

STRATEGIC PLAN

2024-2027



**Università
degli Studi
di Palermo**

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INTRODUCTION TO THE STRATEGIC PLAN

1. From the 2021–2023 Strategic Plan to the 2024–2027 Strategic Plan

The University Strategic Plan (hereinafter PSA) for the three-year period 2021–2023 was approved by the Board of Directors through Resolution No. 05/01 of 18 March 2021. The Plan identified six Strategic Objectives, structured around the key areas of quality of teaching, quality of research, Third Mission, internationalisation, human resources, and sustainability and process quality. Each strategic objective was accompanied by a set of specific operational objectives, supported by appropriate strategies and actions. A total of 72 indicators were defined, for which both the baseline values and the targets to be achieved at the end of each year of the planning period (2021, 2022 and 2023) were established.

In 2022, following the election of Rector Massimo Midiri and the establishment of the new University governance on 1 November 2021, a process was initiated to review the Strategic Plan. While maintaining the original time frame 2021–2023, the aim of the revision was to update certain aspects of the document in order to ensure closer alignment with the strategic priorities identified by the new governance and with the planning and development initiatives promoted by the Rector. This process led

to the approval of an Addendum for the two-year period 2022–2023, adopted by the Board of Directors at its meeting of 5 July 2022. The Addendum was prepared, in accordance with the policy guidelines provided by the Rector, by a working group composed of the Deputy Rector and the Council of Vice-Rectors, supported by a team of administrative experts in management control, planning, and statistical data collection and analysis. The group was established through a note issued by the Director General (Protocol No. 40129 of 14 April 2022) in support of the Rector's Delegate for Third Mission and Cooperation with the Territory, the Vice-Rector for Quality and Department Development Processes, and the Rector's Delegate for Strategic Planning. The revision of the Plan was undertaken primarily to align its terminology and governance approach with those adopted by the new University leadership. Where necessary, certain objectives were also reformulated in order to ensure coherence with the Rector's programme, presented during his candidacy and currently guiding the strategic action of the University. The Addendum also introduced two new University centres, approved by the Board of Directors: the Advanced Studies Centre, established to strengthen internationalisation, interdisciplinarity and the exchange of sci-

entific knowledge and the University Centre for Sustainability and Ecological Transition, aimed at promoting a culture of sustainability and ecological transition. In addition, the SWOT analysis was revised and the strategic map of objectives was slightly adjusted. A further review was carried out with regard to the indicators, with some formulations being refined. Overall, these revisions affected slightly less than 10% of the indicators originally included in the 2021–2023 PSA.

At the end of 2023, a detailed monitoring process was carried out to assess the achievement of all the targets set out in the PSA 2021–2023, also taking into account the updates introduced by the 2022–2023 Addendum. Each objective and related indicator was analysed individually, providing justification for whether the indicator should be retained in the new Strategic Plan, or instead eliminated or reformulated. The results of this analysis are presented in [Annex 1 - https://www.unipa.it/ateneo/content/documenti/PSA_allegato-1_completo.pdf](https://www.unipa.it/ateneo/content/documenti/PSA_allegato-1_completo.pdf), which reports the final values achieved for each indicator at the end of the reference period. Overall, 42 out of the 72 indicators were successfully achieved.

In some cases, the monitoring process highlighted the limited relevance of certain indicators, which were often focused on highly specific operational aspects or formulated in ways that lacked sufficient clarity. For this reason, not all of these indicators were carried forward into the new PSA.

In light of these results, the process of developing the PSA 2024–2027 was initiated. The first preparatory activities were undertaken from Oc-

tober 2022 (see Note of the Director General, Protocol No. 108805 of 3 October 2022) by the same working group that had previously been responsible for drafting the Addendum to the earlier Strategic Plan. The working group analysed data relating to the University's main areas of activity, including research, education and training, the Ordinary Financing Fund (FFO), recruitment policies, the three-year planning programme 2021–2023 (PRO3), and the Research Quality Evaluation (VQR). A summary of this analysis is provided in [Annex 2 - https://www.unipa.it/ateneo/content/documenti/Allegato-2_PSA.pdf](https://www.unipa.it/ateneo/content/documenti/Allegato-2_PSA.pdf).

External stakeholders also contributed to the development of the new Strategic Plan. A series of consultations were conducted with selected stakeholders, including representatives of national and international institutions and agencies, whose perspectives could provide added value to the University's strategic planning, including from a quality assurance perspective. [Annex 3 - https://www.unipa.it/ateneo/content/documenti/Allegato-3_PSA.pdf](https://www.unipa.it/ateneo/content/documenti/Allegato-3_PSA.pdf) lists the stakeholders involved, the dates of the consultations and the questions addressed during the discussions. The most relevant recommendations emerging from these consultations, and subsequently incorporated into the preparation of the PSA 2024–2027, are summarised in [Annex 4 - https://www.unipa.it/ateneo/content/documenti/Allegato-4_PSA.pdf](https://www.unipa.it/ateneo/content/documenti/Allegato-4_PSA.pdf).

Among the University's stakeholders are also the new entities established following investments under the National Recovery and Resilience Plan (PNRR) and the National Complementary Plan (PNC). In addition to representing stakeholders in their own right, these entities

extend the University's network of stakeholders through the partnerships and collaborations developed within their respective initiatives. At national level, the University is a founding member or partner in eight foundations and consortium companies, within which it participates in governance structures such as the boards of directors. These include the DARE Foundation on digital prevention, the MICS Foundation on Made in Italy, the National Biodiversity Centre, and the HEAL ITALIA Foundation on precision medicine, for which the University holds the presidency. Within these partnerships, the University has also assumed the role of "Spoke", and through the publication of cascading calls for proposals has further extended its network of stakeholders to include the consortia of projects selected for funding. The University of Palermo also participates in the EDUNEXT – Next Education initiative, aimed at fostering innovation in digital education. At regional level, particular significance is attached to the University's participation in the SAMOTHRACE innovation ecosystem, within which the University is represented on the board of directors.

In order to coordinate the drafting of the Strategic Plan, the Rector conferred a specific mandate (Rector's Decree No. 154/2023, Protocol No. 3457 of 11 January 2023) on the Deputy Rector "for the implementation of the Rector's programme and the preparation of the University Strategic Plan". The working group therefore collaborated with the Deputy Rector in preparing an initial draft of the new PSA, in which the six Strategic Objectives already identified in the PSA 2021–2023 were reformulated in line with the terminology used in the Rector's programme for the

2021–2027 term of office. It was also decided, as indicated by the Rector, to introduce a seventh Strategic Line, "Digital Transformation, Process Simplification and Process Optimisation", in order to highlight the clear intention to use digital transformation as an instrument to support innovation in teaching, broaden research horizons, strengthen Third Mission activities and improve the effectiveness of the University's administrative and governance processes.

