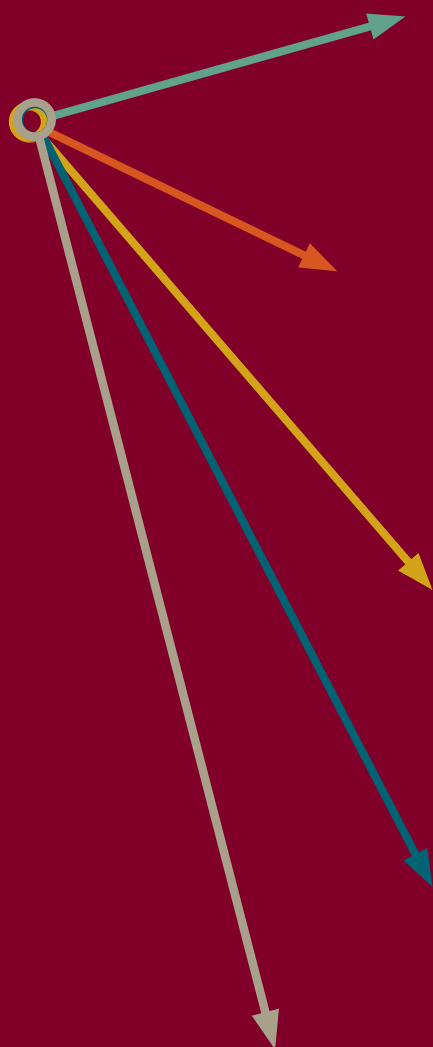


# Strategic Plan 2016-2021



**SAPIENZA**  
UNIVERSITÀ DI ROMA

**Strategic Plan**

**2016-2021**

**Developing the Future**

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# Introduction

Sapienza University was one of the first Italian universities to initiate a **strategic planning** process, nearly ten years ago.

The first Strategic Plan (2007-2012) allowed the university to define the **mission, vision** and **values** that form the university's identity, while the second plan (2012-2015) reinterpreted its strategic role, aligning it with new changes introduced by legislative requirements and internal reorganisation.

The present **Strategic Plan** (2016-2021) has been developed during a period of economic crisis that has witnessed the reduction of public funding for the university system. More than ever before, it is a fundamental tool to invest on the future and an opportunity to redefine the university's strategic outlook: excellence-level education and research, the **international role** of Sapienza University and the guarantee of an effective **right-to-study** for our students.

Over the course of its long history, Sapienza University has faced profound changes that have transformed it into what the university is now. It is with this awareness, buttressed by our past, that we embark on a new journey to **create the future**. Strategic objectives must be renewed and updated to keep abreast of the times, but without forgetting the past or uncritically following current trends.

This is not an easy bet for Sapienza, which remains a large, generalist university that aims to provide everyone with a quality education, whilst pursuing scientific excellence and merit. The objective is to promote an idea of **shared culture** that is open to dialogue, not only with the scientific and academic community, but also to society and the country, in general, an inclusive and service vocation at large.

Eugenio Gaudio,  
Rector, Sapienza University of Rome



Rector Eugenio Gaudio with CIAO Orientation Office Student Collaborators



# **Strategic Plan 2016-2021**



# 1. Strategy Foundations

Sapienza's strategic decisions are deeply rooted in its history, its unique characteristics and the many local resources it can draw upon.

- It is a **public university** founded centuries ago. It is the largest university in Europe and has a prestigious and prominent cultural and scientific heritage.
- It is in **Rome**, the capital of Italy, a timeless city of art and history, and seat to the Italian Government.
- Its **university campus** is referred to as "a city in the city."
- It has a **museum network** with 18 museums and other important structures (**Theatres**, **Botanical Garden**, etc.) that are part of the local cultural system.
- It has a **library system** composed of 55 libraries that allow the conservation, promotion and integrated management of Sapienza's documentary heritage.
- It has 11 **faculties**, 63 **departments** and a **School of Advanced Studies** with interdisciplinary programmes for top-level students.
- It has a partnership with the "Unitelma Sapienza" **on-line university**;
- It has two **university hospitals** that are integrated into the university's didactic, scientific and care activities.



Arturo Martini's Minerva (detail)

## 1.1 Mission

Sapienza is a

*“research, study and educational community in which professors, administrators, technical/administrative staff and students participate fully in the context of their respective competences, functions and responsibilities...”*  
[Art. 1, Statute]

Thus, the **mission of Sapienza University** is defined as follows:

*“Sapienza University contributes to the development of a knowledge society through research, high-quality education and international cooperation.”*  
[Art. 1, General Regulations]

## 1.2 Vision

Sapienza is characterized by a rich **historical heritage and identity**.

Its vast portfolio of competences allows it to provide excellence in education and research, at a national and international level, as well as to be a protagonist of local economic and social processes.

The **vision of Sapienza University** is worded as follows:

*“Sapienza is a free and independent university that participates in the international scientific community as an institution of excellence and quality in education and research. It is at the centre of the economic development of the city and the country.”*  
[Art. 1, General Regulations]



Noble Prize Winners and Famous Professors and Graduates

## 1.3 Values

The **values that define the identity of Sapienza University** include:

- **Freedom of thought and research** to ensure a plurality of cultures and ideas;
- **Social responsibility** (education and research that contribute to the civil and economic development of society, the city and the country);
- **Independence** in scientific, didactic and organisational matters, as well as in terms of finance and accounting;
- **Competitiveness** in the university system;
- **Participation in all facets of the university community** (professors, students, technical-administrative staff);
- **Inseparable nature of research and teaching** (educational activity can only be developed through adequate research activities);
- **Orientation towards excellence and innovation** in research and education as an investment in the future;
- **Evaluation and merit** through an assessment system based on merit for university activities;
- **Transparency** with special reference to the educational agreement between the university and students;
- **Orientation towards continuous improvement** as a guiding management criterion;
- **Development of professional competences** in educational processes;
- **Orientation towards service** of students and other interlocutors.



“RoboExNovo Robots” Project – European Research Council Starting Grant



## 1.4 Stakeholders

The strategies of the university – conceived as a dynamic system of relations and values – must address all the **stakeholders** who, directly or indirectly, are involved in the activities of the organisation.

The identification of the individuals and groups who can influence or be influenced by Sapienza policy is a fundamental step to understand their needs and improve both the efficiency and efficacy of university operations.

