	List of services running, divided by Campus	Maintain the services



NOTES

A vertical dotted line runs down the page, separating the 'NOTES' header from the rest of the page. To the right of this line, the page contains 24 horizontal lines for taking notes.



LASCIA O PASSEGGIERE DI SCRIVERE O
IN ALTRO MODO IMBRITTARE QUESTE
COLONNE E QUESTE MURA
SE SPREZZI LI BANDI SE NON TEMI LE PENE
IN ESSI MINACCIATE.
PAUENTA ALMENO PER IL DISPIACERE
CHE PORTI A MARIA SSMA DI CUI SONO
QUESTI ARCHI, E QUESTE MURA



ALMA MATER STUDIORUM
UNIVERSITÀ DI BOLOGNA

www.eng.unibo.it