The definition of the Actions required to achieve the Objectives, together with the identification of the related indicators and targets, was carried out in collaboration with the eight Vice-Rectors of the University, starting from the priorities outlined in the Rector's programme and taking into account both the targets achieved under the previous PSA and the recommendations provided by external stakeholders. The draft thus prepared was then subject to extensive consultation with internal stakeholders, through a meeting with the Directors of Departments and University Centres held on 28 September 2023, a meeting with student associations, student representatives and the Student Council held on 26 October 2023, and a series of interviews with the Rector's Delegates responsible for relations with the territory. Each of these groups was given a period of 30 days to submit to the Deputy Rector their comments and proposals for amendments, which were taken into account ([Annex 4 - https://www.unipa.it/ateneo/content/documenti/Allegato-4_PSA.pdf](https://www.unipa.it/ateneo/content/documenti/Allegato-4_PSA.pdf)) and made it possible to reach the final version. The latter also took into account the findings of the Review of the Quality Assurance System ([Board of Directors resolution of 6 December 2023](#),

No. 05.06 – Review of the QA system - <https://www.unipa.it/ateneo/content/documenti/Riesame-del-Sistema-di-AQ.pdf>) and of the Review of the University Governance System (Board of Directors resolution of 21 December 2023, No. 05.02 – Review of the University governance system - <https://www.unipa.it/ateneo/content/documenti/Riesame-Governo-Ateneo-2023-de-libera-CdA-21-12-2023-05.02.pdf>).

The final text, on which the Academic Senate expressed its opinion at the meeting of 19 January 2024, was then examined by the Board of Directors at the meeting of 30 January 2024, during which several amendments to the formulation of certain Objectives and Actions were discussed and approved, including the revision of some targets. In several cases the Board of Directors considered it appropriate to reduce the proposed values, judging them to be excessively ambitious.

In the new PSA approved by the Board of Directors, approximately 50% of the indicators from the previous Strategic Plan 2021–2023, as revised in the 2022–2023 Addendum, were retained, in most cases following reformulations intended to focus attention on broader strategic perspectives and more challenging targets.

2. Key elements of the 2024-2027 PSA

The Strategic Plan 2024–2027 of the University of Palermo, while partly building on the PSA 2021–2023 and its 2022–2023 Addendum, represents a comprehensive project aimed at the development and growth of the University. Its objective is both to address certain long-standing structural challenges and to enhance the University's potential, which remains partly underutilised.

The Plan adopts a four-year time horizon, chosen in order to coincide with the current Rector's term of office, which will conclude in October 2027. This four-year period also overlaps with the implementation phase of the initiatives funded through the National Recovery and Resilience Plan (PNRR) and the National Complementary Plan (PNC), within which the University of Palermo has achieved significant results in several areas, including research, innovation in teaching, and ecological and digital transition. At the same time, the second half of 2026 and the year 2027 will mark the progressive completion of PNRR/PNC funding programmes. This will place the University of Palermo — and the Italian university system more broadly — before the challenging task of maintaining the pace of growth achieved in recent years thanks to these substantial investments. For the first time after more than a decade characterised by significant reductions in public funding for the higher education and research system, public investment has begun to increase again. However, the positive effects of these investments have been partly offset by the resurgence of inflation, whose growth rates have exceeded those of the increases in state funding allocated to universities. Moreover, the system for allocating public resources has not fully addressed the structural issues linked to funding mechanisms that tend to penalise universities located in Southern Italy, often in the name of merit-based evaluation systems that do not sufficiently take into account differences in socio-economic context and starting conditions.

A particularly critical issue concerns university income from student contributions, which in a

system that remains underfunded represent a significant share of institutional budgets. Universities in Southern Italy — and especially in Sicily — collect amounts that are less than 50% of the national average, due to the lower income levels of the population. As a result, the University of Palermo faces an annual shortfall of several tens of millions of euros compared with the revenues that would be generated if income levels were aligned with the national average. This situation is further compounded by the insufficient ministerial compensation for revenue losses associated with the “no-tax area” policy, which at the University of Palermo applies to more than half of the student population. These issues have rarely received adequate attention from national or regional political institutions. The current University governance therefore intends to continue highlighting them with determination, calling upon policymakers to acknowledge their responsibilities towards territories whose social and economic development depends fundamentally on education, research and innovation.

The Strategic Plan is structured around the six strategic lines already outlined in the Rector’s programme presented in 2021, which received broad support from all components of the University’s academic community. To these six lines a seventh strategic line has been added, entirely dedicated to digital innovation, aimed at simplifying processes and improving efficiency. This addition responds to a need clearly identified during consultations with both internal and external stakeholders. Digital transformation assumes particular relevance in the case of Palermo, which today ranks third among Italian provinces

in terms of demand for digital skills. At the same time, the city’s location on an island at the centre of the Mediterranean places it in a strategic position within the global network of digital connections between different continents. This ongoing digital transformation therefore represents a significant opportunity for young graduates.

For each of the seven strategic lines, the Plan identifies a set of objectives, and for each objective it specifies the actions required for its achievement, together with quantitative indicators and targets.

For each objective and its associated actions, the Plan also indicates the links with the six missions of the National Recovery and Resilience Plan (PNRR): M1 – Digitalisation, innovation, competitiveness, culture and tourism; M2 – Green revolution and ecological transition; M3 – Infrastructure for sustainable mobility; M4 – Education and research; M5 – Inclusion and cohesion; M6 – Health. In addition, the Plan refers to the 17 Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda, highlighting how each of the initiatives included in the University’s strategic planning contributes to their achievement. While the overall coordination of the Strategic Plan remains the responsibility of the Rector and the Deputy Rector, the Plan identifies, for each objective, the individuals responsible for the “policy-level” implementation of the actions and the monitoring of target achievement, together with the administrative offices responsible for operational implementation, under the coordination of the Director General.

The successful implementation of the Strategic Plan will be assessed, for each of the strategic

lines — each of which includes between three and five objectives — through the monitoring of approximately 150 indicators. For each indicator, the Plan identifies both the baseline value (generally referring to 2022 or 2023, depending on data availability) and the target value to be achieved by the end of the four-year period. These target values have been established with the aim of ensuring significant improvement in all areas where current performance levels are not yet fully satisfactory, supported by actions considered particularly impactful. For indicators that are already close to optimal levels, the Plan envisages either maintaining the current performance or, where feasible, achieving moderate further improvements.

Given the extended time horizon of the Plan, an intermediate target for 2025 has also been defined for each indicator in order to facilitate the monitoring of progress over time. Where possible, the values of these indicators will be made available through the University Dashboard, allowing for continuous monitoring of progress.

The strategic policies outlined in the PSA 2024–2027 are closely interconnected with the University's Quality Policy ([CdA-25-07-2024-07.04---Politiche-dellAteneo-per-la-Qualit-2024.pdf](https://www.unipa.it/ateneo/content/documenti/Politiche-per-la-Qualit-2024.pdf) - <https://www.unipa.it/ateneo/content/documenti/Politiche-per-la-Qualit.pdf>), inspired by the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) and by the applicable regulatory framework. These policies are implemented through a series of **macro-processes**, including:

- the definition of objectives and strategies through the University Strategic Plan and the strategic plans of the departments;
- the delivery of services and management of resources, ensuring the availability of the means required to achieve the established objectives;
- continuous monitoring, conducted at multiple levels;
- review and continuous improvement, implemented through departments, degree programmes, doctoral programmes and the School of Medicine and Surgery;
- evaluation processes, aimed at verifying the effectiveness of the University's Quality Assurance (QA) system.

UniPa is committed to improving its Quality Assurance (QA) system through sharing it with the academic community, proposing it as a method for planning, monitoring and verifying the effectiveness of the activities that contribute to the development of the University's quality strategies.