Sapienza is at the centre of a network of interactions, as well as modern and strategic values, that involve:

- **Students** – the foremost beneficiaries of the knowledge construction and transmission process are Italian and international students, including student workers and working students.;
- **Alumni** – former students who also enjoy placement services and can create the university community, even after ending their studies;
- **Families** – all those who are interested in the professional future of their children, but also are potential beneficiaries of lifelong learning processes;
- **Civil Society** – everyone who is interested in participating and sharing in sharing science and knowledge;
- **Secondary School** – which is in constant contact with the university to inform and orient future students;
- **Italian and foreign universities** – partners that strengthen the virtuous relationship between society and academia, as well as competitors on the global market for education and scientific production;

### External Stakeholders

- **Agencies** – associations, foundations and consortiums that promote education and research;
- **Local, national and international institutions** (Region, Metropolitan City, Municipality, Ministries, European Union, etc.) – with which relations are fundamental both to abate the risk of becoming self-referential and to access all opportunities to share new policy;
- **National Government** (particularly the Ministry of Education, University and Research) – as our main source of financing and legislation;
- **Productive world** (enterprise, non-profits) – as a destination for the professional competences and skills developed through study and an interlocutor interested in the development of human capital and the results of scientific and applied research;
- **Service and product providers** – for the relevant effects on the local economy;
- **Media and communications** – the press and all other media that transmit information;
- **National and international scientific community** – interested in the evolution of knowledge.



Student Life



Students and Families at the Sapienza "Open Days" in July





Info Desk for Student Services and Associations



Private Law Library – Open 24H



New Organic Chemistry Labs (detail)

The university community is composed of solidary actors in a process that aims to promote knowledge, research, innovation and education:

#### Internal Stakeholders

- **Academic staff** – as promoters of an extraordinary trove of knowledge and know-how:
  - Professors
  - Researchers
  - Faculty Deans
  - Department Directors
- **Technical, Administrative and Library staff** – a wealth of operative, technical-specialist and management know-how in the central administration and structures of the university:
  - Directors
  - Office Managers
  - Sector Managers
  - Deputy Administrative Directors
  - Managers
- **University Governance**
  - Rector
  - Academic Senate
  - Management Board
  - Director General
  - Audit Committee
  - Assessment Committee
  - Deputy Rectors and Delegates
  - Quality Committee
  - Peer Commissions
  - Monitoring Committees
  - Guarantee Committee
  - Degree Programme Committees
  - Trade Unions and Student Representatives



Law Lecture Hall V – Renovated between 2015 and 2016



Humanities “Angelo Monteverdi” Library – One of Sapienza’s 55 Libraries



Visit by Moscow State University of Medicine Delegation – March 21, 2016



## 1.5 Sapienza @ Glance

**1303**

year  
of foundation

**1**

main campus

**16**

campuses  
in Rome

**14**

campuses  
outside Rome

**63**

departments

**11**

faculties

**1**

school of  
advanced studies

**1**

school  
of aerospace

**2**

university  
hospitals

**2**

decentralised  
campuses:  
Latina & Rieti

**13**

management  
areas

**55**

libraries

**18**

museums

**25**

research centres

**111.602**

students enrolled  
in all educational programmes

**102.048**

students enrolled  
in bachelors and masters  
programmes

**27.095**

first-year students

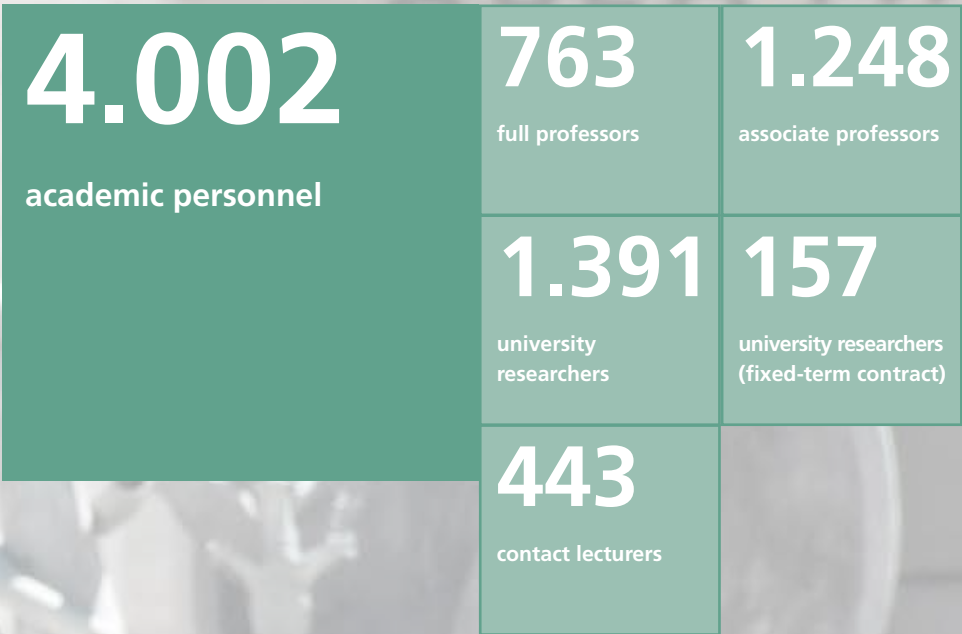
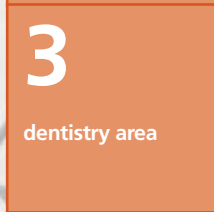
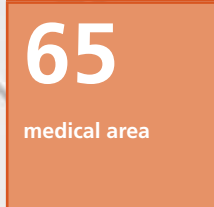
**9.554**

graduate students  
enrolled in PhD  
programmes

**18.144**

graduates in 2015

Students  
enrolled  
2015-2016







^ Science Lab Trials



^ New Student Office – Political Science, Sociology and Communications



^ Valle Giulia Faculty of Architecture

^ "Giovanni Boaga" Engineering Library



^ Child Experimenting with Augmented Reality – Maker Faire 2015



^ Tor di Quinto Sports Facilities



^ Museum System Info Point







## 2. The Strategic Planning Process

To invest resolutely in the future, Sapienza must act as a protagonist in the **process of continuous innovation** of the university system and in the overall framework of the knowledge society.

Indeed, Sapienza aims at increasingly higher levels of **quality**, promoting and catalysing a fruitful **synergy between education and research** that will make Sapienza the driving force behind policies for development and innovation, as well as a reference point for enterprise and local activities.

In this sense, this strategic plan is an essential tool to **outline the areas for development** that the university intends to pursue and the strategy to accomplish these objectives.

This third strategic plan builds upon previous plans and arises as a **natural evolution of the university strategic outlook** that has been updated to reflect the new social, legislative and evolutionary context.

This **update** began with an analysis of the previous strategic outlook based on the results obtained over 2012-15 and the university policy documents.

A **committee**, formed by political and administrative directors, provided the elements necessary to update this document.



"Open Sapienza" Storytelling – Transparency and Anti-Corruption Day (May 18, 2015)



In addition to the institutional educational mission, the key issues that inspired the process of strategic planning focused on:

- the central role of students
- the international dimension
- the third mission
  - greater attention to the social role of the university through quality, transparency, participation and simplification.

Moreover, the document also incorporates all the strategic **guidelines indicated by the Ministry of Education, University and Research (MIUR)**, with special attention to making the university increasingly competitive on the international level.



Prince Rania al-Abd Allah of Jordan Receives Honorary Degree (December 10, 2015)

## 2.1 Positioning Analysis

A new **SWOT Analysis** was conducted to focus on the new strategic planning process and identify the pros and cons of the internal context and the opportunities and threats deriving from external factors. The results highlighted the most promising strategic actions, associated with reference indicators, that will represent that starting point for the university's activities.



