STRATEGIC PLAN 2022-2027

ALMA MATER STUDIORUM
UNIVERSITÀ DI BOLOGNA

I am proud to introduce the 2022-2027 Strategic Plan to the Alma Mater community and to our whole society, which we are committed to.
This Strategic Plan will be our compass that will guide our actions over the next six years. It has been drafted as a result of a participatory discussion within the Academic Bodies and all the University departments.

It is the sixth Strategic Plan of our Alma Mater since 2007. It is the first and last of my term of office as Rector, as it will cover its entire duration.
We intend to use strategic planning also as a tool to deliver the goals aimed at seizing the opportunities provided by the national Italian Recovery and Resilience Plan (PNRR).

But this is not the only novelty. The 2022-2027 Strategic Plan envisages an annual monitoring and a three-year review, in order to progressively focus on our development goals. In addition to the traditional areas – education, research and third mission – the Strategic Plan is centred on people, since we acknowledge that our community is a founding pillar of all our future actions, as well as a key factor that requires our utmost attention.
It relies on the tenets underlying our Statute, which translate into tangible goals and new rights.
Its goals also cover relations with the Italian National Health Service.

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

The Strategic Plan draws inspiration from its deeply-rooted values, clear and ambitious political goals and guidelines, which are worthy of our longstanding history and ideals.
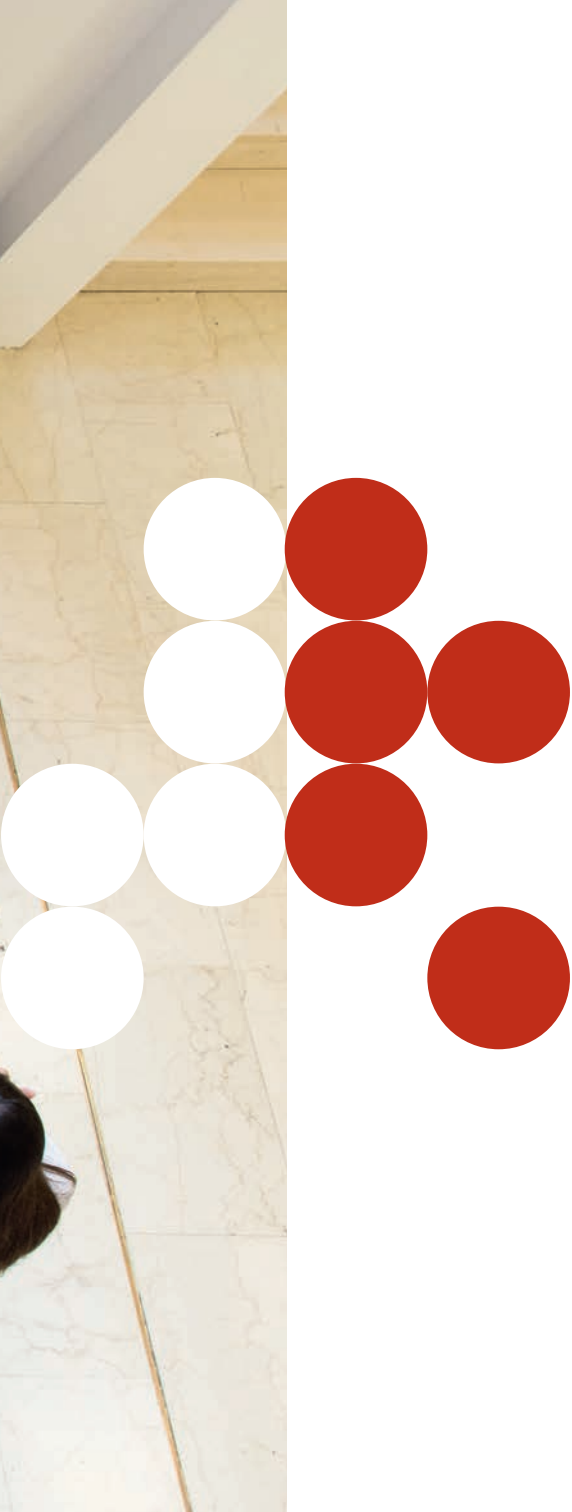
Giovanni Molari
Rector
Alma Mater Studiorum – Università di Bologna

MISSION
AND VISION

ALMA MATER
IDENTITY:
HISTORY
AND VOCATION

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

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

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

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

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

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

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

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

All these ingredients make up the Alma Mater Studiorum - in the light of the new opportunities that the future stores, as well as the new challenges to be addressed due to the increasingly complex economic and social context.
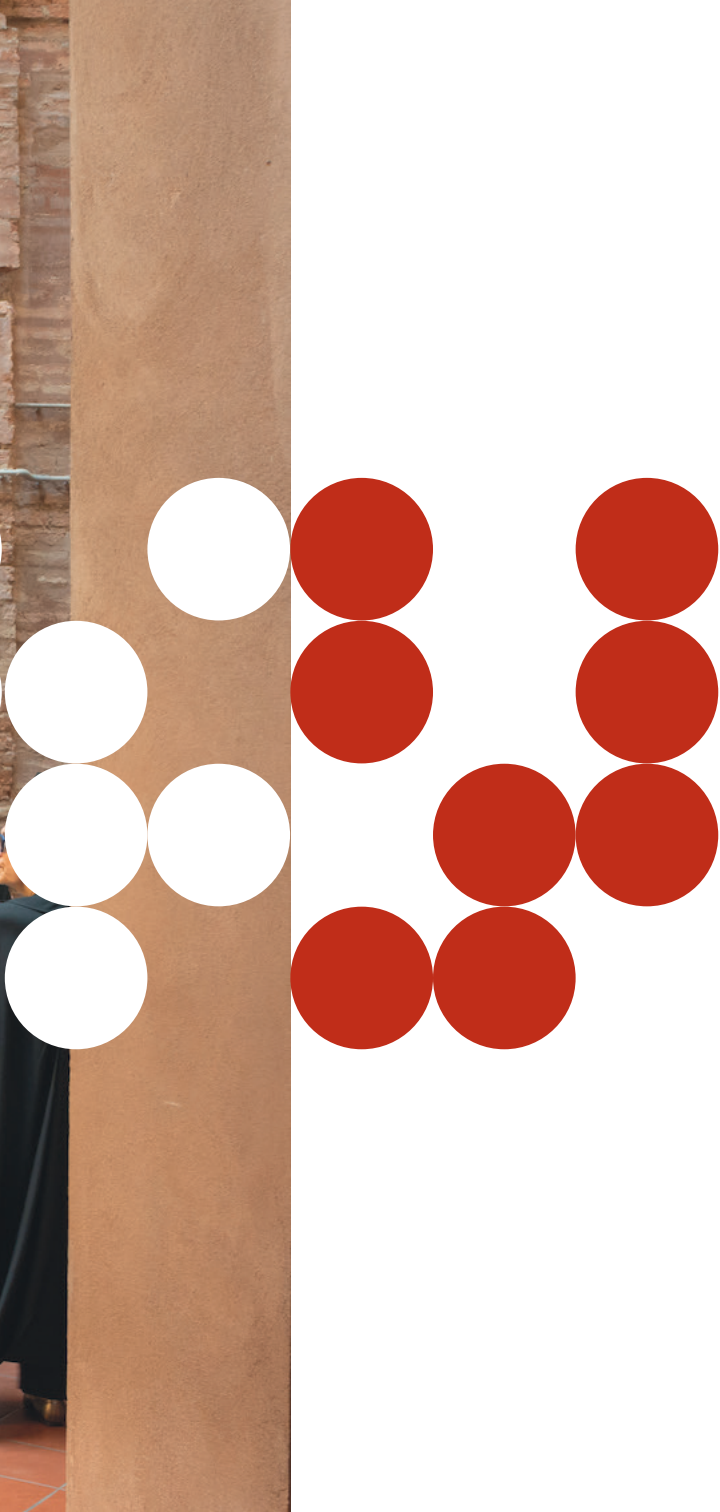
Our mission is to reiterate and strengthen our multifaceted identity and values, which we are proud of and which we are all committed to nurture every day.

CONTEXT

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

National and international
competitive funding

Participation in national
and international networks

Relations with local
organisations and firms

Digital transition

STRENGTHS

OPPORTUNITIES

WEAKNESSES

THREATS

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

International context (pandemic, crisis
of the global balance of power, labour market
and job insecurity)

Poverty increase

Demographic crisis (critical decline in the
estimated number of nineteen-year-old youth
starting from 2028-2029)

Poor knowledge of students enrolling to
university after the past few years of high
school education delivered through distance
learning.

PRINCIPLES

INTERNATIONALISATION

DIGITAL TRANSITION

P1

P2

P3

P4

Strengthen our nature as a public, independent, non-denominational and pluralistic University

Foster the development of all fields of knowledge, their mutual dialogue and educational impact

Expand the meaning of our social responsibility across all activities

Facilitate the dissemination of the principles of equity, sustainability, inclusion and respect for diversity in every area

AREAS

TEACHING AND STUDENT COMMUNITY

RESEARCH

PEOPLE

SOCIETY

PRINCIPLES

P1 P2 P3 P4
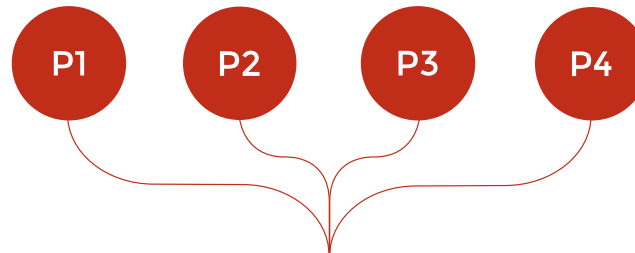
SUSTAINABLE DEVELOPMENT GOALS (SDGs)

AREAS

TEACHING AND STUDENT COMMUNITY

RESEARCH

PEOPLE

SOCIETY

NATIONAL RECOVERY AND RESILIENCE PLAN GOALS (PNRR)

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

M2. GREEN REVOLUTION AND ECOLOGICAL TRANSITION

M3. INFRASTRUCTURE FOR SUSTAINABLE MOBILITY

M4. EDUCATION AND RESEARCH

M5. INCLUSION AND COHESION

M6. HEALTH

50 GOALS

ACTIONS

INDICATORS

HISTORY

TARGET

P1

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

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

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

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

P2

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

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

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

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

P3

EXPAND THE MEANING OF OUR SOCIAL RESPONSIBILITY ACROSS ALL ACTIVITIES

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

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

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

P4

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

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

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

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

PRINCIPLE 1

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

TEACHING AND STUDENT COMMUNITY

G.1 Expand actions to support the right to higher education

G.2 Improve the attractiveness of degree programmes in Italy and abroad

G.3 Welcome and coach all students throughout their course of studies

G.4 Reduce dropout rates and support students' regular and successful career progression

G.5 Improve student services

G.6 Expand and enhance study and meeting spaces for students

G.7 Increase the availability and quality of student accommodation

G.8 Promote active student engagement in academic life

RESEARCH

G.9 Protect freedom and independence of pure research and ensure ethics and integrity of research

G.10 Improve the quality of shared research facilities, equipment and infrastructure

PEOPLE

G.11 Expand and improve recruitment from the outside and from abroad

G.12 Increase international mobility of teaching, technical and administrative staff

SOCIETY

G.13 Ensure quality and transparency of all information inside and outside the University environment

G.14 Enhance the social, economic and cultural impact of Alma Mater at a local level

G.15 Enhance the role of Alma Mater as a welcoming place for anyone who may feel threatened, also by participating in international networks

G.16 Strengthen joint planning with the Italian National Healthcare Service for a more effective integration of care, teaching and research activities.