In summary, through its document ([CdA-25-07-2024-07.04---Politiche-dellAteneo-per-la-Qualit-2024.pdf](https://www.unipa.it/ateneo/content/documenti/Politiche-per-la-Qualit-2024.pdf) - <https://www.unipa.it/ateneo/content/documenti/Politiche-per-la-Qualit.pdf>), the University provides policy guidelines for quality in the areas of higher education as an instrument of inclusion, research aimed at advancing knowledge and improving quality of life, the Third Mission for the development of the territory and society, as well as internationalisation, sustainability, digitalisation and well-being.

For the implementation of these policies, actions, responsibilities, timelines and resources are identified in the document Actions for the University Quality Policy ([25-07-2024-07.03-CdA---Azioni-per-la-Politica-di-Qualit-dellAteneo--anno-2024.pdf](https://www.unipa.it/ateneo/content/documenti/Azioni-per-la-Politica-di-Qualit-dellAteneo-2024.pdf) - <https://www.unipa.it/ateneo/>

<content/documenti/Delibera-CdA-25-07-2024-n-07.03---Azioni-politica-qualit.pdf>).

The PSA 2024–2027 is consistent with the *General guidelines for the three-year planning of the university system for the period 2024–2026* (Ministerial Decree No. 773 of 10 June 2024), aimed at enhancing the quality of the university system while ensuring the progressive improvement of student well-being. Through its three-year programme 2024–2026, the University has therefore chosen to pursue the following specific objectives among those indicated in Ministerial Decree 773, which correspond to objectives of the PSA 2024–2027 through the implementation of actions identified in the same Plan:

- A. Innovating university teaching and expanding access to higher education;
- E. Enhancing university staff, also through mobility.

The PSA 2024–2027 has therefore been integrated with the indicators and targets selected by the University in its three-year programme 2024–2026. In particular, Objective A is linked to the objectives of the following Strategic Lines of the PSA 2024–2027:

LINE 2: HIGHER EDUCATION AS A DRIVER OF THE FUTURE AND AN INSTRUMENT OF INCLUSION

- Objective 2.1: Increase the attractiveness of the University by providing high-quality higher education in an international context, improving the quality of teaching, fostering learning and strengthening innovative teaching methodologies;
- Objective 2.2: Increase the percentage of secondary school graduates who enrol at

the University and of graduates who continue to the University's Master's degree programmes, ensuring the successful completion of their study paths.

LINE 4: INTERNATIONALISATION: A UNIVERSITY AS A CROSSROADS OF COUNTRIES AND CULTURES

- Objective 4.2: Strengthen the internationalisation of Degree Programmes.

LINE 7: DIGITAL TRANSFORMATION, PROCESS SIMPLIFICATION AND OPTIMISATION

- Objective 7.1: Modernise and strengthen technological infrastructures.
- Objective E is linked to the following objectives:

LINE 2: HIGHER EDUCATION AS A DRIVER OF THE FUTURE AND AN INSTRUMENT OF INCLUSION

- Objective 2.1: Increase the attractiveness of the University by providing high-quality higher education in an international context, improving the quality of teaching, fostering learning and strengthening innovative teaching methodologies.
- Objective 2.4: Improve the innovation, attractiveness and safety of learning environments.

LINE 4: INTERNATIONALISATION: A UNIVERSITY AS A CROSSROADS OF COUNTRIES AND CULTURES

- Objective 4.1: Promote research with international impact.

LINE 5: A STRENGTHENED SENSE OF ACADEMIC COMMUNITY FOR STAFF AND STUDENTS

- Objective 5.4: Provide training and professional development for academic and administrative staff.

LINE 7: DIGITAL TRANSFORMATION, PROCESS SIMPLIFICATION AND OPTIMISATION

- Objective 7.1: Modernise and strengthen technological infrastructures.

The Strategic Plan 2024–2027 is accompanied by the Departmental Strategic Plans 2024–2027, adopted according to the following procedure:

- Approval of the University Strategic Plan 2024–2027 and communication to staff and organisational structures;
- Definition of the PQA guidelines for departmental strategic planning;
- Preparation by the departments of the review of the departmental governance system, which analysed the results achieved through departmental strategic planning in the period 2021–2023 in the areas of teaching, research, doctoral programmes, specialisation schools, Third Mission and other institutional activities, providing output data reported in the context analysis for the definition of the new strategic plans,
- Drafting of departmental strategic plans in coherence with the University Strategic Plan;
- Verification of the coherence between departmental strategic plans and the University Strategic Plan by the PQA, which provides feedback before the final approval of the documents in the respective departmental councils;
- Revision of departmental strategic plans based on the observations received from the PQA;
- Approval of the 2024–2027 departmental strategic plans by the departmental councils and their transmission to the PQA;
- PQA report on the review of the departmental governance system and on the departmental strategic plans 2024–2027;
- Transmission by the PQA of its report on the review of the departmental governance system and on the departmental strategic plans 2024–2027 to the Academic Senate and the Board of Directors for approval;
- Transmission by the PQA of the departmental strategic plans 2024–2027, after verifying that the observations provided by the PQA have been incorporated, to the Academic Senate and the Board of Directors for approval.

1. VISION AND MISSION OF THE UNIVERSITY OF PALERMO

“And so, my fellow Americans: ask not what your country can do for you ask what you can do for your country.”

*From the Inaugural Address of John Fitzgerald Kennedy,
20 January 1961*

The University of Palermo is a public institution which, operating in a particularly complex and often contradictory context, is fully aware of its responsibility to play a leading role in the cultural, social and economic development of the territory. This role is pursued in collaboration with local institutions and with the many stakeholders, both internal and external to the University, who contribute to the life and development of the academic community. Within this vision, the University's traditional missions — teaching and research — take on a strong public service dimension, oriented towards the needs and development of the surrounding territory. Sicily possesses significant potential for development; however, this potential is severely constrained by the very low proportion of university graduates, the lowest in Italy. At the same time, Italy itself lags behind most European countries in terms of the percentage of graduates in the

population. This situation is further exacerbated by a substantial outflow of intellectual capital towards other Italian regions and European countries. Both university students and graduates often leave the region, contributing to a further weakening of the local social and economic fabric. Awareness of these challenges calls for a significant and sustained effort to increase the number of graduates. This objective requires, first and foremost, broadening access to higher education to include social groups that currently discontinue their studies before reaching university level. It also requires strengthening the University's reputation in order to reduce the outflow of students to other regions and enhancing its capacity to attract international students in significant numbers. At the same time, it is essential to support students throughout their academic pathways in order to encourage the successful completion of their studies and reduce dropout rates.

However, this strengthened educational capacity will not fully benefit Sicily unless it is accompanied by the development of a modern and dynamic economic environment capable of offering meaningful professional opportunities to

graduates. Once again, the University of Palermo is called upon to play a central role in this process. In this context, research activities — while preserving their freedom and primary orientation towards the advancement of scientific and cultural knowledge across all fields of study — are also encouraged to explore their potential impact on the development of the territory. This includes fostering dialogue and collaboration with existing organisations and supporting the creation and growth of new entrepreneurial initiatives, as well as attracting external investment to Sicily.

This driving and catalytic role of the University requires a renewed relationship with economic actors at the regional, national and international levels, particularly in sectors that, due to Sicily's geographical, environmental, cultural and historical characteristics, present the most promising prospects for development.

In this perspective, the so-called Third Mission and the social impact of the University become a key interpretative framework for the institution's teaching and research activities. As a large and multifaceted university, the University of Palermo sees itself as one of the principal resources for the social and cultural development that the region urgently requires.