Restoration of Mario Sironi's Mural in the Aula Magna

The positioning analysis was based on various university documents (see table) to implement policy coherent with the national strategy and the **objectives of the European Higher Education Area**.

In fact, pursuing objectives such as:

- Developing good quality higher education for everyone,
- Increasing the employment prospects of graduates and strengthening international mobility as a tool for improving education

allows universities to implement significant changes and pursue the route undertaken with the Bologna Process.

### Relevant Ministerial Documents

MIUR Outlook 2016

National Research Programme 2015-2020

EU Horizon 2020 Framework Programme

ANVUR Report on State of University and Research System 2016

Ministerial Decree 335/2015 – Criteria for Assignment of Funding 2015

Ministerial Decree 552/2016 - Criteria for Assignment of Funding 2016.

Ministerial Decree 635/2016: General Guidelines for University 2016-2018 and Indicators for Periodic Result Assessment

AVA System (ANVUR & DDMM documents)

### University Documents

Strategic Plan 2012-2015

Programme 2013-2015

Rector's Electoral Programme (2014-2020)

NVA Annual Report 2015 & 2016

Performance Reports 2014 & 2015

Social Budget 2015

Budget 2015

Quality Policy and Objectives 2016

Specific attention was paid to university orientation documents, including the MIUR document that identified **policy priorities for 2016 and relative activity areas**. The most significant of these are:

- increase the number of courses and programmes to provide students with a vast choice of knowledge and competences that are attractive to **employers**;
- provide concrete work experience through **School-Work Programmes**;
- promote a **culture of evaluation** directly related to educational priorities and management objectives;
- develop orientation programmes to **reduce the number of students who do not finish their degree programme as scheduled and/or who drop out**;
- develop **“right to education”** policy to promote merit;
- promote the **attractiveness and internationalisation** of the university through global mobility of students, researchers and professors and a flexible and inter-disciplinary educational offer.

The **General Planning Outline for the University System** decree is another policy document that identifies the objectives, actions and areas for which each university is called to adopt coherent programmes. Over 2016-18, besides improving the previous results obtained through strategic actions, the decree indicates further objectives such as modernization of study and research environments, innovation of didactic methodologies, recruitment of young researchers and merit-based awards for academic staff. Moreover, for the first time, an explicit connection has been drawn between first-cycle degrees and the merit-based quota of university FFO funding (“Fondo di finanziamento ordinario”) with the objective of promoting independence, revealing the growing interconnection between planning, obtaining objectives and rewards.



Erasmus+ Students at the Sapienza International Student Welcome Week



Inauguration of 2015-16 Academic Year with Italian President

Last, but not least, are the **decrees regulating the allocation of FFO funds and staff management over the past years** to identify the best actions to implement to optimise the assignment of resources, both in terms of funding and human resources, based on the increasing merit-based character of these allocations.

The results of the positioning analysis are illustrated below.



## Strengths

Attractiveness of the university in terms of prestige and geographical location

Excellent reputation and scientific credibility of the university and its teachers, as also confirmed by international rankings

Wide range of educational programmes at all levels, including post-degree programmes and several programmes not offered in other regional universities

University campus spread over 35,000 square metres and prestigious historical buildings throughout the city of Rome

School of Advanced Studies

Partnership with the Unitelma Sapienza On-line University

Advanced level of digitalized services for students

Unique library system with a vast number of libraries (including some open 24 hours) and a digital research system

Active participation in major international networks

Significant funds available for international mobility (studies and traineeships)

Economic-financial structural equilibrium

Consistent presence of human capital in post-degree programmes (doctorates, specialisation programmes) and beginning research (post-doctoral researchers and scholarship holders)

University collective agreement contracts with most of the resources linked to personnel merit and productivity to promote the achievement of institutional objectives

Wide range of cultural activities and other events for students, academic staff, technical-administrative personnel and citizens

A wide range of sports facilities that also host multi-disciplinary activities

Performance cycle extended to department structures

Great interest and resources dedicated to lifelong learning

Fully functional system for economic and assets accounting and single budget

## Opportunities

Presence of the central government

Presence of several national and international, scientific and cultural, institutions, agencies and organisations

Presence of Sapienza representatives in national and international organisms

Far-reaching collaboration with other national and international universities, agencies and networks

Opening of new university office in Brussels to promote relations with the European institutions

Large non-resident student population

Extension of university housing with national co-financing

Extension and improvement of sports facilities

Sapienza brand

Improvement of planning, control and management system

Use of anti-corruption and transparency tools for management control and resources

Technological and organisational improvement of document flow

Implementation of archive simplification, organisation and digitalisation, also to gain space

Important funding opportunities under Horizon 2020

## Weaknesses

Limited tutoring activities to help prevent dropouts and delays in completion of studies

Presence of inactive professors and researchers

Presence of professors that provide inadequate teaching

Limited presence of foreign professors and researchers

Lack of a common language amongst technical-administrative staff

Lack of policy for managing documentation which delays the digitalisation of administrative procedures

Data management is not completely centralised

Average age of academic staff and technical-administrative personnel is quite high

Reduction of public funding and instability of resource allocation model

Unfavourable national economic conditions with a reduction of private investments in partnership activities with the university

Lack of a dynamic regional industrial system

Legislative barriers typical of public administrations

Lack of stable reference points for national university policy with often uncertain legislation

Public nature of university and partial reduction of university autonomy by recent legislative action

Centralised standard ministerial procedures devised for small universities

Absence of incentives for academic staff

Reduction of turnover due to legislative barriers that limit the use of resources

Delays and lack of clear rules for national research and innovation strategy

Strong competition of universities and research centres at the local, national and international levels