TEACHING AND STUDENT COMMUNITY

G.17 Ensure long-term sustainable quality, and innovating teaching

G.18 Encourage study and research training experiences abroad

G.19 Strengthen the international teaching dimension

RESEARCH

G.20 Strengthen the quality of research

G.21 Encourage interdisciplinary research

G.22 Support and increase participation in international, national and local competitive Calls for proposals

G.23 Develop PhD programmes from an international perspective and strengthen their role in the world of work and in the public administration

G.24 Reinforce biomedical and translational research by strengthening shared platforms, through a greater engagement in in care networks

G.25 Raise awareness about the social impact of research

PEOPLE

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

SOCIETY

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

PRINCIPLE 2

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

PRINCIPLE 3

EXPAND THE MEANING OF OUR SOCIAL RESPONSIBILITY ACROSS ALL ACTIVITIES

TEACHING AND STUDENT COMMUNITY

G.28 Facilitate curricular and training internships

G.29 Develop and enhance vocational training and life-long learning programmes

G.30 Improve guidance services for undergraduates to facilitate work integration

RESEARCH

G.31 Foster open science development

PEOPLE

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

SOCIETY

G.33 Increase partnerships with public, private and third-sector organisations to foster local development and build on local vocations

G.34 Expand and make public engagement initiatives more effective

G.35 Promote fundraising in favour of high social impact initiatives

G.36 Strengthen social, economic and cultural development aid projects

G.37 Enhance and consolidate actions to encourage entrepreneurship and technological transfer

G.38 Enhance and promote the cultural heritage of Alma Mater

G.39 Strengthen research and training activities to improve the effectiveness of care models and health policies

TEACHING AND STUDENT COMMUNITY

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

RESEARCH

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

PEOPLE

G.42 Streamlining processes, also through digital transformation

G.43 Improve occupational well-being

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

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

G.46 Enhance the University assets and real estate

SOCIETY

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

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

G.49 Facilitate low environmental impact mobility

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

PRINCIPLE 4

FACILITATE THE DISSEMINATION OF THE PRINCIPLES OF EQUITY, SUSTAINABILITY, INCLUSION AND RESPECT OF DIVERSITY IN EVERY AREA
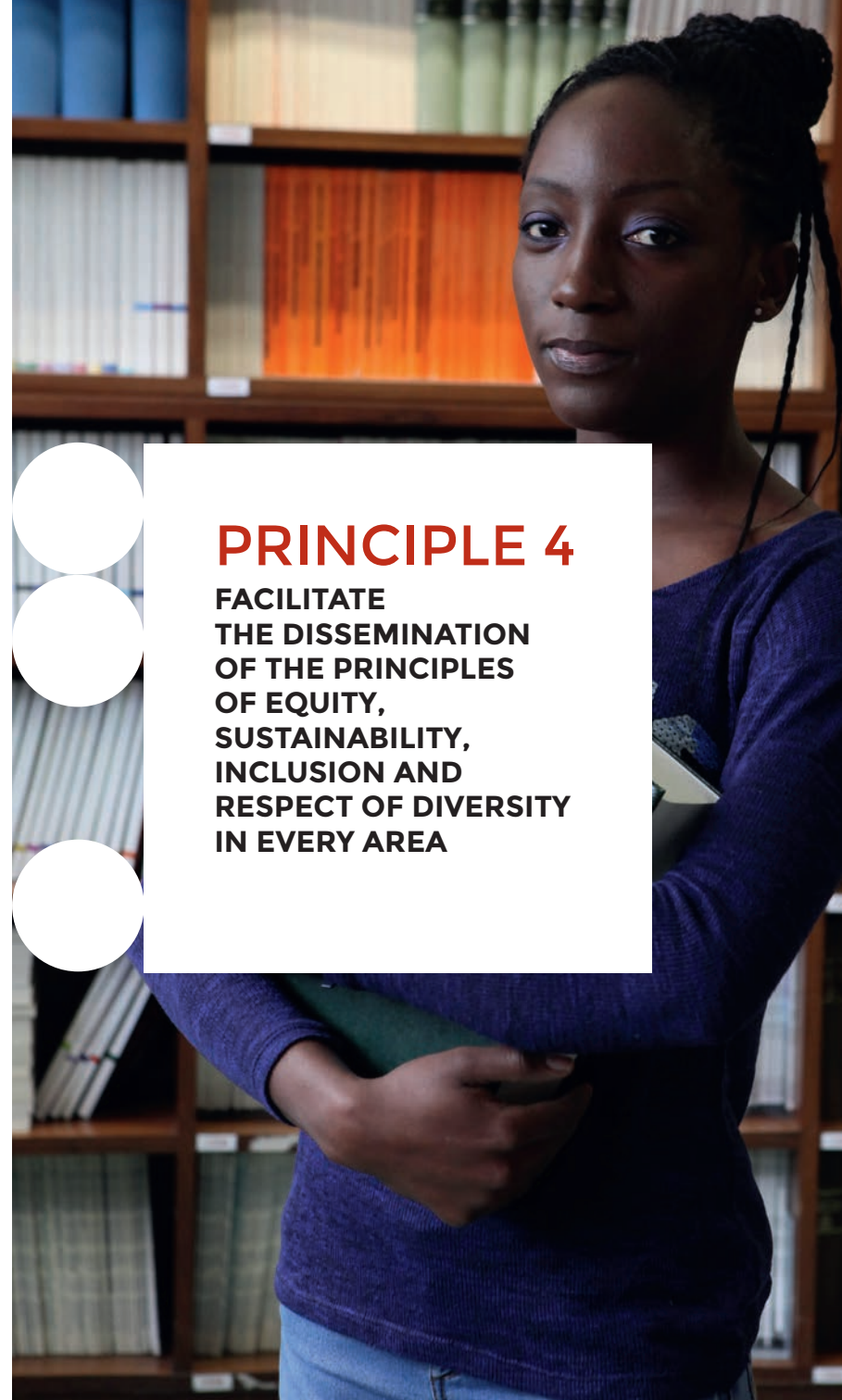
GOAL 01

**EXPAND ACTIONS
TO SUPPORT THE RIGHT
TO HIGHER EDUCATION**

PRINCIPLE

P1

AREA
TEACHING AND STUDENT COMMUNITY

INDICATORS

RESPONSIBILITIES

POLICY
Student Delegate

Deputy Rector for International Relations

Managing director in charge of Finance and Planning

MANAGEMENT
Libraries and Study Services Division

International Relations Division

Campus

ACTIONS

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

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

2018/19	2019/20	2020/21	2024 Target
816	900	908	1,000

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

Source: Libraries and Study Services Division

SDGs

PNRR

GOAL 02

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

PRINCIPLE P1

AREA
TEACHING AND STUDENT
COMMUNITY

RESPONSIBILITIES

POLICY

Deputy Rector for Education

Deputy Rector for International Relations

Student Delegate

MANAGEMENT

Education and PhD Programme Division

International Relations Division

Libraries and Study Services Division

Campus

ACTIONS

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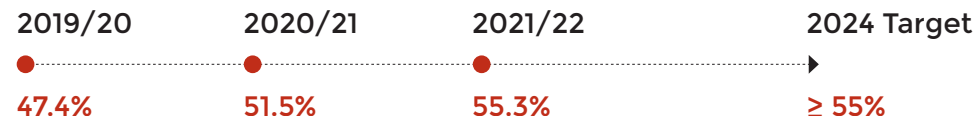
SDGs

4 QUALITY EDUCATION

PNRR

INDICATORS

F.09 NEW ENROLMENTS IN SECOND CYCLE DEGREE PROGRAMMES ADMITTED BY VIRTUE OF A DEGREE AWARDED BY ANOTHER UNIVERSITY	2019/20	2020/21	2021/22	2024 Target
	47.4%	51.5%	55.3%	≥ 55%

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

Source: University Data Warehouse

F.10 EXTRA-REGIONAL MOBILITY	2019/20	2020/21	2021/22	2024 Target
	48.2%	51.1%	53.1%	≥ 50%
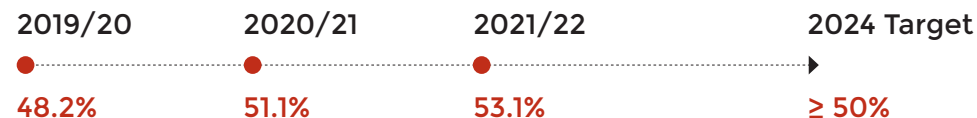
METRICS Percentage of new enrolments in first, second and single cycle degree programmes of residents coming from other regions outside Emilia-Romagna.

Source: University Data Warehouse

F.11 INCOMING EXCHANGE STUDENTS	2018/19	2019/20	2021/22	2024 Target
	3,100	3,058	1,480	>3,000
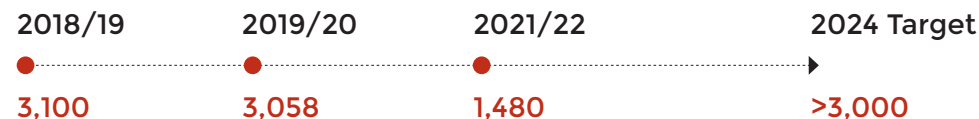
METRICS Number of students involved in all European and non-European mobility programmes in a.y. t/t+1.

Source: University Data Warehouse

F.12 STUDENTS WITH FOREIGN CITIZENSHIP OR INTERNATIONAL CURRICULUM	2019/20	2020/21	2021/22	2024 Target
	8.0%	8.2%	8.6%	over 8%
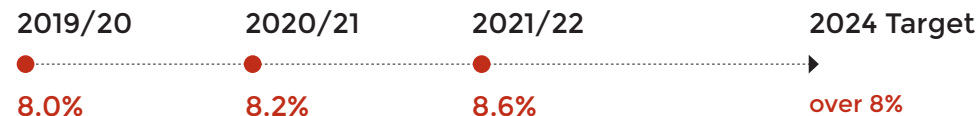
METRICS Students who already hold a foreign degree against total number of students.