The presence of the University in different areas of the city of Palermo — including neighbourhoods characterised by complex social conditions and even significant urban deprivation — together with its increasing engagement in the main centres of **Western Sicily**, represents a deliberate strategic choice. Through this approach, logistical and organisational conve-

nience is, within a framework of careful financial sustainability, placed secondary to the objective of establishing constructive and productive relationships with the entire territory served by the University.

Even the commitment to strengthening and improving the efficiency of the University's administrative system is shaped by this outward-looking vision. In light of its cultural role and the autonomy granted to higher education institutions by the Italian Constitution, the University of Palermo seeks to demonstrate that a public institution — even within a challenging context — can operate with high standards of transparency, efficiency and effectiveness. This objective is essential in order to counter the sense of resignation and distrust in public institutions that often constitutes fertile ground for illegality and authoritarian tendencies, phenomena that are once again emerging in various parts of Europe and the world. The modernisation of the University's internal procedures therefore represents, in itself, a contribution to the renewal and development of Sicily, both through the example of institutional effectiveness and through the services and collaborations offered to other public and private organisations operating within the territory.

These objectives can only be achieved through the shared commitment of the entire academic community, beginning with the University's most valuable resource: its students. Their enthusiasm must be nurtured through knowledge, skills and vision, enabling the development of a constructive confidence capable of generating new opportunities for the future.

2. CONTEXT ANALYSIS

STRENGTHS

- Generalist, multidisciplinary and multi-campus character of the University, the only state university institution in central-western Sicily
- University campus and sites distributed across the municipal and regional territory
- Financial solidity of the University budget
- Breadth and quality of the educational offer
- High number of first-year students and enrolled students
- Graduates and PhD holders demonstrating excellent academic performance
- Large number of academic staff
- Presence of centres of excellence in several research fields
- Presence of innovative initiatives aimed at improving the quality of teaching
- Participation in numerous national and international university networks
- Presence of University Centres operating in different areas: Aten Center, the “Migrare” Centre, the University Centre for Sustainability and Ecological Transition, the Advanced Studies Centre, the School of Italian for Foreigners, the “Artemisia” Centre for Gender Studies and Policies, the University Centre for Disabilities and Neurodiversity, the Centre for Innovation and Improvement of University Teaching
- Presence of the Orientation and Tutoring Centre and effective interaction with the school system

- University museum system
- University Hospital and Third Mission activities in the medical and healthcare field
- Recognition of Palermo as the host city of the National Biodiversity Centre
- Leadership role within the FORTHEM alliance
- Success achieved in the design and development of research projects within the framework of the PNRR

WEAKNESSES

- High student dropout rates
- Limited progression of students from Bachelor’s degree programmes to Master’s degree programmes
- Low percentage of international students and insufficient support services for them
- Limited attractiveness for scholars awarded competitive European research grants (ERC, MSC, etc.)
- Shortage of classrooms and physical infrastructure supporting student services
- Digital infrastructures requiring modernisation and expansion
- Limited economic valorisation of research outputs
- National and international reputation to be strengthened
- Shortage of technical, administrative and library staff supporting some key University processes

- Limited effectiveness of career placement support actions
- Limited communication capacity towards internal and external stakeholders of the University
- Insufficient attractiveness of the decentralised campuses
- Limited digitalisation of processes

OPPORTUNITIES

- PNRR funds and other national and European funding for research, teaching, infrastructure and inclusion policies under the new 2021–2027 programming cycle
- Ministerial policies supporting the right to higher education and the recruitment of academic and technical-administrative staff
- Development of flexible forms of international mobility
- Potential development of activities related to Third Mission/social impact at regional and Mediterranean level
- Self-assessment processes supporting the University's Quality policy

- European and national policies promoting awareness of gender-related issues
- Implementation of open science policies

THREATS

- Progressive economic and industrial decline of the regional context
- Declining demographic trends in Sicily
- Prolonged exposure to economic shocks and limited resilience of the Sicilian economy
- Limited high-skilled employment opportunities for graduates in the reference territory
- Attraction exerted by other universities located in areas with more favourable employment prospects and by online universities
- Limited technological level of some facilities within the training network of medical specialisation schools
- High complexity and slow timelines in accessing and using public funds
- Performance-based funding quotas and evaluation systems penalising universities in Southern Italy

3. STRATEGIC LINES

The Strategic Plan of the University of Palermo for the period 2024–2027 is structured around seven Strategic Lines:

- **Line 1:** Research as a Driving Mission
- **Line 2:** Higher Education as a Driver of the Future and an Instrument of Inclusion
- **Line 3:** Third Mission for a University Serving the Territory
- **Line 4:** Internationalisation: A University as a Crossroads of Countries and Cultures
- **Line 5:** A Strengthened Sense of Academic Community for Staff and Students
- **Line 6:** Sustainability, Well-being and Quality of Spaces
- **Line 7:** Digital Transformation, Process Simplification and Optimisation

LINE 1: RESEARCH AS A DRIVING MISSION

Description – Strengthen innovation, promote the acquisition of new knowledge and enhance the University's reputation in strategic sectors for the regional context.

Objectives:

1. Strengthen basic and applied research and the resulting research outputs, and enhance the University's national and international scientific reputation across all research fields
2. Strengthen successful participation in European research calls
3. Promote, across all disciplinary areas, the development of research lines capable of effectively contributing to the economic and socio-cultural development of the territory
4. Strengthen experimental research in safe, accessible and technologically advanced environments
5. Support the early careers of young scholars and enhance the quality of their scientific output

Objective 1.1:

Strengthen basic and applied research and the resulting research outputs, and enhance the University's national and international scientific reputation across all research fields

Indicators and Targets:

	2023	2025	2027
Resources (euro) allocated to the overall funding of research through University funds	1,530,000	1,900,000	2,200,000

*The resources for this indicator include the resources of the FFR and those referred to in the two subsequent indicators

Policy responsibility:

Vice-Rector for Research; Director of the Advanced Studies Centre; Directors of Departments
Administrative responsibility: Research and Innovation Area; Departments

Actions:

- Fund faculty research through University resources
- Fund interdisciplinary research projects through University resources, selected according to transparent criteria, and monitor the effectiveness of the investments
- Co-finance the publication of research outputs
- Fund research activities through University resources in order to strengthen Scientific Disciplinary Sectors (SSDs) with critical results and to enhance those with the best performance in the most recent available VQR and demonstrating strong scientific continuity
- Attract, on a permanent basis and as visiting professors, scholars of recognised national and international prestige, also by strengthening services related to their reception
- Promote and strengthen basic research as an essential instrument for long-term cultural, scientific, technological and economic development

	2023	2025	2027
Resources allocated to the funding of interdisciplinary research projects financed by the University	0	300,000	600,000

	2023	2025	2027
Funds (euro) allocated to the funding of research activities in Scientific Disciplinary Sectors (SSDs) with critical results or with very positive performance in the most recent available VQR	280,000	350,000	500,000

	2022	2025	2027
Ratio between the annual number of research outputs published in first-quartile journals or in Class A journals and the number of academic staff	1.4	1.5	1.8

	2023	2025	2027
Number of scholars invited as visiting professors	10	20	30

	2023	2025	2027
Number of scholars who choose the University as host institution for projects submitted under highly competitive calls (ERC, FIS, AIRC, MSC, etc.)	46	75	100

Links with the 2030 Agenda: Quality Education (4); PNRR Mission: M4.