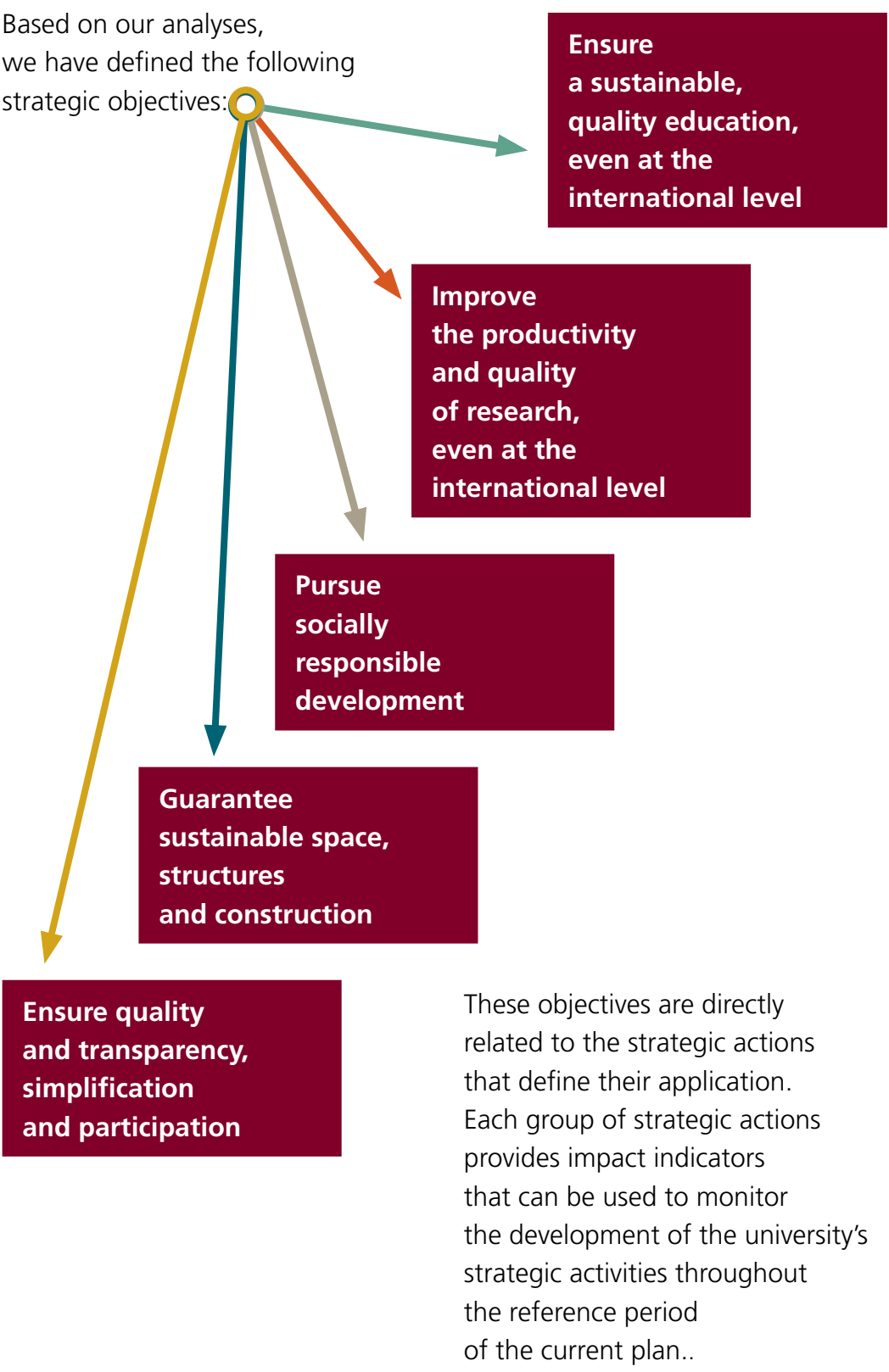
Difficulty in finding and high cost of housing for both Italian and foreign students and professors which represents a potential threat to the city's attractiveness

Block of national collective agreement contracts for technical-administrative personnel

## Threats



### 3. Strategic Objectives



3.1. Ensure Sustainable, High Quality Education, even at the International Level

A modern university that faces the challenges posed by the job market must plan and relaunch, with the full involvement of all subject areas, a sustainable and high quality range of courses and programmes, characterized by **innovative degree programmes that correspond to changes in society**, new international programmes, adequate services structures for students (lecture halls and libraries, study rooms open 24H following the best international practices).

The **quality of the courses and programmes** certifies the quality of our graduates and, consequently, their attractiveness to the labour market. Moreover, students who pursue a well-designed programme with a clear objective are further aided in their careers.

In this sense, it is fundamental to guarantee adequate **orientation and tutoring policies** to help all students both in their initial choices and throughout their studies, minimizing wrong choices

or difficulties that can lead to students abandoning the knowledge challenge. Moreover, students need not only be carefully supported and guided, but also listened to: identifying their opinions is the best tool to identify critical issues. Naturally, these issues must then be acted upon with corrective measures.

Educational internationalisation is a fundamental strategic objective for any university and Sapienza intends to be a leader in this process. To achieve an international dimension, the university must intensify its commitment to increase the number of courses and programmes held in English and promote the mobility of students and professors so that the university will become even more attractive and stimulating to both Italian and foreign students, who are equally global citizens.



Didascalia Photo: Fulvio Ricci, Sapienza Professor and Project Virgo Coordinator, explains the detection of gravitational waves to his students (February 15, 2016)

Ensure a sustainable, quality education, even at the international level

Strategic Actions	Impact Indicators
1. Promote <b>regular student careers</b>	▶ Percentage of students enrolled in the second year of the same degree programme (Bachelors, Single Cycle)
2. Reduce student drop-out rates, even through aimed <b>orientation and tutoring policy</b>	▶ Percentage of students enrolled in the second year of the same degree programme having acquired no less than 40 CFUs (Bachelors, Single Cycle)
3. Balance, where necessary, the <b>student/professor ratio</b>	▶ Drop-out rate for Years One and Two (Bachelors, Single Cycle)
4. Provide <b>interdisciplinary and flexible programmes</b> , with special attention to lifelong learning projects	▶ Number of applications to School of Advanced Studies calls and number of applications from other regions
5. Clearly define <b>learning outcomes</b>	▶ Number of students coming from other universities for Masters Programmes
6. <b>Increase courses and programmes</b> provided via distance-learning and/or innovative methodologies	▶ Percentage of students satisfied with degree programme
7. Monitor educational process through <b>student satisfaction evaluation</b> and monitoring of educational results	▶ Number of international degree programmes
8. Improve the <b>national and international attractiveness</b> of students and professors	▶ Percentage of foreign students enrolled in year one (Bachelors, Single Cycle, Masters)
9. Increase <b>courses and programmes in English</b>	▶ Number of outgoing students (Erasmus+)
10. Improve students' <b>linguistic abilities</b>	▶ Number of incoming students (Erasmus+)
11. Increase the <b>global mobility</b> of students and professors	▶ Number of professors abroad on mobility with Erasmus+ Programmes
	▶ Number of visiting professors financed by university funds
	▶ Percentage of degrees with CFUs acquired abroad



3.2. Improve the productivity and quality of research, even at the international level

Scientific research is one of the fundamental elements of added value for the university. Therefore, supporting basic research with concrete help and driving its continuous improvement is a basic strategic objective, including the scientific monitoring of academic staff that will allow us to reward excellence and activate support measures for less active members and reduce their numbers.

The definition of a shared scientific project requires a policy for the purchase of major **international-level scientific tools** for the university that can be used by researchers from Italian and foreign universities. Moreover, an optimal management of the research catalogue is necessary to access European funds to support competitive calls. In this framework, it is essential for Sapienza to be present in Brussels, to support the university's areas of scientific excellence and to undertake joint actions and collaborate on research projects with other prestigious, international renowned universities.

As such, Sapienza is a **protagonist of both European and international events**. It promotes research mobility and collaboration through university funds to attract visiting professors.