Source: University Data Warehouse

GOAL 03
WELCOME AND COACH ALL STUDENTS THROUGHOUT THEIR STUDY COURSES

PRINCIPLE

P1

AREA

TEACHING AND STUDENT COMMUNITY

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Teaching

Deputy Rector for International Relations

Student Delegate

Delegate for Equity, Inclusion and Diversity

MANAGEMENT

Education and PhD Programme Division

Libraries and Study Services Division

International Relations Division

Executive Support Services

Campus

ACTIONS

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

ID.01 NUMBER OF TUTORING FELLOWSHIPS

2018/19	2019/20	2020/21	2024 Target
400	337	1,009	three-year average > previous three-year average (582)

METRICS Number of tutoring fellowships to support students.

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

SDGs

PNRR

GOAL 04

REDUCE DROPOUT RATES AND SUPPORT TIMELY STUDENT CAREER PROGRESSION

PRINCIPLE ● P1

AREA
TEACHING AND STUDENT COMMUNITY

RESPONSIBILITIES

POLICY
Deputy Rector for Education
Student Delegate

MANAGEMENT
Education and PhD Programme Division
Libraries and Study Services Division
Campus

ACTIONS

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

SDGs   4 QUALITY EDUCATION   10 REDUCED INEQUALITIES

PNRR

INDICATORS

F.22 PERCENTAGE OF FIRST-YEAR DROPOUTS	2018/19	2019/20	2020/21	2024 Target
	10.3%	9.4%	10.3%	<10%
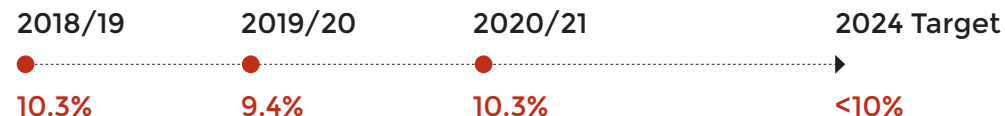
METRICS Number of non-enrolments (dropouts) and transfers to other universities within the first year of study against total number of students enrolled in the cohort of a.y. t/t+1.
Source: University Data Warehouse

F.05 CONTINUATIONS WITH >39 CFU CREDITS OBTAINED IN THE FIRST YEAR	2018/19	2019/20	2020/21	2024 Target
	72.2%	74.2%	71.6%	>74%
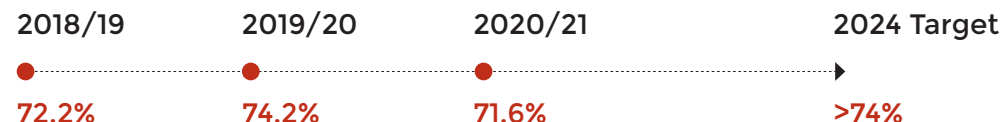
METRICS Percentage of students enrolled in the cohort who enrol in the second year having obtained at least 40 CFU credits by the end of the first academic year.
Source: University Data Warehouse

ID.02 PERCENTAGE OF STUDENTS 'OUTSIDE PRESCRIBED TIME'	2019/20	2020/21	2021/22	2024 Target
	21.9%	19.7%	18.7%	≤18%
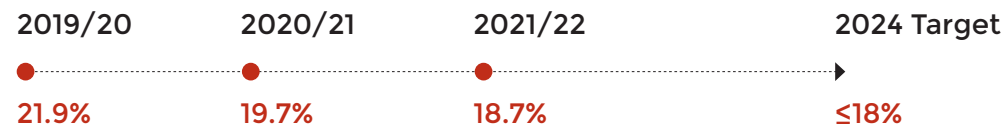
METRICS Number of students 'outside prescribed time' (who have not completed university exams within set time period) against total number of students.
Source: University Data Warehouse

GOAL 05

IMPROVE STUDENT SERVICES

PRINCIPLE

P1

AREA
TEACHING AND STUDENT COMMUNITY

RESPONSIBILITIES

POLICY

Student Delegate

Deputy Rector for Digital Transformation

Delegate for Sustainability

Delegate for Finance and Planning

MANAGEMENT

Libraries and Study Services Division

IT Systems and Services Division

Bologna Services Division

Industrial Relations, Third Mission and Web Communication Division

Executive Support Services

Constructions and Sustainability Division

Assets Division

Finance and Subsidiaries Division

Campus

ACTIONS

- Enhance psychological and medical counselling services, also for international students

- Foster an increasingly digital access to student services across all areas, including guidance, career management, right to higher education, access to international mobility

- Reinforce the role of the Student Ombudsman to ensure constant improvement of services

- Take measures to tackle discrimination and harassment by strengthening the role of the Confidential Counsellor and by launching new, ad hoc services for students

- Increase subsidies for public transport, also to support the most economically disadvantaged students

- Increase subsidies for access to cultural and sports activities, also through agreements with local public and private organisations

- Increase subsidies to purchase software at a discounted price or for free

- Adopt new communication strategies to disseminate knowledge of the services and help improve them

INDICATORS

ID.03 STUDENT SATISFACTION FOR SERVICES

2019	2020	2021	2024 Target
4,14	4,32	4,34	≥ 4,4

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

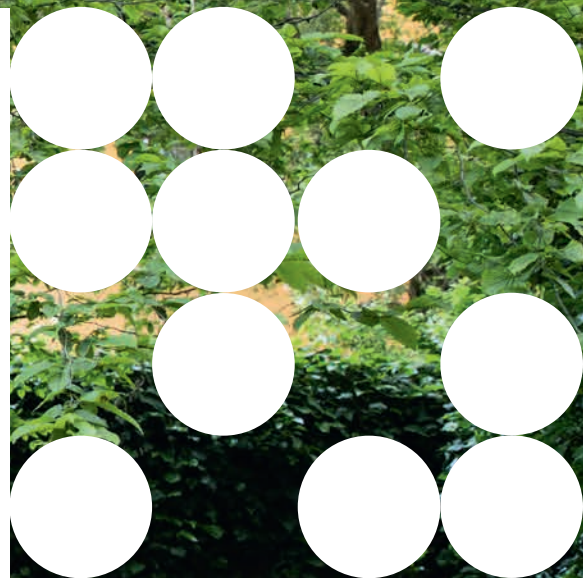*Source: PoliMI Good Practice Questionnaire*

SDGs

PNRR

GOAL 06

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

PRINCIPLE

P1

AREA

TEACHING AND STUDENT COMMUNITY

INDICATORS

RESPONSIBILITIES

POLICY

Student Delegate

Deputy Rector for Education

Delegate for Constructions

Delegate for Cultural Heritage

MANAGEMENT

Bologna Services Division

Libraries and Study Services Division

Constructions and Sustainability Division

Campus

ACTIONS

- Increase the number and improve the quality of study rooms across the Multicampus, in order to ensure a more widespread distribution and a more flexible use, also to facilitate socialisation and co-studying

- Extend opening times of study rooms and libraries

- Increase meeting spaces and refreshment points at each site, also by redesigning and repurposing available spaces

- Build special use areas for sports, social activities and study inside the new student residences

- Strengthen partnerships with local public and private organisations to increase and develop study and meeting spaces for students

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ID.04 NUMBER OF SEATS IN STUDY ROOMS

2021	2024 Target
2,166	2,383

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

Source: Libraries and Study Services Division

SDGs

PNRR

GOAL 07

**ENHANCE
THE AVAILABILITY
AND QUALITY
OF STUDENT
ACCOMMODATION**

PRINCIPLE

P1

AREA
TEACHING AND STUDENT COMMUNITY

INDICATORS

RESPONSIBILITIES

POLICY	MANAGEMENT
Student Delegate	Libraries and Study Services Division
Deputy Rector for International Relations	Constructions and Sustainability Division
Delegate for Constructions	Assets Division
Delegate for Sustainability	Campus

ACTIONS

- Establish new agreements with local public and private organisations to expand the range of student accommodation available, improve its quality and ensure access also to international students

- Strengthen services aimed at facilitating the search for accommodation and matching supply and demand, also through innovative technological and communication solutions and in association with local public and private organisations

- Support policies for the management of buildings and assets that increase the availability and quality of student accommodation

- Take measures to make rents more sustainable for economically disadvantaged students from outside Bologna, also in agreement with regional and municipal organisations

- Expand actions to favour fairer and more inclusive housing policies across all Multicampus cities

- Test initiatives to promote non-systematic and night mobility, to improve the residential attractiveness of areas far from the city centres

ID.05 BEDS

2021/22	2024 Target
2,022	+ 150

METRICS Number of beds managed by the Regional Authority for the Right to Higher Education – ER.GO or UNIBO.
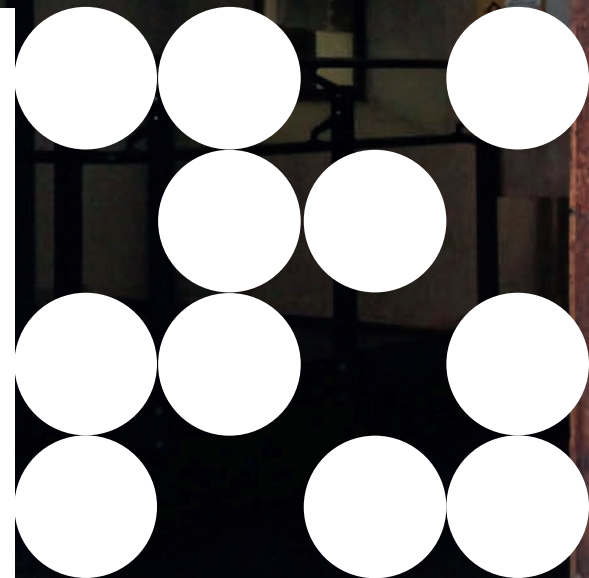
Source: Libraries and Study Services Division

SDGs

PNRR

GOAL 08

**PROMOTE
STUDENT
ENGAGEMENT
IN ACADEMIC LIFE**

PRINCIPLE

P1

AREA

TEACHING AND STUDENT COMMUNITY

INDICATORS

RESPONSIBILITIES

POLICY

Student Delegate

Deputy Rector for Education

Delegate for Public Engagement

MANAGEMENT

Libraries and Study Services Division

Education and PhD Programme Division

General Administration Division

Campus

Industrial Relations, Third Mission and Web Communication Division

ACTIONS

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

ID.06 NUMBER OF INTERNSHIPS

2019	2020	2021	2024 Target
●	●	●	▶
1,331	1,968	2,645	≥ media 2019-21 (1,981)
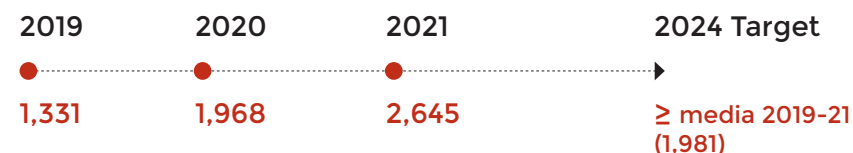
METRICS Number of internal curricular internships at University facilities.