Objective 1.2:

Strengthen the successful participation of the University's academic staff in European and national research calls

Responsibility:

Policy responsibility: Vice-Rector for Research; Vice-Rector for Quality, Development and Relations with Departments; Directors of Departments

Administrative responsibility: Research and Innovation Area; Departments

Actions:

- Strengthen information and training activities for academic staff and early-career researchers on European direct-managed research calls (ERC, Horizon Europe, MSCA, etc.) and on national and international funding opportunities related to the different scientific and cultural areas, also through coordinated action with the APRE Agency
- Strengthen support for the transformation of project ideas into submitted proposals, including through the creation of an administrative structure interacting with the Departments

- Introduce incentive mechanisms in the allocation of *Punti Organico* and University Research Funds linked to participation in high-impact European or national calls
- Maintain a University funding line supporting the preparation of European research project proposals and successful participation in national research projects

Indicators and Targets:

	2023	2025	2027
Number of research projects submitted under EU direct-managed programmes and joint initiatives between the European Commission and the Member States	113	150	200

	2023	2025	2027
Number of funded European research projects under direct-managed programmes	15	20	25
Number of staff members supporting the submission and reporting of research projects	16	25	30
Staff budget units allocated as incentives related to competitive European or national calls	0	2	3
Revenue (euro) from competitive funding, normalised per tenured academic staff	13,545	15,000	16,000
Resources (euro) allocated by the University to support the preparation of research project proposals	0	150,000	200,000

Links with the 2030 Agenda: Quality Education (4); PNRR Mission: M4.

Objective 1.3:

Promote, across all disciplinary areas, the development of research lines capable of effectively contributing to the economic and socio-cultural development of the territory

Responsibility:

Policy responsibility: Vice-Rector for Research; Directors of Departments

Administrative responsibility: Research and Innovation Area; Third Mission Area; Departments

Actions:

- Simplify University administrative procedures and practices in order to strengthen interactions with the local productive and cultural system and to make the management of human and financial resources more efficient
- Fund research and analyses aimed at identifying and developing strategic sectors and areas for the Sicilian territory
- Interact with the authorities responsible for the ERDF Regional Programme

2021–2027 and with the Regional Department for Productive Activities in order to support development projects based on

knowledge and innovation and to help the local entrepreneurial system seize investment opportunities

Indicators and Targets:

	2023	2025	2027
Number of projects carried out in collaboration with enterprises, as provided for in the relevant public calls, currently under implementation	56	75	100

	2023	2025	2027
Resources (euro) allocated to fund research and analyses aimed at identifying and developing strategic sectors and areas for the Sicilian territory	0	20,000	50,000
Revenue (euro) from commissioned research (research contracts and agreements recorded in IRIS with status “stipulated”)	524,679	600,000	700,000

Links with the 2030 Agenda: Quality Education (4); Decent Work and Economic Growth (8); Reduced Inequalities (10); PNRR Missions: M1, M2, M4, M6.

Objective 1.4:

Strengthen experimental research in safe and technologically advanced environments

Responsibility:

Policy responsibility: Vice-Rector for Research; Vice-Rector for Building and Infrastructure; Directors of Departments; Director of ATeN

Administrative responsibility: Building, Technical Services and Sustainability Area; Research and Innovation Area; University Information Systems Area

Actions:

- Invest in the technological enhancement, databases and safety of research infrastructures and University Service Centres
- Recruit technical staff according to the specific needs of laboratories
- Improve access to major equipment and laboratories
- Enhance the use of instruments, laboratories, the University Library System, SiMuA and the ATeN Service Centre in third-party activities and in support of start-ups and spin-offs

Indicators and Targets:

	2023	2025	2027
Number of technical staff members working in the University's research laboratories	33	60	80
Revenue (euro) from third-party activities of the University's structures	3,064,258	4,000,000	5,000,000
Number of academic staff, doctoral candidates and research contract holders accessing the University's major equipment and centralised laboratories	Approx. 120	180	250
Percentage of laboratories for which no safety-related critical issues are identified in the DVR	*	> 70%	< 90%

* Data currently not available

Links with the 2030 Agenda: Quality Education (4); Industry, Innovation and Infrastructure (9); PNRR Mission: M1 M4 M5.

Objective 1.5:

Support the early careers of young scholars and enhance the quality of their scientific output

Responsibility:

Policy responsibility: Vice-Rector for Research; Directors of Departments

Administrative responsibility: Research and Innovation Area; Departments

Actions:

- Maintain a high number of doctoral scholarships, prioritising their funding or co-funding through external resources
- Provide funding for an adequate number of research contracts
- Increase financial resources supporting the research activities of doctoral candidates and RTD and RTT researchers
- Introduce effective evaluation methods for doctoral programmes based on the scientific activity of doctoral candidates

Indicators and Targets:

	Average XXXV-XXXVII cycle	Average 2024-2025	Average 2026-2027
Number of doctoral candidates per cycle (excluding extraordinary funding for more than 50 scholarships)	251	260	270
Number of ongoing research contracts and research fellowships	77	80	80
Average financial resources (euro) available for the research activities of doctoral candidates	1,623	1,800	2,000
Percentage of doctoral scholarships awarded on the basis of ex post evaluation	15% in the XXXIX cycle	20%	25%

Links with the 2030 Agenda: Quality Education (4); PNRR Mission: M4.

LINE 2: HIGHER EDUCATION AS A DRIVER OF THE FUTURE AND AN INSTRUMENT OF INCLUSION

Description – Increase the reach and quality of university education in Sicily and facilitate the entry of graduates into the labour market.

Objectives:

1. Increase the attractiveness of the University by providing high-quality higher education in an international context, improving the quality of teaching, fostering learning and strengthening innovative teaching methodologies
2. Increase the percentage of secondary school graduates who enrol at university and successfully complete their study paths
3. Facilitate the entry and retention of graduates in the labour market
4. Improve the innovation, attractiveness and safety of learning environments

Objective 2.1:

Increase the attractiveness of the University by providing high-quality higher education in an international context, improving the quality of teaching, fostering learning and strengthening innovative teaching methodologies

Indicators and Targets:

	2023	2025	2027
Number of Degree Programmes or curricula entirely delivered in a foreign language	16	20	25
Percentage of Degree Programmes (Bachelor's and single-cycle Master's) with enrolment not lower than 80% of the reference size for the programme class	54%	60%	66%

Responsibility:

Policy responsibility: Vice-Rector for Teaching and Internationalisation; Vice-Rector for the Right to Education and Innovation in Learning Processes; Vice-Rector for Quality, Development and Relations with Departments; Directors of Departments

Administrative responsibility: Teaching and Student Services Area; Departments

Actions:

- Increase the provision of teaching in English, gradually also within Bachelor's degree programmes
- Promote the activation of new degree programmes, in line with sustainability requirements, also through the reorganisation or reduction of degree programmes with low enrolment
- Acquire appropriate technical and technological equipment to support teaching activities and facilitate laboratory activities
- Fund projects for the development of new methodologies for innovative teaching and monitor their effectiveness
- Strengthen training for academic staff in the use of innovative teaching methodologies and new technologies
- Establish the Alumni Association and involve alumni in improving the quality of education and graduate placement

	2023	2025	2027
University funds (euro) allocated to the improvement of teaching	293,000	320,000	350,000
Number of academic staff involved in training initiatives on the quality and innovation of teaching for which at least 60% of participants have given a positive evaluation	543*	600	700
Number of alumni registered with the University Alumni Association	0	2,000	4,000
Ratio between hours of training in innovative teaching provided to academic staff and the number of academic staff in service – PRO3	3.122	5.00	5.77

* Final target established by the PRO3 programme

Links with the 2030 Agenda: Quality Education (4); Industry, Innovation and Infrastructure (9); PNRR Missions: M1, M4, M5.