A special place is reserved for the education of young researchers and to promote doctoral programmes. Moreover, the university supports **student and graduate self-employment** and the signature of agreements with crowdfunding platforms to promote research results and their transfer through the creation of spin-offs and start-ups.

Didascalia Photo: The new diffractometer (Energy Disperse X-ray Diffraction) with three detectors, designed and developed at Sapienza



Improve the productivity and quality of research, even at the international level

Strategic Actions	
1.	Support <b>basic research</b>
2.	Promote technological innovation, <b>infrastructure and tools for excellence in research</b>
3.	Promote and develop <b>third mission activities</b>
4.	Monitor the <b>scientific production</b> of academic staff
5.	Define <b>reward mechanisms</b> for scientific production
6.	<b>Reduce</b> the number of <b>inactive professors and researchers</b>
7.	Develop the ability to <b>attract financial resources</b>
8.	Promote participation in <b>competitive calls</b>
9.	Promote <b>university patents</b>
10.	Promote and monitor <b>university spin-offs and start-ups</b>
11.	Promote <b>research mobility</b> policy
12.	Improve the <b>international attractiveness of academic staff</b>
13.	Promote <b>research doctorates</b>

Impact Indicators	
▶	Average number of publications per professor (CUN Area)
▶	Income from commissioned research and technology transfer
▶	Income from competitively-financed research
▶	Number of visiting professors per research activity financed by the university
▶	Proportion of enrolled doctoral students who earned their degree at another university
▶	Number of foreign doctoral students
▶	Number of doctoral students who request further funding to conduct research abroad
▶	Number of doctoral students on international mobility
▶	Resources funded for university research projects and major scientific tools



3.3. Pursue socially responsible development

The **right to study** is a strategic guiding value that must be guaranteed throughout Sapienza University to attract both Italian and foreign students and accompany them along a process that is not only educational, but also one of personal growth.

This strategy must be implemented by improving services dedicated to students, including a tuition fee reduction policy based on family income and the continuation of **support policies** started in the past that will continue to make university a “social elevator” and multiplier of job opportunities for our graduates.

Moreover, Sapienza’s vast cultural and scientific heritage, and rich multidisciplinary system, represent a crucial resource for the knowledge society, which must play a key role in **growth, development and progress**. The university must act as a promoter of innovation, development and higher education for the country, the region and the city.

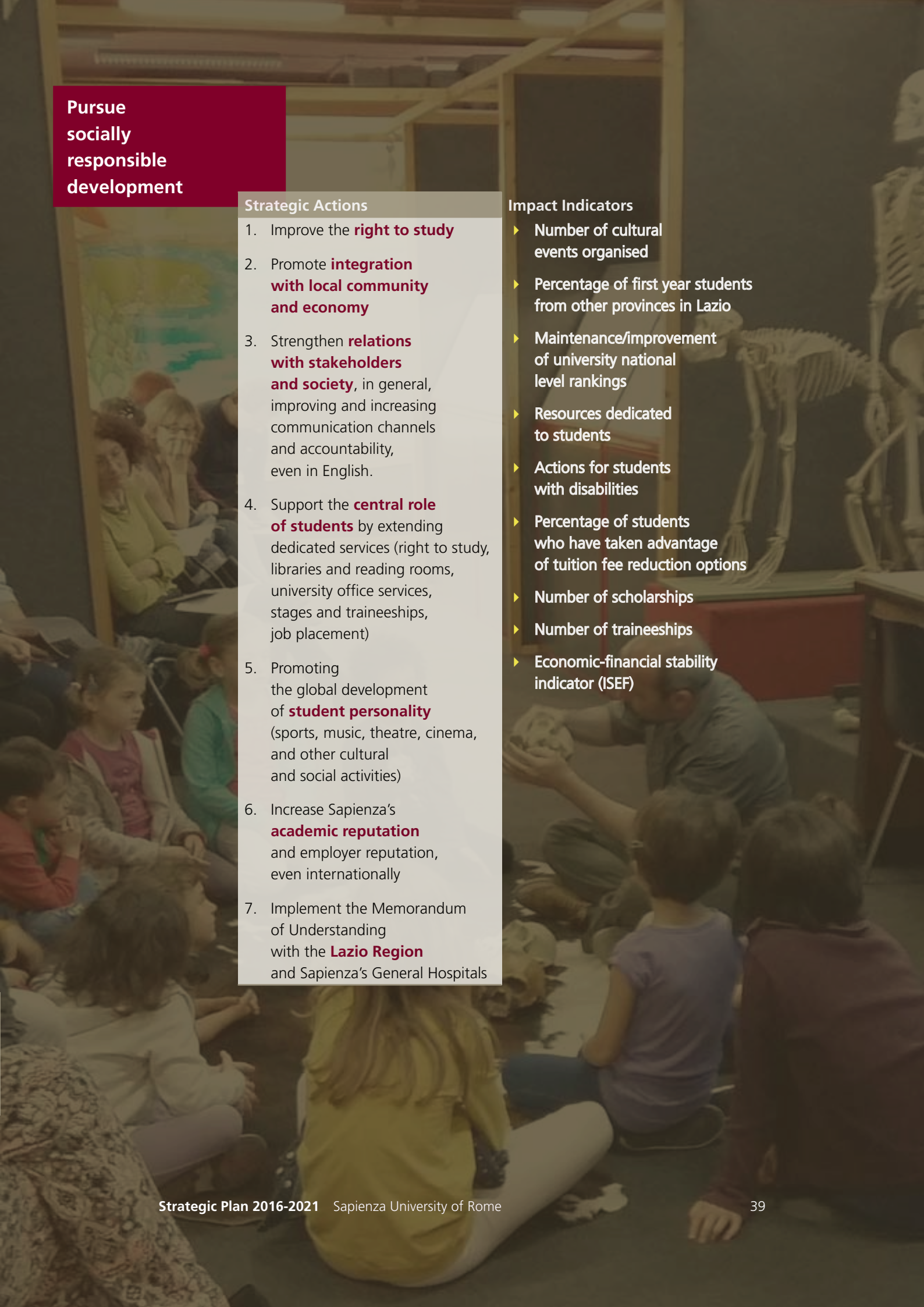
This has led to the development of a far-reaching cultural project in which Sapienza is at the forefront in the promotion of a European knowledge society, advancing equal opportunities at all levels, contrasting all forms of discrimination, and encouraging events, public meetings and educational activities that involve the entire community.

We need commitment and systemic action to create the conditions for a **fertile and continuous relationship with the external world**, improving our communication channels and strengthening the university’s reputation, at the international level, too.

Finally, we must not forget that Sapienza is also **university hospitals**, a peculiar, added value for our university. Our commitment is to strengthen their role, even through the extension and improvement of existing infrastructure, and to implement the actions defined by the Memorandum of Understanding with the Lazio Region.