Source: University Data Warehouse (internship application)

ID.07 SPACES GRANTED TO AUTHORISED STUDENT ASSOCIATIONS

2019	2020	2021	2024 Target
●	●	●	▶
181.99	181.99	–	300 sq.m.
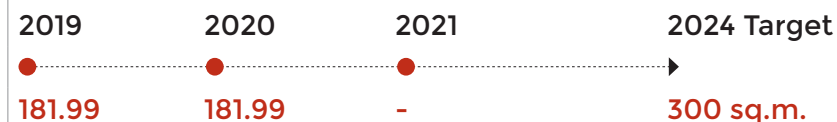
METRICS Spaces (sq.m.) officially granted to authorised student associations based on agreements executed in the calendar year of reference.

Source: Libraries and Study Services Division; Assets Division

SDGs 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

PNRR

GOAL 09

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

PRINCIPLE

P1

AREA
RESEARCH

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Research

Deputy Rector for Personnel

POLICY

Research Division

Personnel Division

Industrial Relations, Third Mission
and Web Communication Division

Bioethics Committee

ACTIONS

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

IR.01 PURE RESEARCH FUNDING

2020	2021	2022	2024 Target
36,021,653	38,267,926	41,712,863	>44 mln
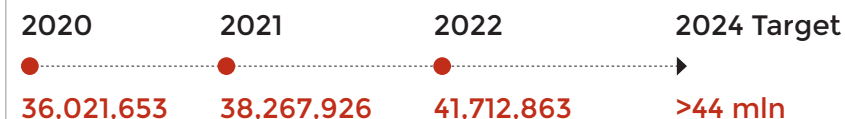
METRICS Adjusted budget for operating and multi-year costs to fund pure research (BIR, Research projects funded by UNIBO, ALMAIDEA, PSSD Projects).

Source: Finance and Subsidiaries Division – Budget Unit

SDGs

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

PNRR

GOAL 10

IMPROVE THE QUALITY OF SHARED RESEARCH FACILITIES, EQUIPMENT AND INFRASTRUCTURE

PRINCIPLE

P1

AREA

RESEARCH

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Research

Deputy Rector for Digital Transformation

Delegate for Constructions

Delegate for Cultural Heritage

POLICY

Research Division

IT Systems and Services Division

Constructions and Sustainability Division

Assets Division

Bologna Services Division

Tenders and Procurement Division

University Museum Network

Libraries and Study Services Division

ACTIONS

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

---

IR.02 COSTS FOR RESEARCH PROJECT EQUIPMENT

2019	2020	2021	2024 Target
9.63	10.63	10.67	Total 22-24 >10% of the Total 19-21 (30.9 million)

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

Source: Finance and Subsidiaries Division – Budget Unit

SDGs

PNRR

GOAL 11

**EXPAND
AND IMPROVE
RECRUITMENT
FROM THE OUTSIDE
AND ABROAD**

PRINCIPLE

P1

AREA

PEOPLE

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Personnel

Deputy Rector for International Relations

MANAGEMENT

Personnel Division

International Relations Division

ACTIONS

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

IP.01 PERCENTAGE OF PROFESSORS HIRED FROM THE OUTSIDE

2016/18	2017/19	2018/20	Target
32%	34%	34%	38%
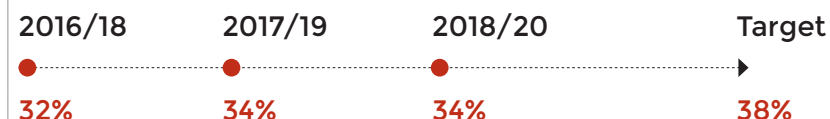
METRICS Percentage of university hiring capacity used to "ire full professors and associate professors from the outside against total number of 'hiring capacity" used in the three-year period of reference.

Source: PROPER – CINECA database

SDGs

PNRR

GOAL 12

INCREASE INTERNATIONAL MOBILITY OF TEACHING, TECHNICAL AND ADMINISTRATIVE STAFF

PRINCIPLE

P1

AREA

PEOPLE

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for International Relations

Deputy Rector for Personnel

Deputy Rector for Education

MANAGEMENT

International Relations Division

Personnel Division

Education and PhD Programme Division

ACTIONS

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

---

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

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

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

Source: University Data Warehouse

SDGs

4 QUALITY EDUCATION

PNRR

GOAL 13

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

PRINCIPLE

P1

AREA
SOCIETY

INDICATORS

RESPONSIBILITIES

POLICY
Deputy Rector

Delegate for Institutional Communication

Delegate for Equity, Inclusion
and Diversity

Deputy Rector for Digital Transformation

MANAGEMENT
Industrial Relations, Third Mission
and Web Communication Division

Corruption Prevention
and Transparency Supervisor

IT Systems and Services Division

ACTIONS

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

SDGs

PNRR

IS.01 WEBSITE

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

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

Source: Industrial Relations, Third Mission and Web Communication Division

IS.02 FEEDBACK on the INTRANET

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

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

Source: Industrial Relations, Third Mission and Web Communication Division

GOAL 14

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

PRINCIPLE

P1

AREA
SOCIETY

INDICATORS

RESPONSIBILITIES

POLICY

Delegate for Public Engagement

Delegate for Institutional Communication

Delegate for Industrial Relations
and Research

Delegate for Sustainability

Deputy Rector for International Relations

MANAGEMENT

Industrial Relations, Third Mission
and Web Communication Division

Executive Support Services
Communication

ACTIONS

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

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

2019	2020	2021	Target
50.8%	50.7%	55.9%	≥ 50%
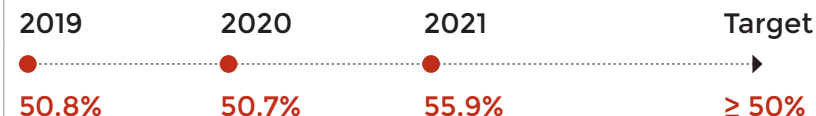
METRICS Number of graduates in LM and LMCU degree programmes employed in Emilia-Romagna, interviewed three years after graduation

Source: AlmaLaurea

SDGs

PNRR

GOAL 15

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

PRINCIPLE

P1

AREA
SOCIETY

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for International Relations

Student Delegate

Deputy Rector for Personnel

Delegate for Equity, Inclusion
and Diversity

MANAGEMENT

International Relations Division

Libraries and Study Services Division

Personnel Division

ACTIONS

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

---

IS.04 STUDENTS WITH RESIDENCE PERMIT FOR HUMANITARIAN REASONS

2019/20	2020/21	2021/22	Target
48	57	46	≥50
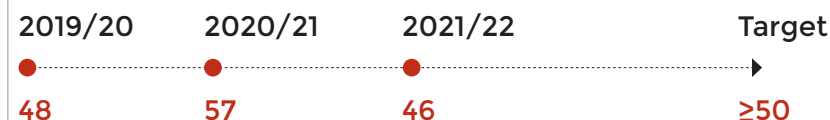
METRICS Number of students enrolled in degree courses with residence permit for humanitarian reasons (asylum, subsidiary protection, asylum seekers, humanitarian grounds).

Source: University Data Warehouse

SDGs

4 QUALITY EDUCATION

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

PNRR

GOAL 16

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

RESPONSIBILITIES

POLICY

Delegate for Relations with the
Healthcare Service

MANAGEMENT

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

ACTIONS

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

SDGs 3 GOOD HEALTH AND WELL-BEING 17 PARTNERSHIPS FOR THE GOALS

PNRR

GOAL 17

ENSURE QUALITY, INNOVATIVE AND LONG-TERM SUSTAINABLE TEACHING

PRINCIPLE P2

AREA
TEACHING AND STUDENT COMMUNITY

RESPONSIBILITIES

POLICY
Deputy Rector for Teaching

Deputy Rector

Deputy Rector for Digital Transformation

Student Delegate

MANAGEMENT
Education and PhD Programme Division

Bologna Services Division

IT Systems and Services Division

Campus

ACTIONS

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

INDICATORS

ID.08 GRADUATE SATISFACTION

	2019	2020	2021	2024 Target
	90.8%	91.1%	91.3%	≥ 90%

METRICS Percentage of graduates who answer "Absolutely yes" or "More yes than no", to the question "Are you generally satisfied with your degree programme?"
Source: AlmaLaurea

ID.09 EQUIVALENT TEACHING HOURS PER PROFESSOR/ASSISTANT PROFESSOR

	2019	2020	2021	2024 Target
	148.5	149.5	150.3	140

METRICS Hours per equivalent professor included in the teaching programme (including adjunct professors).
Source: University Data Warehouse

ID.10 PERCENTAGE OF POWERED WORKSTATIONS

	2021	2024 Target
	20%	60%

METRICS Number of powered workstations against total number of workstations that could be powered.
Source: Bologna Services Division

SDGs

PNRR

GOAL 18

ENCOURAGE STUDY AND RESEARCH TRAINING EXPERIENCES ABROAD

PRINCIPLE

P2

AREA
TEACHING AND STUDENT COMMUNITY

INDICATORS

RESPONSIBILITIES

POLICY
Deputy Rector for International Relations

Deputy Rector for Education

Deputy Rector for Research

Student Delegate

Deputy Rector for Digital Transformation

MANAGEMENT
International Relations Division

Education and PhD Programme Division

ACTIONS

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

F.14 OUTGOING STUDENTS

2018/19	2019/20	2020/21	2024 Target
3,640	3,254	2,080	3,600

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

Source: University Data Warehouse; Teaching Chain General Coordinators

R.03 PERCENTAGE OF OUTGOING PhD STUDENTS

2019	2020	2021	2024 Target
34.6%	21.6%	21.2%	≥ 34%
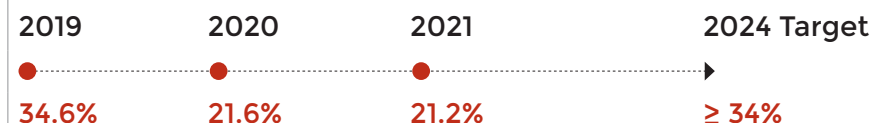
METRICS Number of PhD students who have spent at least 30 cumulative days in the calendar year abroad against total number of PhD students.