Objective 2.2:

Increase the percentage of secondary school graduates enrolling at the University and of graduates progressing to the University's Master's degree programmes, ensuring the successful completion of their study paths

Responsibility:

Policy responsibility: Vice-Rector for Teaching and Internationalisation; Vice-Rector for the Right to Education and Innovation in Learning Processes; Vice-Rector for Student Life; Vice-Rector for Quality, Development and Relations with Departments; Delegate for the Coordination of the Orientation and Tutoring Centre (COT); Directors of Departments

Administrative responsibility: Teaching and Student Services Area; Departments

Actions:

- Reduce the use of locally regulated admission quotas
- Strengthen orientation activities by consolidating the involvement of secondary

school teachers, providing information on educational pathways, career opportunities and services, exemptions and financial contributions available for students in economically disadvantaged conditions, and promoting orientation interviews through the services offered by the COT and the Departments

- Promote the delivery of orientation programmes addressed to students in the final three years of secondary school, provided within the framework of the initiative "Active Orientation in the School-to-University Transition", coordinated by the COT
- Anticipate the assessment of entry-level knowledge and the delivery of remedial courses, and monitor students' academic careers, including the transition from Bachelor's degree to Master's degree programmes, also by strengthening tutor support, mainly provided by academic staff
- Improve the attractiveness of Master's degree programmes by introducing laborato-

ry-based courses aimed at facilitating entry into the labour market

- Encourage academic staff to carry out teaching activities at the territorial campuses of Agrigento, Caltanissetta and Trapani
- Disseminate, through the Teaching Learning Centre – Centre for Innovation and Improvement of University Teaching (TLC-CIMDU) and the Mentore Project, knowledge of method-

ologies for the innovation and improvement of teaching and promote their adoption

- Adopt teaching tools, including digital tools, that facilitate learning for non-attending and/or working students
- Improve the system for collecting student feedback and share its outcomes
- Increase the overall number of classroom seats across the University

Indicators and Targets:

	2023	2025	2027
Percentage of Degree Programmes with locally regulated admission	15,4 %	< 8 %	< 4%
Number of first-year students enrolled at the University (Bachelor's and single-cycle Master's degree programmes)	11,500	11,750	12,500
Percentage of graduates (Bachelor's, Master's and single-cycle Master's) within the standard duration of the programmes	59%	62%	65%
Number of upper secondary school students involved in orientation initiatives (PNRR, Welcome Week and Open Day)	10,000	12,000	15,000
Percentage of students who continue to the second year of the same Degree Programme	73,8%	77%	80%
Percentage of students who continue to the second year of the same Degree Programme having obtained at least 20 ECTS credits in the first year	60.4%	63%	66%
Percentage of the University's graduates who enrol in the University's Master's degree programmes by the second academic year following the year in which they obtained their degree	47.59%	50%	55%
Number of first-year students enrolled at the University's sites in Agrigento, Caltanissetta and Trapani	654	800	1000
Number of working students	3593	4000	5000
Number of students detained in correctional institutions	18	25	30

	2023	2025	2027
Percentage of graduates who declare themselves fully satisfied with their educational pathway at the University of Palermo	46.2%	50%	55%
Increase in classroom capacity	//	+ 1,500	+ 2,000
Proportion of Degree Programmes (Bachelor's, single-cycle Master's and Master's) offered in blended, predominantly distance, or fully distance mode in non-telematic universities – PRO3	0.026	0.033	0.047

* Final target established by the PRO3 programme

Links with the 2030 Agenda: Quality Education (4); Reduced Inequalities (10); Partnerships for the Goals (17); PNRR Missions: M1, M4, M5.

2. Defined as “first-time entrants to the Degree Programme in academic year X/X+1 who, by the academic year X+1 (therefore also in year X), have obtained at least 20 ECTS credits and who in X+1/X+2 are enrolled in the same Degree Programme in which they first enrolled”.

Consequently, the indicator for 2023 refers to first-time entrants in the 2021/2022 academic year who were enrolled in the second year in 2022/2023 and who obtained at least 20 ECTS credits during the 2022 calendar year.

Objective 2.3:

Facilitate the entry and retention of graduates in the labour market

Responsibility:

Policy responsibility: Vice-Rector for Teaching and Internationalisation; Vice-Rector for the Right to Education and Innovation in Learning Processes; Vice-Rector for Quality, Development and Relations with Departments; Vice-Rector for Inclusion, Equal Opportunities and Gender Policies

Administrative responsibility: Teaching and Student Services Area; Departments

Actions:

- Promote and provide financial support for students undertaking traineeships in order to facilitate their entry into the labour market

- Activate professionalising and/or professionally oriented Degree Programmes
- Introduce elements of flexibility into the curricula of Degree Programmes
- Introduce courses aimed at developing transversal competences, including topics related to soft skills, inclusion and gender equality
- Strengthen the language skills of enrolled students and increase teaching initiatives related to public engagement
- Intensify the organisation of events aimed at facilitating meetings between graduating students/graduates and companies, institutions and economic operators
- Continuously monitor the results of the different Degree Programmes in terms of graduate employment outcomes, introducing appropriate actions to facilitate entry into the labour market across all fields

Indicators and Targets:

	2022	2025	2027
Number of traineeships and internships for Master's degree students funded through University scholarships	0	200	300
Number of professionally oriented Degree Programmes (Ministerial Decree No. 446 of 12 August 2020)	3	5	6
Number of students attending courses on transversal competences	269	350	500
Number of students obtaining language proficiency certifications at levels B1, B2 and C1	1286	1500	1800
Number of University events aimed at facilitating meetings between graduating students and graduates and the world of work	38	45	50
Percentage of Master's degree graduates employed one year after graduation	70.2%	72.5%	75%
Number of open badges obtained by students participating in training pathways for the acquisition of transversal competences – PRO3	901	1500	1800

* Final target established by the PRO3 programme

Links with the 2030 Agenda: Quality Education (4); Reduced Inequalities (10); PNRR Missions: M1, M4, M5.

Objective 2.4:

Improve the innovation, attractiveness and safety of learning environments

Responsibility:

Policy responsibility: Vice-Rector for Building and Infrastructure; Vice-Rector for Student Life; Directors of Departments

Administrative responsibility: Building, Technical Services and Sustainability Area; University Information Systems Area; University Library System; Departments

Actions:

- Design and implement energy efficiency interventions in classrooms and libraries
- Strengthen laboratories dedicated to innovative teaching
- Carry out the Seismic Vulnerability Assessment of University buildings
- Implement extraordinary maintenance interventions in University classrooms that have not undergone interventions in the past five years

Indicators and Targets:

	2023	2024-2025	2026-2027
Number of classrooms (≥ 100 places), libraries and teaching laboratories subject to energy efficiency interventions	7	10	10
Classrooms available at the University for the use of innovative teaching methodologies	4	15	20
Number of University buildings with a seismic vulnerability assessment	1	5	10
Percentage of University classrooms (≥ 100 places) subject to extraordinary maintenance	12.5%	18%	25%
Percentage of University classrooms subject to extraordinary maintenance	5.15%	8.66%	12.41%

Links with the 2030 Agenda: Industry, Innovation and Infrastructure (9); Sustainable Cities and Communities (11); Responsible Consumption and Production (12); PNRR Missions: M1, M2, M6.