Didascalia Photo: One of the educational labs organised by Sapienza Professors for the Museum Saturdays Event (May 2016)



Pursue socially responsible development

Strategic Actions

- 1. Improve the **right to study**
- 2. Promote **integration with local community and economy**
- 3. Strengthen **relations with stakeholders and society**, in general, improving and increasing communication channels and accountability, even in English.
- 4. Support the **central role of students** by extending dedicated services (right to study, libraries and reading rooms, university office services, stages and traineeships, job placement)
- 5. Promoting the global development of **student personality** (sports, music, theatre, cinema, and other cultural and social activities)
- 6. Increase Sapienza’s **academic reputation** and employer reputation, even internationally
- 7. Implement the Memorandum of Understanding with the **Lazio Region** and Sapienza’s General Hospitals

Impact Indicators

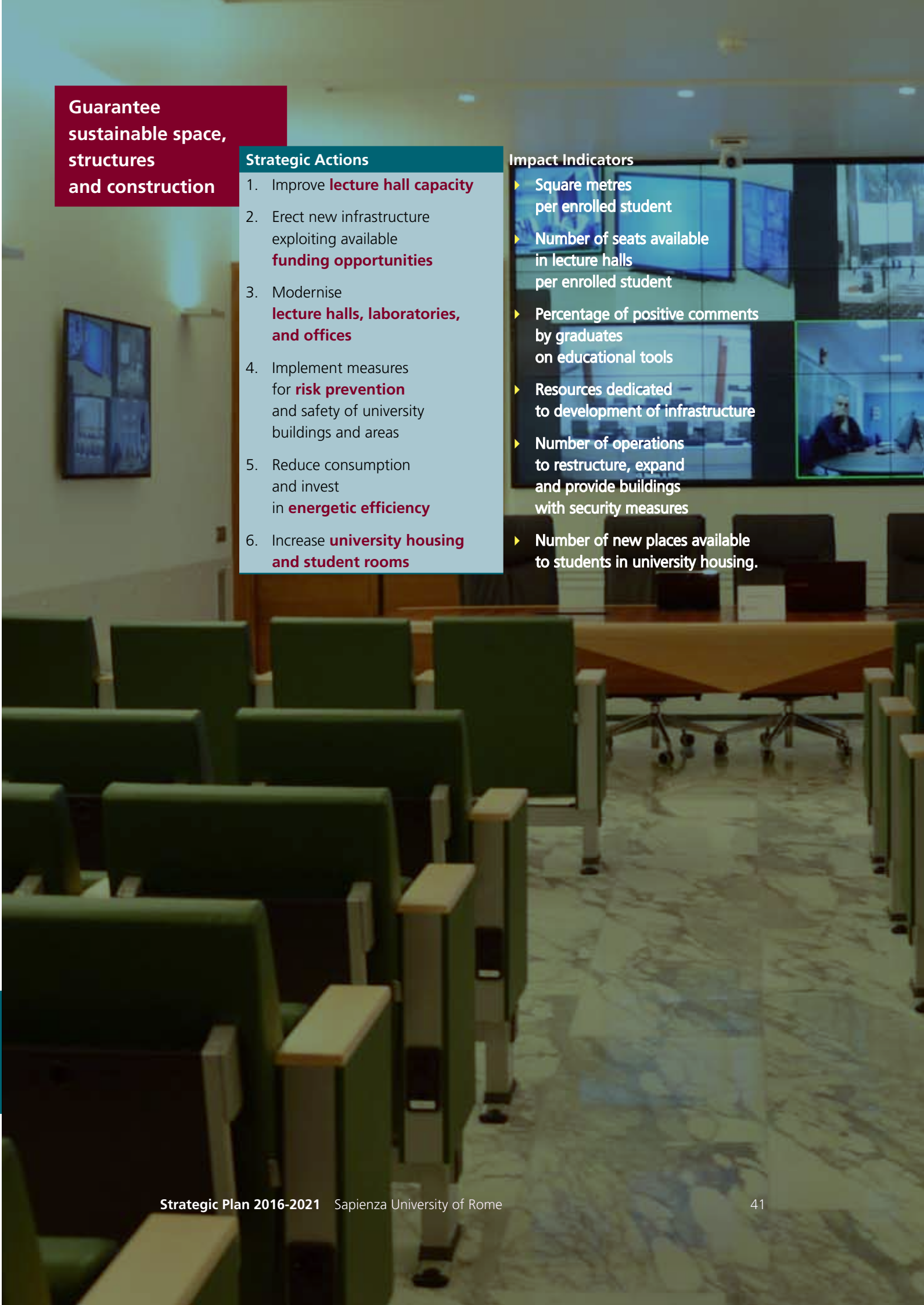
- ▶ Number of cultural events organised
- ▶ Percentage of first year students from other provinces in Lazio
- ▶ Maintenance/improvement of university national level rankings
- ▶ Resources dedicated to students
- ▶ Actions for students with disabilities
- ▶ Percentage of students who have taken advantage of tuition fee reduction options
- ▶ Number of scholarships
- ▶ Number of traineeships
- ▶ Economic-financial stability indicator (ISEF)



3.4. Guarantee sustainable space, structures and construction

A large university such as Sapienza must also enact a precise construction development policy. Infrastructure and space are a strategic resource for a university with myriad activities and competences. They are fundamental to improve the quality of research and education and to support the right to study, in terms of the **quality of areas for study and work** and for residential housing. The promotion of an infrastructural development policy is an important objective that must be accompanied by a resolute drive to reduce consumption and improve energetic efficiency.

Didascalia Photo: The new Multimedia Lab in the Rectorate Building



Guarantee sustainable space, structures and construction

- Strategic Actions
1. Improve **lecture hall capacity**
  2. Erect new infrastructure exploiting available **funding opportunities**
  3. Modernise **lecture halls, laboratories, and offices**
  4. Implement measures for **risk prevention** and safety of university buildings and areas
  5. Reduce consumption and invest in **energetic efficiency**
  6. Increase **university housing and student rooms**

- Impact Indicators
- ▶ Square metres per enrolled student
  - ▶ Number of seats available in lecture halls per enrolled student
  - ▶ Percentage of positive comments by graduates on educational tools
  - ▶ Resources dedicated to development of infrastructure
  - ▶ Number of operations to restructure, expand and provide buildings with security measures
  - ▶ Number of new places available to students in university housing.

3.5. Ensure quality and transparency, simplification and participation

University governance must be shared and it must act transparently to guarantee the **availability and access to all information**.

To stay abreast of the new challenges raised by Europe and internationalisation, the complexity and subdivisions of Sapienza’s administrative organisation require, precise, aimed and efficient answers via actions that identify service standard quality and the **simplification of university procedure and regulations**.

Special attention must be paid to personnel, notwithstanding the dearth of resources, for educational and research activities via **merit-based recruitment procedures**.

In the greater context oriented towards the promotion of each university sector, Sapienza carefully weighs all specific needs related to strategic activities for academic staff, technical-administrative personnel and health/care personnel through **specific and inclusive educational plans**.

Moreover, insofar as possible, it is also necessary to promote Sapienza’s participation in **institutional negotiations** that will safeguard the interests of the University of Rome at the highest levels.