Source: University Data Warehouse

SDGs

PNRR

GOAL 19
STRENGTHEN INTERNATIONAL TEACHING

PRINCIPLE

P2

AREA
TEACHING AND STUDENT COMMUNITY

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for International Relations

Deputy Rector for Education

Delegate for Equity, Inclusion and Diversity

Student Delegate

MANAGEMENT

International Relations Division

Education and PhD Programme Division

ACTIONS

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

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

2020/21	2021/22	2023/24	2024 Target
20.3%	21.6%	23,.3%	≥ 23%
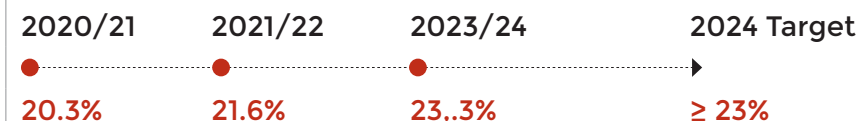
METRICS (PRO3 D_h) - Number of course units taught in a foreign language against total number of course units in the academic year.

Source: SUA-CdS (course units taught)

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

2019/20	2020/21	2021/22	2024 Target
36	37	40	45
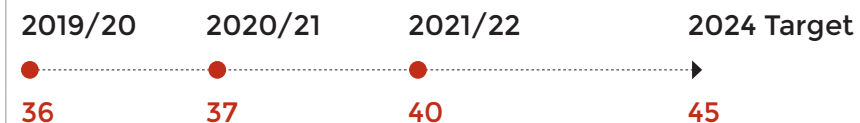
METRICS Number of degree programmes that award multiple and joint degrees with international partners.

Source: University Data Warehouse

SDGs   4 QUALITY EDUCATION   16 PEACE, JUSTICE AND STRONG INSTITUTIONS

PNRR

GOAL 20

**STRENGTHEN
THE QUALITY
OF RESEARCH**

PRINCIPLE

P2

AREA
RESEARCH

INDICATORS

RESPONSIBILITIES

POLICY
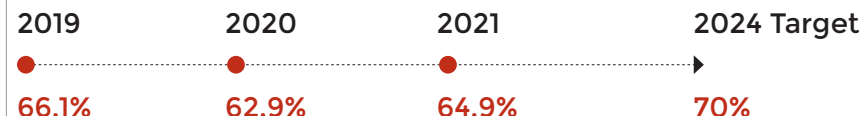Deputy Rector for Research

MANAGEMENT
Research Division

Industrial Relations, Third Mission and Web Communication Division

ACTIONS

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

SDGs

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

PNRR

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

2019	2020	2021	2024 Target
66.1%	62.9%	64.9%	70%

METRICS Distribution of products published in the years t-4 to t-1 by the population in service as at 31/12 of year t in VQR 2011-14 groups based on the Single Index. The Single Index calculates the 'distance' of every product from the straight line which passes through the point (0,0) on the plane corresponding to the product year. The plane has as its abscissa "the percentile indicator impact of the journal" and as its ordinate "the percentile of the number of citations". Best 10% group (Single Index >= 0.9), 10-30% group (Single Index < 0.9 and >= 0.7), 30-50% group (Single Index < 0.7 and >= 0.5), 50-80% group (Single Index < 0.5 and >= 0.2), 80-100% group (Single Index < 0.2) Notes: The indicator is only calculated for Departments that have professors in Bibliometric Areas. In 2020 and 2021, the best Single Index available for the Subject Categories recognised by ANVUR in VQR 2015-2019 was taken into account for each product-author.

Source: University Data Warehouse

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

2020	2021	2024 Target
12.2%	12.6%	13%

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

Source: IRIS Application; University Data Warehouse

GOAL 21

**ENCOURAGE
INTERDISCIPLINARY
RESEARCH**

PRINCIPLE

P2

AREA
RESEARCH

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Research

Delegate for Public Engagement

Delegate for Constructions

MANAGEMENT

Research Division

Constructions and Sustainability Division

ACTIONS

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

PQ.01 INTERDISCIPLINARY PUBLICATIONS

2019	2020	2021	2024 Target
11.7%	12.5%	14.5%	16%
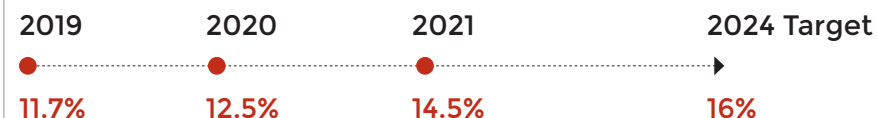
METRICS Number of publications with co-authors from different VRA areas or different subject groups (SSD) against total number of publications.

Source: University Data Warehouse

SDGs 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

PNRR

GOAL 22
**SUPPORT
AND INCREASE
PARTICIPATION
IN INTERNATIONAL,
NATIONAL AND LOCAL
COMPETITIVE CALLS**

PRINCIPLE

P2

AREA

RESEARCH

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Research

Deputy Rector for International Relations

MANAGEMENT

Research Division

International Relations Division

Industrial Relations, Third Mission and Web Communication Division

ACTIONS

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

---

R.09 FUNDING FROM NATIONAL AND INTERNATIONAL PROJECTS

2019	2020	2021	2024 Target
100.4	117.5	106.5	>120 million

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

Source: University Data Warehouse

SDGs

PNRR

GOAL 23

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

PRINCIPLE

P2

AREA
RESEARCH

INDICATORS

RESPONSIBILITIES

POLICY

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

MANAGEMENT

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

ACTIONS

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

SDGs

4 QUALITY EDUCATION

PNRR

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

XXXV	XXXVI	XXXVII	2024 Target
35.9%	40.5%	36.0%	>40%
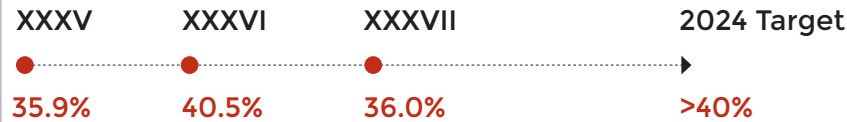
METRICS PhD students who are admitted by virtue of a degree awarded by another university against total number of students.

Source: University Data Warehouse

IR.04 PhD STUDENT EMPLOYMENT

2018	2019	2020	2024 Target
92.4%	92.6%	94.0%	>95%
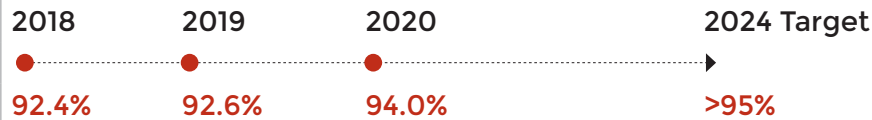
METRICS Percentage of PhD graduates who declare to be employed one year after graduation against total number of interviewees.

Source: AlmaLaurea

GOAL 24
REINFORCE BIOMEDICAL AND TRANSLATIONAL RESEARCH BY STRENGTHENING SHARED PLATFORMS AND BECOMING MORE ENGAGED IN THE CARE NETWORKS
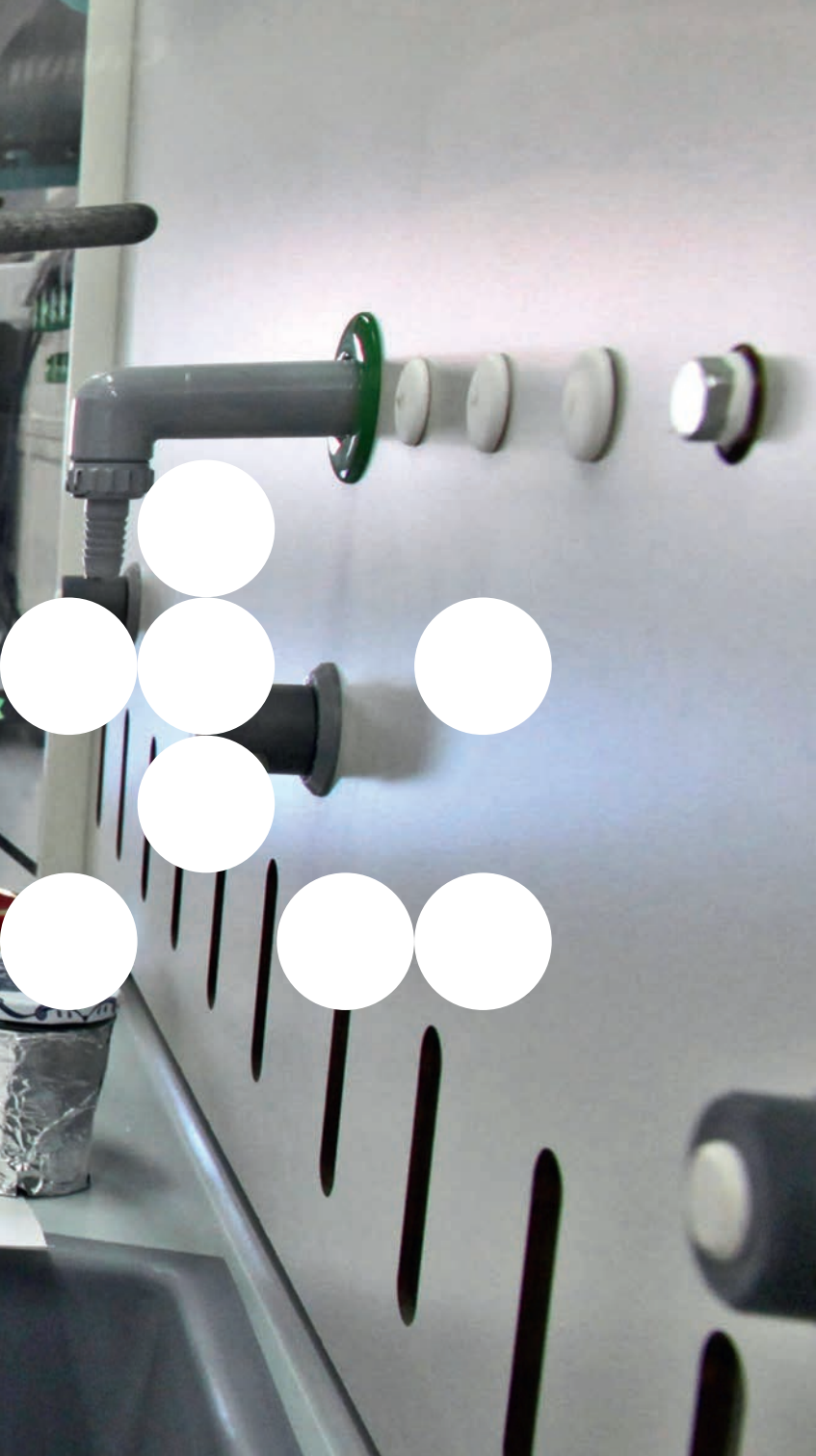
RESPONSIBILITIES