LINE 3: THE THIRD MISSION FOR A UNIVERSITY SERVING THE TERRITORY

Description – Support the growth of the productive system, the expansion of service provision and local cultural development by promoting the creation of interconnected networks.

Objectives:

Promote technology transfer for the economic and cultural development of the territory

Strengthen public engagement initiatives in order to foster stable relationships between the University and citizens

Extend the mission of the University Museum System and the University Library System (SBA), increasing their educational and social role and their capacity to promote and support the cultural activities of the community

Objective 3.1:

Promote technology transfer for the economic and cultural development of the territory

Responsibility:

Policy responsibility: Vice-Rector for Research; Vice-Rector for Liveability, Workplace Well-being and Third Mission; Rector's Delegates for Third Mission; President of SiMuA; Directors of Departments

Indicators and Targets:

	2021-2023	2024-2025	2026-2027
Number of patents registered and granted at national and European offices by the University's academic staff	7	15	20

Administrative responsibility: Research and Innovation Area; Third Mission Area; Special Service for the University Library System; Departments

Actions:

- Promote an increase in patents and their valorisation, also supporting the filing of international patents
- Establish a business incubator, supporting the creation and development of new enterprises linked to the University's research and teaching activities and encouraging the use of laboratories of the ATeN Service Centre
- Develop strong interactions with local entrepreneurship and international players in order to foster the economic growth of the territory and increase employment opportunities for the University's graduates while remaining in Sicily
- Strengthen the provision of master's programmes, using all available teaching modalities, in order to promote the dissemination of new competences across the territory and respond effectively to a continuously evolving labour market
- Train young researchers (doctoral candidates, research contract holders and RTD researchers) in the valorisation of research outputs

	2023	2025	2027
Number of enterprises incubated at the University or involved in business acceleration initiatives	0	20	40

	2023	2025	2027
Number of first- and second-level Master's programmes established at the University	42	50	60

	2023	2024-2025	2026-2027
Number of training events on the valorisation of research outputs for young researchers	0	5	8

Links with the 2030 Agenda: Quality Education (4); Decent Work and Economic Growth (8); Industry, Innovation and Infrastructure (9); Sustainable Cities and Communities (11); PNRR Missions: M4, M5.

Objective 3.2:

Strengthen public engagement initiatives to foster stable relationships between the University and citizens

Responsibility:

Policy responsibility: Vice-Rector for Liveability, Workplace Well-being and Third Mission; Vice-Rector for the Right to Education and Innovation in Learning Processes; Rector's Delegates for Third Mission; Directors of the University Centres

Administrative responsibility: Third Mission Area; Departments

Actions:

- Ensure continuity and further develop the "Università diffusa" programme in order to promote the cultural growth of the population also beyond formal university study programmes
- Establish collaboration agreements with local institutions, professional associations and third-sector organisations in order to

make the University's expertise available to the local territory

- Promote the activities of the Centre for Sustainability and Ecological Transition, the Migrare Centre, the School of Italian Language for Foreigners (ITASTRA), and all departmental and interdepartmental structures, increasing their openness to citizens
- Develop Service Learning in order to respond to needs or problems present within the community
- Offer laboratory activities to school students, providing them with the opportunity to undertake PCTO activities within University structures through the actions of PNRR-Orientamento and PLS
- Propose initiatives and continuing training pathways for school teachers through the actions of PLS, POT, and other projects aimed at this objective
- Carry out outreach activities by promoting or participating in events as opportunities for interaction between the University and citizens

Indicators and Targets:

	2022	2025	2027
Number of citizens involved in the “Università diffusa” programme	39	300	400
	2023	2025	2027
Number of agreements, contracts, conventions and collaborative protocols with public and private entities concluded or in force	687	750	800
	2023	2025	2027
Number of public engagement events organised by the University Centres	22	30	40
Number of courses using Service Learning	7	14	21
Product of the number of citizens involved in outreach activities organised by the University and the duration (in hours) of such activities	*	1,000*3 hours = 3,000	2,000*3 hours = 6,000

* The baseline data are not available, as they have not been consistently monitored in the past.

Links with the 2030 Agenda: Decent Work and Economic Growth (8); Reduced Inequalities (10); Partnerships for the Goals (17); PNRR Missions: M1, M4, M5.

Objective 3.3:

Extend the mission of the University Museum System and the University Library System, enhancing their educational and social role and their capacity to promote and support cultural activities

Responsibility:

Policy responsibility: Vice-Rector for Liveability, Workplace Well-being and Third Mission; Vice-Rector for the Right to Education and Innovation in Learning Processes; Vice-Rector for Inclusion, Equal Opportunities and Gender Policies; President of SiMuA

Administrative responsibility: Third Mission Area; University Library System (SBA)

Actions:

- Reorganise the different sites of the University Museum System in order to fully enhance the richness of its heritage, including the possible establishment of new museums
- Provide for extended opening hours of libraries and reading rooms until late evening, also involving student associations, while ensuring adequate supervision and safety conditions
- Encourage the organisation of collective cultural events (book presentations, seminars on broad or interdisciplinary topics, etc.) within libraries, promoting their use as spaces for social interaction
- Promote, through appropriate incentive mechanisms, open access to research outputs and data, as well as the identification of practices that increase the impact of scientific work

Indicators and Targets:

	2023	2025	2027
Number of visitors to the different sites of the University Museum System	215,691	225,000	235,000
Number of libraries open during evening hours	3	4	5
Number of outreach and Third Mission events organised by the University Library System (SBA)	34	40	50

	2023	2025	2027
Percentage of journal publications or monographs available in the IRIS database with open access	56.2%	60%	66%

Links with the 2030 Agenda: Reduced Inequalities (10); Sustainable Cities and Communities (11); Partnerships for the Goals (17); PNRR Missions: M1, M4, M5, M6.

LINE 4: INTERNATIONALISATION: A UNIVERSITY AS A CROSSROADS OF COUNTRIES AND CULTURES

Description – Enhance the University’s attractiveness to international students, doctoral candidates and researchers by leveraging Sicily’s cultural specificities and geopolitical position.

Objectives:

Promote research with international impact

Strengthen the internationalisation of Degree Programmes

Reorganise mobility and internationalisation initiatives of the University

Objective 4.1:

Promote research with international impact

Responsibility:

Policy responsibility: Vice-Rector for Research; Vice-Rector for Teaching and Internationalisation; Vice-Rector for Quality, Development and Relations with Departments; Director of the Ad-

vanced Studies Centre; Director of the Centre for Sustainability and Ecological Transition; Directors of Departments

Administrative responsibility: Research and Innovation Area; Special Service for International Relations; Departments

Actions:

- Promote international scientific collaborations, also through the activities of the Advanced Studies Centre, and recruit high-profile professors and researchers, including through direct calls and/or mobility schemes
- Foster collaboration among Departments for the development of interdisciplinary research and the involvement of academic staff in research networks linked to international project initiatives
- Promote traineeships at foreign institutions, of at least three months’ duration, for doctoral candidates
- Introduce incentive measures for scholars awarded projects under competitive calls (ERC, MSCA, Levi Montalcini, etc.)