Didascalia Photo: Student Office at the Faculty of Political Science, Communication and Sociology (Renovated in 2016)



Ensure quality and transparency, simplification and participation

Strategic Actions	
1.	Identify and guarantee service <b>quality standards</b>
2.	Ensure the quality and <b>transparency of all information</b>
3.	Capitalise on the <b>role and capabilities of personnel</b> , both academic and technical administrative, even through further education
4.	<b>Simplify procedures</b> and regulations of the university
5.	Promote a culture of <b>user satisfaction</b>
6.	Guarantee accessibility to and availability of data and information on <b>university website</b>
7.	Complete activation of organisation and digitalisation processes to develop a truly <b>open and digital administration</b>
8.	Promote university participation in <b>definition of policy</b>

Impact Indicators	
▶	Percentage of technical-administrative personnel taking courses
▶	Percentage of academic staff recruited from outside university
▶	Results of Good Practice monitoring
▶	Percentage of positive and satisfactory evaluations in customer satisfaction assessments
▶	Reduction of average time for completion of calls (as per new regulations)
▶	Percentage of documentation produced and transmitted electronically
▶	Use of certified e-mail (PEC)



## Flaminio University Buildings

piazza Borghese 9  
via Emanuele Gianturco 2  
via Antonio Gramsci 53  
piazzale della Marina 32  
via di Ripetta 121-123  
via Flaminia 359

via Mariano Fortuni

via Tor di Quinto 64

via Salaria 851

## Sant'Andrea Hospital

via di Grottarossa 1035

via Carlo Fea 2

## Regina Elena/Castro Laurenziano University Buildings

via Alfonso Borelli 50  
via del Castro Laurenziano 7-9  
viale Regina Elena 287-291-295-324-334  
via Antonio Scarpa 10-10c-12-16

via Giorgio Baglivi 16  
via Benevento 4-6  
via Caserta 6  
via Chieti 7  
piazza Sassari 4a  
piazzale Valerio Massimo 6  
capannone C10

## Umberto I General Hospital (Policlinico Umberto I)

viale del Policlinico 155

via Salaria 113

Corso d'Italia  
37bd-38a-39

via Volturno 42

via Palestro 63-88

## Downtown University Buildings

via Ariosto 25  
piazza dei Cavalieri di Malta 2  
via Eudossiana 18  
piazza San Pietro in Vincoli 10  
via delle Sette Sale 29  
corso Vittorio Emanuele 244

largo Cristina  
di Svezia, 24

## Main Campus (Città universitaria)

piazzale Aldo Moro 5

## San Lorenzo University Buildings

circonvallazione Tiburtina 4  
via degli Apuli 1-9  
via dei Piceni 37  
via dei Sabelli 108  
via dei Sardi 55-58-60-77  
via Tiburtina 205  
via dei Volsci 122  
viale di Porta Tiburtina 26





## Afterword

The initial strategic guideline indicated by this document is contained in its title: the extension of the period to 2021. In fact, we believe that this is necessary – unless future decisions alter this – to cover the period between the end of the current Rector's mandate and the beginning of a new one to ensure the **continuity of the university's strategic and operative actions** and avoid any misalignment with performance cycle documents.

The university is committed to implement the new plan, consolidate the results obtained over recent years, and improve its performance, in continuity and coherently with the strategies by Sapienza and nationally. Moreover, with a view to perfection the integration and simplification of university procedures, the Strategic Plan 2016-2021 also represents the first milestone in a **process of documentary harmonization** that, once completed, will allow users to easily consult university documents and find all the information they require.

A further step in this direction will be to re-enforce the real and potential synergy between academic and administrative units, even in decentralized structures such as faculties and departments, to complete the process of integration envisaged by ANVUR.

**The future begins at Sapienza.**



"Ragno Blu" Building – Acquired and Renovated in 2016



Researcher, Museum of the Near East, Egypt and the Mediterranean





^ "Arcobaleno" Building on Circonvallazione Tiburtina – Renovated in 2016



^ Festival of Japanese Culture (November 20, 2015)