POLICY

Delegate for Relations with the Health Service

Deputy Rector for Research

MANAGEMENT

Research Division Medical

Area Services Division

IT Systems and Services Division

Constructions and Sustainability Division

Assets Division

ACTIONS

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

SDGs   **3** GOOD HEALTH AND WELL-BEING

GOAL 25

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

PRINCIPLE

P2

AREA
RESEARCH

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Research

Delegate for Public Engagement

Delegate for Equity, Inclusion and Diversity

Delegate for Relations with the Health Service

Delegate for Industrial Relations and Research

MANAGEMENT

Research Division

Industrial Relations, Third Mission and Web Communication Division

ACTIONS

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

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

2012/19	2013/20	2014/21	2024 Target
17,803	19,709	20,748	22,000

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

Source: Scopus

SDGs

17 PARTNERSHIPS FOR THE GOALS

PNRR

GOAL 26
**VALUE MERIT
IN RECRUITMENT
AND CAREER
PROGRESSION**

PRINCIPLE

P2

AREA
PEOPLE

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Personnel

Deputy Rector for Research

MANAGEMENT

Personnel Division

ACTIONS

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

IP.03 EVALUATION OF HIRING OF NEW RECRUITS

2016/18	2017/19	2018/20	2024 Target
118.6	116.6	114.2	>116.5

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

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

SDGs

8 DECENT WORK AND ECONOMIC GROWTH

PNRR

GOAL 27

ENCOURAGE DIALOGUE WITH SCHOOLS FOR STUDENT GUIDANCE AND TRAINING PURPOSES

PRINCIPLE

P2

AREA
SOCIETY

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Education

Student Delegate

Delegate for Public Engagement

MANAGEMENT

Education and PhD Programme Division

Libraries and Study Services Division

Division Research Division

ACTIONS

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

IS.05 GUIDANCE PROJECTS IN PARTNERSHIP WITH SCHOOLS

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

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

Source: Education and PhD Programme Division

SDGs

PNRR

GOAL 28

**FACILITATE
CURRICULAR
AND TRAINING
INTERNSHIPS**

PRINCIPLE

P3

AREA

TEACHING AND STUDENT COMMUNITY

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Education

Deputy Rector for International Relations

Students Delegate

Delegate for Industrial Relations
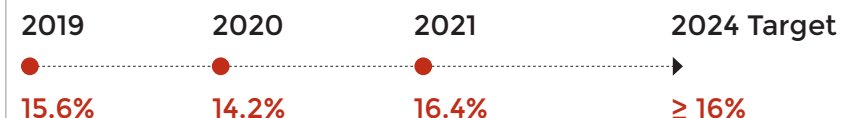and Research

MANAGEMENT

Education and PhD Programme Division

International Relations Division

Industrial Relations, Third Mission
and Web Communication Division

Libraries and Study Services Division

Campus

ACTIONS

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

---

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

2019	2020	2021	2024 Target
15.6%	14.2%	16.4%	≥ 16%

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

Source: University Data Warehouse

SDGs

PNRR

GOAL 29

**DEVELOP
AND ENHANCE
VOCATIONAL TRAINING
AND LIFE-LONG
LEARNING PROGRAMMES**

PRINCIPLE

P3

AREA
TEACHING AND STUDENT COMMUNITY

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Education

Deputy Rector for International Relations

Student Delegate

Delegate for Industrial Relations
and Research

MANAGEMENT

Education and PhD Programme Division

International Relations Division

Libraries and Study Services Division

Campus

ACTIONS

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

T.04 VOCATIONAL TRAINING PROGRAMME STUDENTS

2018/19	2019/20	2020/21	2024 Target
2,641	2,585	2,797	2,900

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

Source: University Data Warehouse

SDGs

PNRR

GOAL 30

**IMPROVE GUIDANCE
FOR UNDERGRADUATES
TO PROMOTE GRADUATE
EMPLOYMENT**

PRINCIPLE

P3

AREA

TEACHING AND STUDENT COMMUNITY

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Education

Student Delegate

Delegate for Industrial Relations and Research

Deputy Rector for Research

MANAGEMENT

Education and PhD Programme Division

Libraries and Study Services Division

Industrial Relations, Third Mission and Web Communication Division

Campus

ACTIONS

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

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

2018	2019	2020	2024 Target
305	368	131	250

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

Source: Industrial Relations, Third Mission and Web Communication Division

ID.14 NUMBER OF UNDERGRADUATES INVOLVED IN GUIDANCE INITIATIVES

2019	2020	2021	2024 Target
5,501	6,624	4,716	5,500

METRICS Number of undergraduates involved in guidance meetings.

Source: Industrial Relations, Third Mission and Web Communication Division

SDGs 8 DECENT WORK AND ECONOMIC GROWTH

PNRR

GOAL 31

**FACILITATE
THE DEVELOPMENT
OF OPEN SCIENCE**

PRINCIPLE

P3

AREA
RESEARCH

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Research

Delegate for Cultural Heritage

Deputy Rector for Digital Transformation

Delegate for Public Engagement

Delegate for Institutional Communication

MANAGEMENT

Research Division

Industrial Relations, Third Missions and Web Communication Division

Libraries and Study Services Division

IT Systems and Services Division

Executive Support Services

ACTIONS

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

R.12 PERCENTAGE OF OPEN ACCESS PUBLICATIONS

2019	2020	2021	2024 Target
44.4%	51.2%	51.7%	60%
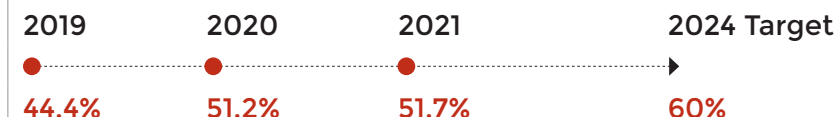
METRICS Journal articles published by the employed staff in the year of reference (professors, assistant professors, research fellows and PhD students) and labelled as partially or fully Open Access products on IRIS against total number of journal articles on IRIS.

Source: University Data Warehouse

SDGs

PNRR

GOAL 32

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

PRINCIPLE

P3

AREA
PEOPLE

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Personnel

Delegate for Equity, Inclusion and Diversity

Deputy Rector for Digital Transformation

Deputy Rector

MANAGEMENT

Personnel Division

Risk Prevention and Protection Service

ACTIONS

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

---

IP.04 AVERAGE NUMBER OF TRAINING HOURS PROVIDED TO STAFF

2019	2020	2021	2024 Target
8.2	8.2	10.4	> Average three-year period 18-20 (7.2)
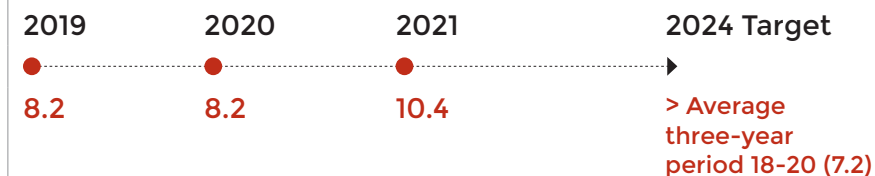
METRICS Hours of training provided against total number of professors, assistant professors and technical and administrative staff.

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

SDGs

8 DECENT WORK AND ECONOMIC GROWTH

PNRR

GOAL 33

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

PRINCIPLE

P3

AREA
SOCIETY

INDICATORS

RESPONSIBILITIES

POLICY

Delegate for Industrial Relations and Research

Delegate for Public Engagement

Deputy Rector for Research

Delegate for Institutional Communication

POLICY

Industrial Relations, Third Mission and Web Communication Division

Campus

Research Division

Executive Support Services

ACTIONS

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

T.03 EARNINGS FROM COMMISSIONED COMMERCIAL AND SCIENTIFIC ACTIVITIES

2019	2020	2021	2024 Target
28.1	28.8	36.7	≥30
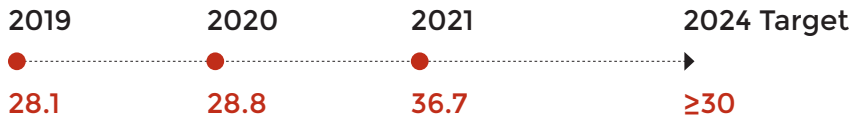
METRICS Earnings from macro project linked to business activities, including those derived from ongoing tenders. Data in million euros.

Source: University Data Warehouse

IS.06 PERCENTAGE OF PhD SCHOLARSHIPS FUNDED FROM THE OUTSIDE

XXXV (2019/20)	XXXVI (2020/21)	XXXVII (2021/22)	2024 Target
47.4%	49.3%	48.3%	50%
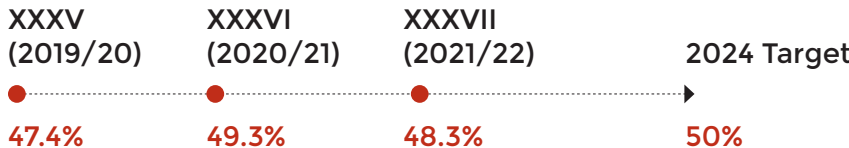
METRICS Number of PhD scholarships (including equivalent funding) funded by external organisations against total number of scholarships.

Source: University Data Warehouse

SDGs

PNRR

GOAL 34

**EXPAND
AND MAKE PUBLIC
ENGAGEMENT
INITIATIVES
MORE EFFECTIVE**

PRINCIPLE

P3

AREA
SOCIETY

INDICATORS

RESPONSIBILITIES

POLICY

Delegate for Public Engagement

Deputy Rector for Research

Delegate for Institutional Communication

MANAGEMENT

Industrial Relations, Third Mission and Web Communication Division

Tenders and Procurement Division

Executive Support Services

Assets Division

Campus

ACTIONS

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

IS.07 NUMBER OF PUBLIC ENGAGEMENT EVENTS HELD BY DEPARTMENTS

2021	2024 Target
0	32 (1 per Department)

METRICS Number of public engagement events held by Departments in a year.
Source: Industrial Relations, Third Mission and Web Communication Division
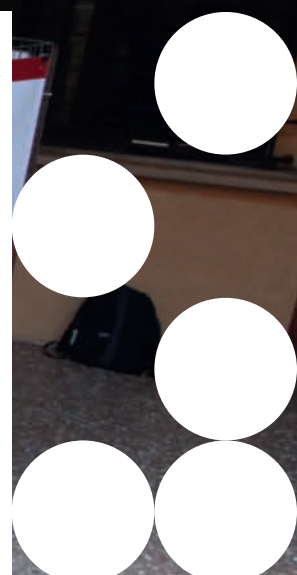
SDGs

4 QUALITY EDUCATION

PNRR

GOAL 35

PROMOTE FUNDRAISING IN FAVOUR OF HIGH SOCIAL IMPACT INITIATIVES

PRINCIPLE

P3

AREA
SOCIETY

INDICATORS

RESPONSIBILITIES

POLICY

Delegate for Public Engagement

Delegate for Finance and Planning

Delegate for Institutional Communication

MANAGEMENT

Finance and Subsidiaries Division

Assets Division

Industrial Relations, Third Mission and Web Communication Division

Executive Support Services

Campus

ACTIONS

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

---

IS.08 AMOUNT OF DONATIONS

2021	2024 Target
●	▶
2.9	+10% (3.2)

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

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

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SDGs

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

PNRR

GOAL 36

STRENGTHEN SOCIAL, ECONOMIC AND CULTURAL DEVELOPMENT AID PROJECTS

PRINCIPLE

P3

AREA
SOCIETY

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for International Relations

Deputy Rector for Research

Delegate for Industrial Relations
and Research

MANAGEMENT

International Relations Division

Research Division

Industrial Relations, Third Mission
and Web Communication Division

ACTIONS

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

T.05 NUMBER OF DEVELOPMENT AID PROJECTS

2019	2020	2021	2024 Target
49	53	42	50

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

Source: International Relations Division

SDGs 16 PEACE, JUSTICE AND STRONG INSTITUTIONS · 17 PARTNERSHIPS FOR THE GOALS

PNRR

GOAL 37

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

PRINCIPLE

P3

AREA
SOCIETY

INDICATORS

RESPONSIBILITIES

POLICY
Delegate for Industrial Relations and Research

Deputy Rector for Research

Delegate for Public Engagement

Delegate for Constructions

MANAGEMENT
Industrial Relations, Third Mission and Web Communication Division

Constructions and Sustainability Division

Research Division

ACTIONS

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

T.01 NUMBER OF EXISTING INTELLECTUAL PROPERTY TITLES

2019	2020	2021	2024 Target
199	209	224	240

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

Source: University Data Warehouse

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

2019	2020	2021	2024 Target
38	49	59	70

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

Source: Industrial Relations, Third Mission and Web Communication Division

SDGs 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

PNRR

GOAL 38

**ENHANCE
AND PROMOTE
ALMA MATER
CULTURAL
HERITAGE**

PRINCIPLE

P3

AREA

SOCIETY

INDICATORS

RESPONSIBILITIES

POLICY

Delegate for Cultural Heritage

Deputy Rector for Research

Delegate for Public Engagement

Deputy Rector for International Relations

Delegate for Institutional Communication

Deputy Rector for Digital Transformation

MANAGEMENT

University Museum Network

University Library System

Libraries and Study Services Division

Tenders and Procurement Division

Assets Division

Education and PhD Programme Division

Research Division

Campus

ACTIONS

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

IS.09 NUMBER OF VISITORS OF THE MUSEUM NETWORK

2019	2020	2021	2024 Target
130,000	40,329	75,353	≥ 135,000

METRICS Number of visitors of the University Museum Network.

Source: University Museum Network

IS.10 NUMBER OF PUBLICATIONS IN DIGITAL COLLECTIONS

2021	2024 Target
200,000	≥ 300,000

METRICS Number of publications in digital collections.

Source: Libraries and Study Services Division

SDGs

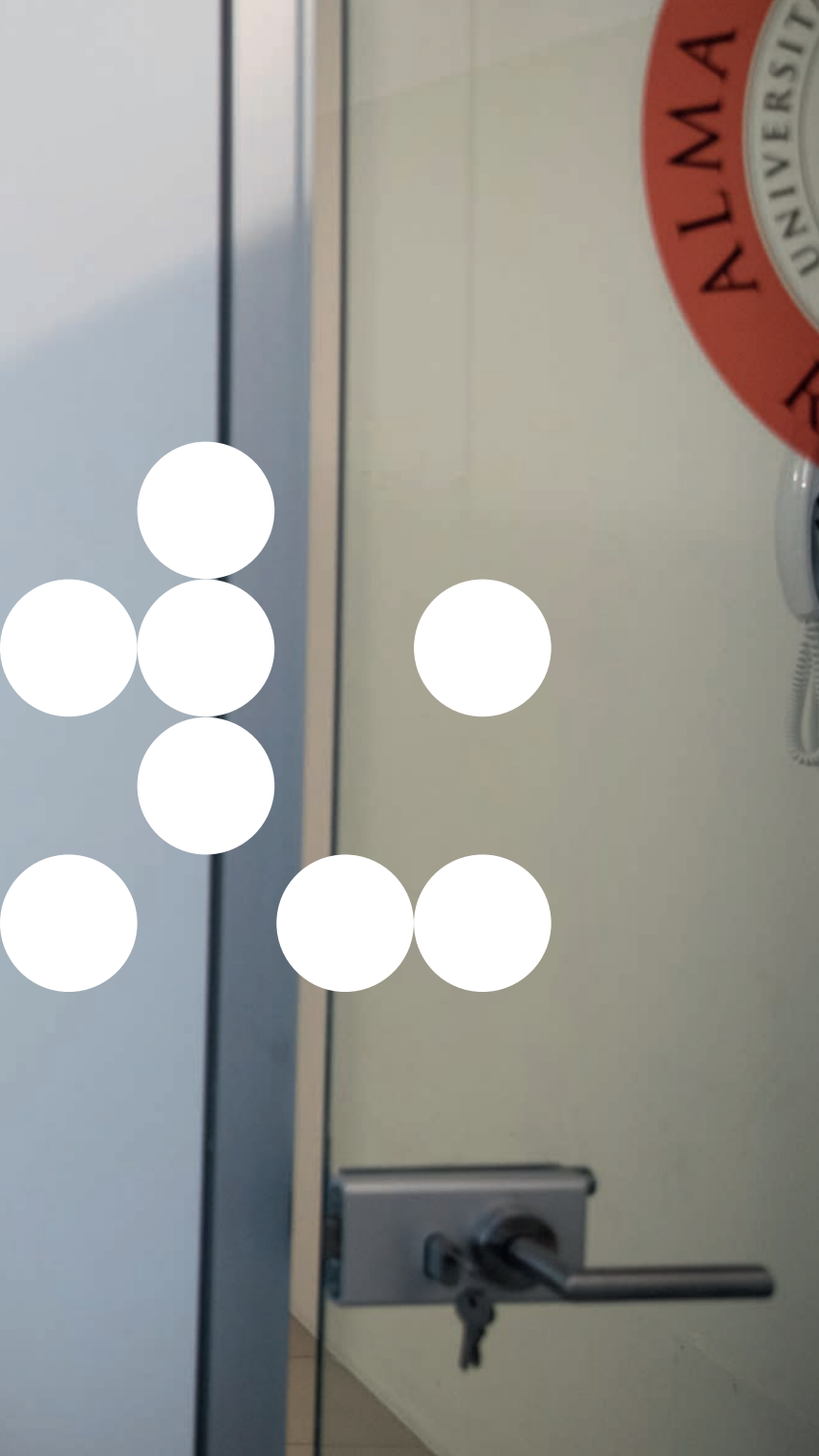11 SUSTAINABLE CITIES AND COMMUNITIES

PNRR

GOAL 39

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

PRINCIPLE **P3**   AREA
SOCIETY

RESPONSIBILITIES

POLICY

Delegate for Relations with the Health Service

Deputy Rector for Research

MANAGEMENT

Medical Area Services Division

Education and PhD Programme Division

Research Division

ACTIONS

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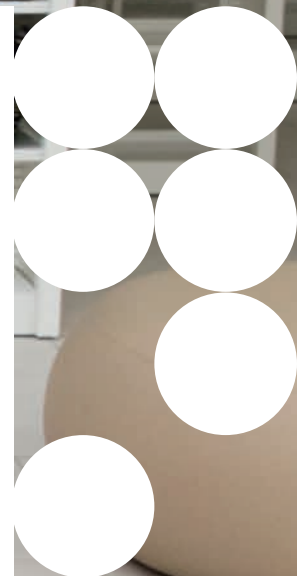

SDGs   3 GOOD HEALTH AND WELL-BEING

PNRR

GOAL 40

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

PRINCIPLE

P4

AREA
TEACHING AND STUDENT COMMUNITY

INDICATORS

RESPONSIBILITIES

POLICY

Delegate for Equity, Inclusion and Diversity

Delegate for Institutional Communication

Deputy Rector for Digital Transformation

MANAGEMENT

Libraries and Study Services Division

Executive Support Division

IT Systems and Services Division

ACTIONS

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

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

2021	2024 Target
4.2	≥ 4.2

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

Source: Libraries and Study Services Division

ID.16 GRANTS ISSUED TO LOW-INCOME STUDENTS

2021	2024 Target
76	+30% (99)

METRICS Number of grants issued to low-income students.

Source: Libraries and Study Services Division

SDGs

4 QUALITY EDUCATION

10 REDUCED INEQUALITIES

PNRR

GOAL 41

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

PRINCIPLE

P4

AREA
RESEARCH

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Research

Delegate for Public Engagement

Delegate for Equity, Inclusion and Diversity

Deputy Rector for Education

Delegate for Sustainability

MANAGEMENT

Education and PhD Programme Division

Research Division

Campus

ACTIONS

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

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

2012/19	2013/20	2014/21	Target 2024
11,374	12,542	13,146	15,000

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

Source: Scopus

SDGs

PNRR

GOAL 42
STREAMLINE PROCESSES, ALSO THANKS TO DIGITAL TRANSFORMATION

PRINCIPLE P4   **AREA**
                    PEOPLE

RESPONSIBILITIES

POLICY

Delegate for Process Streamlining

Deputy Rector for Digital Transformation

Deputy Rector for International Relations

Deputy Rector for Research

Delegate for Industrial Relations
and Research

Delegate for Constructions

MANAGEMENT

Executive Support Services

IT Systems and Services Division

Personnel Division

Tenders and Procurement Division

International Relations Division

Campus

ACTIONS

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

SDGs   9 INDUSTRY, INNOVATION AND INFRASTRUCTURE   **PNRR**

GOAL 43

**IMPROVE
OCCUPATIONAL
WELLBEING**

PRINCIPLE

P4

AREA

PEOPLE

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Personnel

Delegate for Equity, Inclusion and Diversity

Deputy Rector

Confidential Counsellor

MANAGEMENT

Personnel Division

Guarantee Committee for Equal Opportunities, Employee Wellbeing and Non-Discrimination at Work