^ MuSa Classic Orchestra



^ Sapienza Literary Café

^ Maker Faire 2015 on-the Sapienza Campus

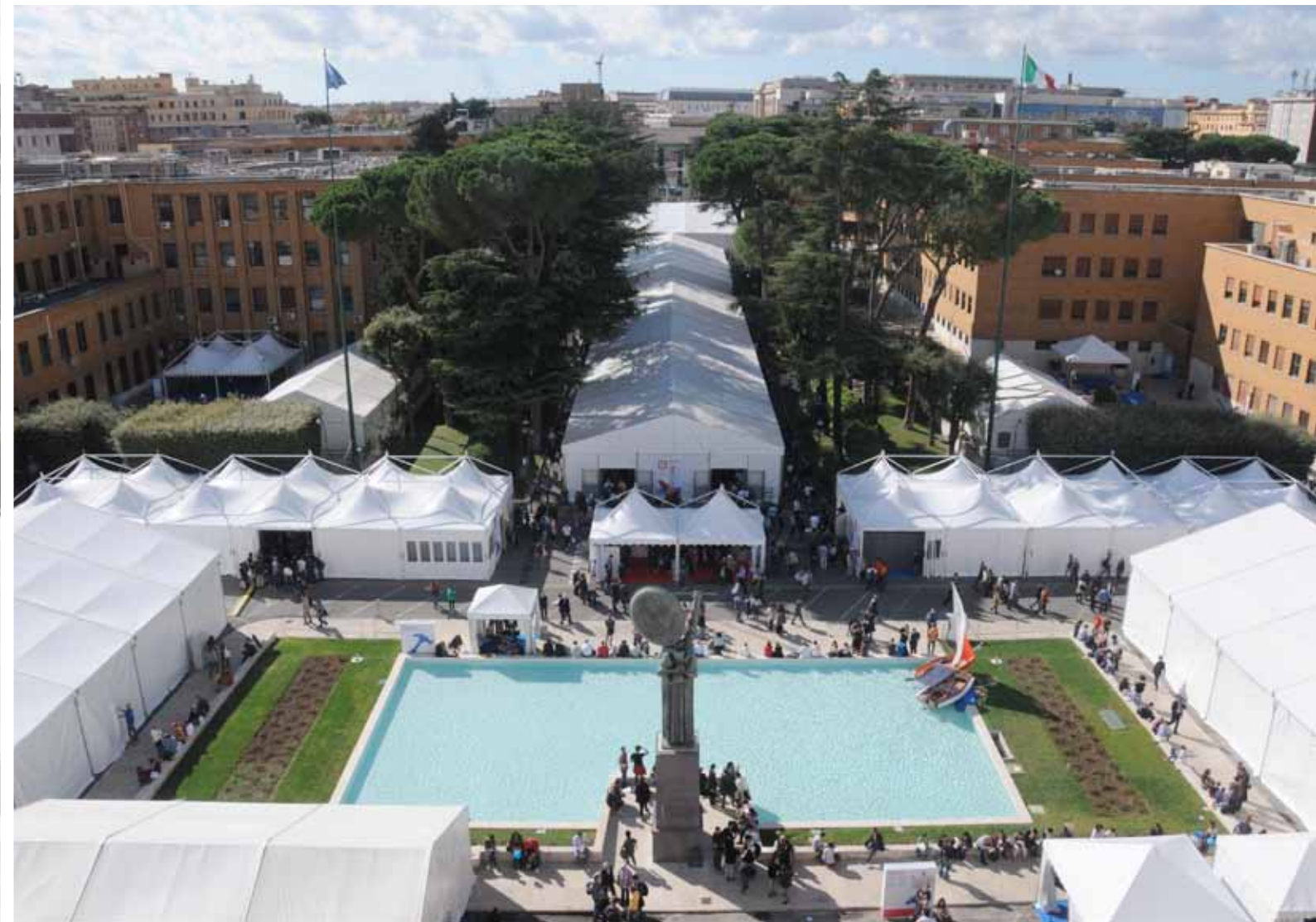


^ Museum of Classic Art – One of 18 Sapienza Museums



^ Dinosaur Exhibition (January – March 2015)

^ New Sapienza Merchandising Store





# Glossary

## Accreditation

The process through which a third party officially recognises that an organisation has the competences and tools to perform certain tasks.

## Assessment (or evaluation)

It is based on the formulation of value judgements concerning an organisation or the activity of an individual, based on standard, explicit criteria.

## AVA System

Periodic self-evaluation, evaluation and accreditation process performed by the Italian National Agency for University and Research (ANVUR) to introduce an initial accreditation system and periodic review of degree programmes and university offices; quality, efficiency and results assessment of universities; development of self-evaluation systems for quality and efficiency of education and research.

## Benchmarking

Standardized process for measuring and comparing organisational processes and results with leading or best-in-class standards of organisations operating in the same sector to identify useful elements.

## Bologna Process

In June 1999, a number of European Education Ministers met undersigned an agreement at the University of Bologna. The Bologna Process developed following this historical agreement aiming to reform

and harmonise higher education systems throughout Europe. The main objective of the process was to develop, by 2010, a European Higher Education Area (EHEA).

## Crowdfunding

It is a form of grassroots micro-funding, usually conducted on-line, for specific projects. In the university context, crowdfunding is an innovative method for funding scientific research, start-ups, etc.

## E-learning

Learning methodology that is based on the use of ICT for distance learning.

## European Higher Education Area

It is the result of a series of ministry-level agreements reached between 1998 and 2010 on the European dimension of higher education policy as developed in the context of the Bologna Process.

## Fund for Ordinary Funding

(FFO - Fondo per il finanziamento ordinario)

This is the main source of funding for public universities in Italy. It funds university operation and activities, including expenses for personnel, ordinary maintenance and scientific research.

### **Fund Raising**

Collection of funds by non-profit organisations to increase resources for sustainable development and to pursue their mission. It may include initiatives with public and private bodies (cultural events, sponsors, social investments). Moreover, fundraising activities help re-enforce the social identity of non-profit organisations in terms of the reference community and other stakeholders.

### **Governance**

Refers to the responsibilities and processes through which public and private organisations and their policies are implemented.

### **Information and Communication Technology**

It refers to all activities related to the use of technology to exchange information. It is an essential resource for organisations to share qualitative data and information and efficiently manage relations with users, suppliers and other organisations.

### **Lifelong Learning**

Permanent ongoing didactic activities at all levels of education and in all phases of life to keep abreast of new social and business needs both professionally and personally.

### **Mission**

Permanent description of the context in which organisations operate, which provides a reference framework for relations with social interlocutors and established objectives. The mission spells out the *raison d'être* of organisations and the aims that will be pursued.

### **Outcome**

Impact of final result of an activity. In assessing organisational performance, this term is used to indicate the result of an activity or process from the point of view of the user or, more in general, the stakeholder.

### **Performance**

The result obtained by individuals, groups, organisations, processes or activities.

### **Performance Assessment (or evaluation)**

It is an integral part of organisational management. The assessment system includes the evaluation of the personnel who contribute to the global assessment of the administration by aggregating individual performance at various levels

### **Quality**

The term is used to indicate the ability to transform, increase or add value to a given good or service (quality as added value) or to reach results above the reference standard (quality as excellence). Specifically, it refers to the degree to which education and research system characteristics satisfy given requisites (i.e., vicinity to pre-established objectives and obtained results). Quality assurance in the public sector promotes the value of services and products for all stakeholders.

### **Resources**

These include work, capital, infrastructures, technology and knowledge that an administration employs to pursue its mission.

### **Social Responsibility**

This is a commitment that public and private sector organisations perform to contribute to sustainable development with the involvement of employees, their families, local communities and society to improve life quality.

### **Spin-off (university)**

It refers to the development of a new entrepreneurial activity through the active involvement of human resources that belong to a given organisation to promote knowledge and professional experience. In the university context, this type of enterprise provides an important professional opportunity for graduates and researchers, as well as a tool for technology transfer that helps to promote university research knowledge on the market.

### **Stakeholder**

Subjects with rights and/or interest that are directly involved in the activities of an organisation and can influence its decisions or be influenced by the decisions made by the organisation.

### **Strategic Objectives**

Global medium and long-term objectives pursued by an organisation. They describe the results or final effects that an organisation seeks to accomplish.

### **Strategic Planning**

Process that identifies objectives and means, tools and actions necessary to obtain the desired results in the medium/long term. This tool is often used to improve the global performance of organisations.

### **SWOT Analysis**

A tool developed by business strategy development that allows organisations to analyse environmental variables to develop an optimal strategy to pursue organisational objectives. In particular, SWOT analyses allow organisations to evaluate internal elements in terms of strengths, weaknesses, opportunities and threats.

### **Third Mission**

This term includes a series of activities that involve university research and society. The first fundamental type is technology transfer related to evaluation, protection, marketing, and commercialization of technology developed through academic research and, more in general, the management of intellectual property. A second type concerns the production of public goods that improve the general level of well-being through cultural, social, educational and civil awareness-raising activities.

### **Transparency**

A synonym of clarity, comprehensibility and simplicity, this term is also used to indicate aperture, reliability and communication. Administrations must orient all their procedures towards transparency, including open meetings, free access to financial information, free flow of information, etc.

### **Turnover (personnel)**

The rate at which an organisation changes staff and increases/decreases human resources.

**Values**

These are the fundamental principles underlying the behaviour of an organisation and of its personnel. The values reflect and strengthen the organisation's identity. The respect of these values is fundamental to pursue an organisation's mission and vision.

**Vision**

It indicates the final goal of an organisation, the direction in which it intends to head and how it aims to be perceived.



This Strategic Plan has been developed  
by the Sapienza Strategic Support  
and Communications Area (Communications Office  
and Strategic Support and Planning Office)

[www.uniroma1.it](http://www.uniroma1.it)