Prevention and Protection Service

Campus

ACTIONS

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

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

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

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

Source: Work-related stress evaluation

SDGs 8 DECENT WORK AND ECONOMIC GROWTH

PNRR

GOAL 44

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

PRINCIPLE

P4

AREA

PEOPLE

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector for Personnel

Delegate for Equity, Inclusion and Diversity

Deputy Rector for Teaching

Student Delegate

MANAGEMENT

Personnel Division

Libraries and Study Services Division

Education and PhD Programme Division

ACTIONS

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

IP.06 GLASS CEILING INDEX

2019	2020	2021	2024 Target
1.50	1.43	1.40	1.35

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

Source: University Data Warehouse

SDGs

PNRR

GOAL 45

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

PRINCIPLE

P4

AREA

PEOPLE

INDICATORS

RESPONSIBILITIES

POLICY

Deputy Rector

Delegate for Constructions

Delegate for Equity, Inclusion
and Diversity

MANAGEMENT

Prevention and Protection Service

Constructions and Sustainability Division

Bologna Services

Assets Division

Campus

ACTIONS

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

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IP.07 AVERAGE CAMPUS ACCESSIBILITY

2019	2024 Target
76%	> 76%

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

Source: Constructions and Sustainability Division – Construction Activities Coordination

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SDGs 8 DECENT WORK AND ECONOMIC GROWTH

PNRR

GOAL 46

**ENHANCE
THE UNIVERSITY
ASSETS
AND REAL ESTATE**

PRINCIPLE

P4

AREA
PEOPLE

INDICATORS

RESPONSIBILITIES

POLICY

Delegate for Constructions

Deputy Rector

Deputy Rector for Digital Transformation

Delegate for Sustainability

Deputy Rector for Personnel

MANAGEMENT

Constructions and Sustainability Division

Assets Division

Bologna Services Division

IT Systems and Services Division

Campus

ACTIONS

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

IP.08 AMOUNT OF RENTS PAYABLE

2019	2020	2021	2024 Target
3.81	3.12	3.08	- 5% per year until 2024 (2.64)

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

Source: University Data Warehouse

IP.09 PERCENTAGE OF ASSETS MANAGED BY IT SYSTEMS

2021	Target 2024
0%	25%

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

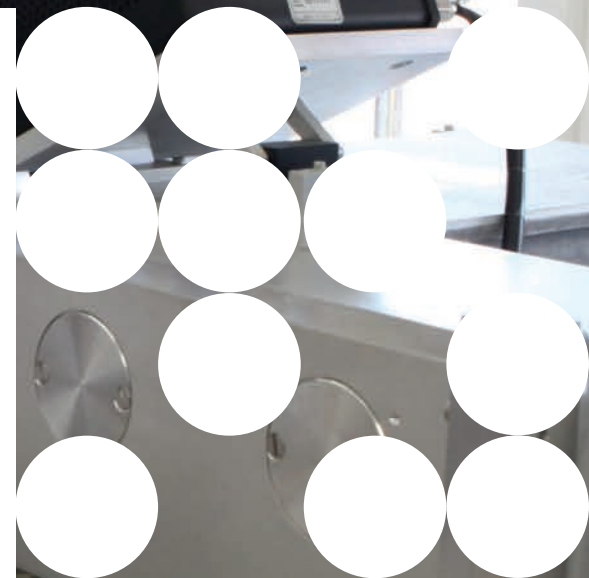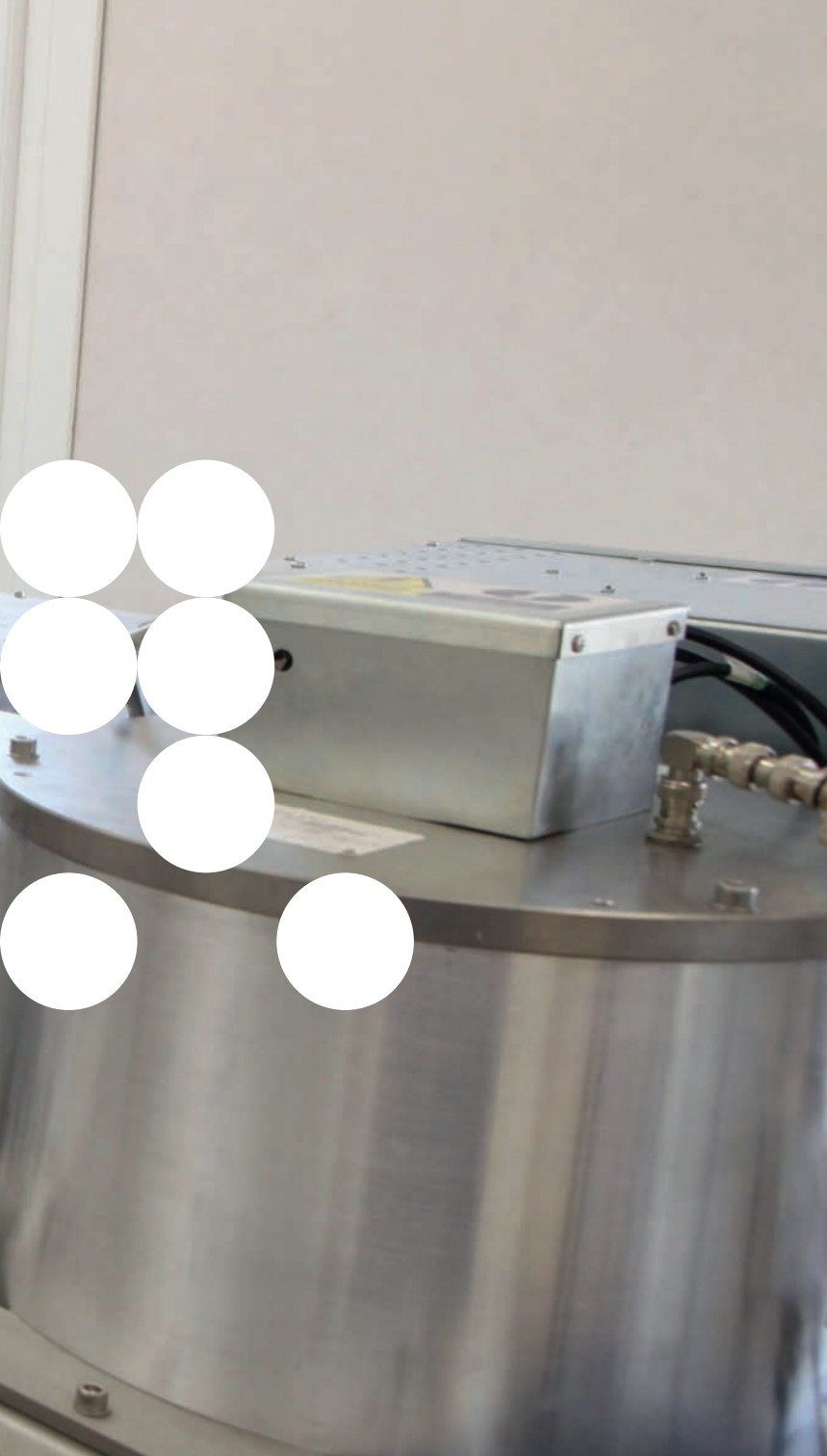*Source: Constructions and Sustainability Division*

SDGs

PNRR

GOAL 47

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

PRINCIPLE P4   AREA
SOCIETY

RESPONSIBILITIES

POLICY
Delegate for Relations with the Health Service

Delegate for Equity, Inclusion and Diversity

Deputy Rector for Research

Deputy Rector for Education

Student Delegate

MANAGEMENT
Medical Area Services

Division Research Division

Education and PhD Programme Division

ACTIONS

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

SDGs   10 REDUCED INEQUALITIES

PNRR

GOAL 48

REDUCE ENERGY CONSUMPTION AND IMPROVE THE ENERGY EFFICIENCY OF BUILDINGS

RESPONSIBILITIES

POLICY

Delegate for Sustainability

Delegate for Constructions

Deputy Rector for Digital Transformation

Delegate for Public Engagement

MANAGEMENT

Bologna Services Division

IT Systems and Services Division

Constructions and Sustainability Division

Executive Support Services

Campus

ACTIONS

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

SDGs   7 AFFORDABLE AND CLEAN ENERGY   13 CLIMATE ACTION

PNRR

INDICATORS

IS.11 DIESEL CONSUMPTION PER SURFACE AREA UNIT

2019	2020	2021	2024 Target
6.10	6.01	3.82	0

METRICS Annual diesel consumption per sq.m. served.

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

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

2021	2024 Target
3,000	6,000

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

Source: Constructions and Sustainability Division

IS.13 SURFACE AREA CONNECTED TO DISTRICT HEATING

2019	2020	2021	2024 Target
317.69	329.57	333.51	353 (+20 mila)

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

Source: Bologna Services Division – Maintenance and Energy Management Unit

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

2021	2024 Target
0	+1 MWp

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

Source: Constructions and Sustainability Division

GOAL 49
**FACILITATE LOW
ENVIRONMENTAL
IMPACT MOBILITY**

PRINCIPLE

P4

AREA

SOCIETY

INDICATORS

RESPONSIBILITIES

POLICY

Delegate for Sustainability

Deputy Rector for Personnel

Student Delegate

MANAGEMENT

Constructions and Sustainability Division

Personnel Division

Campus

ACTIONS

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

IS.15 NUMBER OF DISCOUNTED BUS AND TRAIN SEASON TICKETS

2019	2020	2021	2024 Target
16,258	8,367	13,181	Return to 2019 values (16,000)

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

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

SDGs

PNRR

GOAL 50

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

PRINCIPLE

P4

AREA
SOCIETY

INDICATORS

RESPONSIBILITIES

POLICY

Delegate for Sustainability

MANAGEMENT

Bologna Services Division

Tenders and Procurement Division

Constructions and Sustainability Division

Assets Division

Campus

ACTIONS

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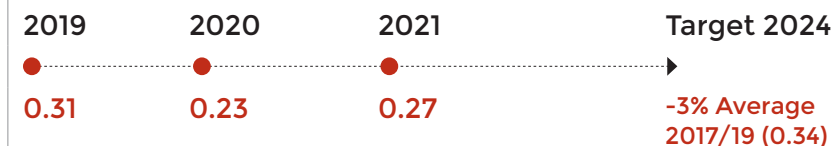
SDGs

PNRR

IS.16 WATER CONSUMPTION

2019	2020	2021	Target 2024
0.31	0.23	0.27	-3% Average 2017/19 (0.34)

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

Source: Constructions and Sustainability Division – University Sustainability Unit

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IS.17 PERCENTAGE OF GREEN PUBLIC PROCUREMENT

2019	2020	2021	Target 2024
17%	16%	15%	18%
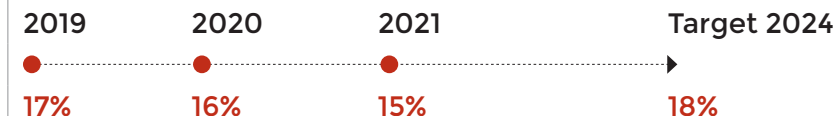
METRICS Amount of green public procurement against total operating costs for goods and services

Source: Tenders and Procurement Division