Indicators and Targets:

	2023	2024-2025	2026-2027
Number of professors recruited pursuant to Article 1, paragraph 9 of Law 230/2005 or Article 7, paragraphs 5-bis and 5-ter of Law 240/2010	2	8	10
	2023	2025	2027
Percentage of doctoral graduates who have spent at least three months abroad	73%	80%	85%
Number of individuals awarded grants to undertake mobility periods of at least one month at foreign institutions	20	25	30

Proportion of full and associate professors recruited from outside the University over the previous three-year period, out of the total number of professors recruited – PRO3	0.073	0.078	0.080
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* Final target established by the PRO3 programme

Links with the 2030 Agenda: Quality Education (4); PNRR Missions: M4, M5.

Objective 4.2:

Strengthen the internationalisation of Degree Programmes

Responsibility:

Policy responsibility: Vice-Rector for Teaching and Internationalisation; President of the University Language Centre (CLA)

Administrative responsibility: Teaching and Student Services Area; Special Service for International Relations

Actions:

- Promote the enrolment of international students
- Enable academic staff who apply to improve or consolidate their level of English proficiency through dedicated courses, including training in teaching methodology in English

- Increase the number of courses and Degree Programmes delivered in English and expand structured pathways that include mobility leading to joint, double or multiple degrees
- Provide effective reception services and dedicated administrative offices for international students and academic staff
- Strengthen, through the University Language Centre (CLA), the language competences of outgoing and incoming mobile students
- Promote international communication and dissemination initiatives related to the University’s educational offer, also with a view to improving its positioning in international rankings

Indicators and Targets:

	2023	2025	2027
Percentage of first-year students of foreign nationality out of the total (Bachelor’s and single-cycle Master’s degree programmes)	1.46%	2%	3%
Percentage of first-year students of foreign nationality out of the total (Master’s degree programmes)	6.51%	7%	8%
Number of academic staff attending the course “English C1 for Academic Staff”	22	35	50
Number of double degrees, joint degrees or integrated study programmes active with foreign universities	57	70	80

	2023	2025	2027
Number of staff members involved in reception and in the administrative management of international students and academic staff	3	5	6
Number of language lecturers and CELs at the University	9	12	15
Number of Open Badges awarded to students of the University	440	600	750

Links with the 2030 Agenda: Quality Education (4); Partnerships for the Goals (17); PNRR Missions: M4, M5.

Objective 4.3:

Reorganise mobility and the University's internationalisation initiatives

Responsibility:

Policy responsibility: Vice-Rector for Teaching and Internationalisation

Administrative responsibility: Special Service for International Relations

Actions:

- Increase the number of Erasmus agreements and ensure a more balanced distribution across Degree Programmes in order to promote student mobility for study, both incoming and outgoing

- Expand virtual and blended mobility initiatives, particularly within the FORTHEM Alliance
- Promote the geographical diversification of internationalisation initiatives, strengthening in particular agreements within the Mediterranean area and with partner universities of the European FORTHEM Alliance
- Promote the international mobility of academic and administrative staff
- Strengthen the role of the School of Italian Language for Foreigners (ITASTRA) in providing linguistic support to international students and visiting professors and scholars

Indicators and Targets:

	2023	2025	2027
Number of Degree Programmes and Doctoral Programmes with at least three Erasmus+ agreements	29	50	80
Number of mobility initiatives for study and for degrees, including virtual and blended formats	1,022	1,124	1,236
Number of mobility initiatives for study and for degrees, including virtual and blended formats, with partners of the FORTHEM Alliance	57	62	68
Number of international students attending Italian language courses organised by the University (ITASTRA)	1,414	1,500	1,600
Number of international agreements (double degrees, PIS, Erasmus+, SEMP) in force with non-EU countries	53	65	75

Links with the 2030 Agenda: Quality Education (4), Reduced Inequalities (10); Partnerships for the Goals (17); PNRR Missions: M1, M4.

LINE 5: A STRENGTHENED SENSE OF ACADEMIC COMMUNITY FOR STAFF AND STUDENTS

Description – Strengthen the sense of belonging of academic staff, technical and administrative staff (TAB) and students to the University of Palermo in order to foster coordinated action in service of the wider community.

Objectives:

Enhance workplace well-being and the overall liveability of the academic community

Promote work–life balance

Promote research, teaching and Third Mission activities based on the principles of equity, inclusion, respect for diversity and gender equality

Provide training and continuous professional development for academic and technical-administrative staff

Strengthen and improve the effectiveness of institutional communication within the Academic Community

Objective 5.1:

Enhance workplace well-being and the overall liveability of the academic community

Responsibility:

Policy responsibility: Vice-Rector for Liveability, Workplace Well-being and Third Mission; Vice-Rector for Student Life; Vice-Rector for

Inclusion, Equal Opportunities and Gender Policies

Administrative responsibility: Human Resources Organisation and Development Area; Building, Technical Services and Sustainability Area

Actions:

- Plan the redevelopment, safety upgrading and improvement of the infrastructure of all University buildings and spaces, with particular attention to the removal of architectural barriers
- Implement shuttle services between the main teaching sites, including territorial sites, also to support students and staff with physical disabilities
- Update the assessment of work-related stress in order to monitor the job satisfaction of technical-administrative staff and promptly identify corrective measures, also through the definition of guidelines on the right to disconnect
- Optimise and monitor the University's psychological counselling service
- Promote sports activities within University spaces and CUS facilities, and increase areas dedicated to relaxation and catering
- Implement actions aimed at improving sustainability (sustainable mobility, greater access to public transport, parking facilities)
- Implement listening mechanisms for academic staff in order to improve services

Indicators and Targets:

	2021-2023	2024-2025	2026-2027
Number of interventions aimed at removing architectural barriers	4*	6*	8*

* The number refers to interventions with a value exceeding €10,000

	2023	2025	2027
Number of shuttle services connecting University sites with each other or with main transport hubs (railway stations, bus terminals, etc.)	2	4	6
Percentage of technical, administrative and library staff (TAB) expressing a positive evaluation of working conditions	73%	75%	80%

	2023	2025	2027
Average waiting time (working days) between requests for access to the psychological counselling service and the actual start of support pathways	*	10	8

* The reference value for 2023 is not reported, as it varies significantly over the course of the year, also depending on the number of staff available in different periods.

	2023	2025	2027
Number of members of the Academic Community accessing CUS services	1,978	2,200	2,500

Links with the 2030 Agenda: Good Health and Well-being (3); Sustainable Cities and Communities (11); PNRR Missions: M1, M2, M3, M5, M6.

Objective 5.2:

Promote work–life balance

Responsibility:

Policy responsibility: Vice-Rector for Liveability, Workplace Well-being and Third Mission; Vice-Rector for Inclusion, Equal Opportunities and Gender Policies

Administrative responsibility: Human Resources Organisation and Development Area; Building, Technical Services and Sustainability Area

Actions:

- Strengthen the University nursery and childcare services
- Establish agreements with summer centres for staff, doctoral candidates and students
- Promote, also through the provisions of the POLA, the adoption of family-friendly working schedules and timetables
- Create childcare spaces and baby care facilities within University premises
- Support the provision of health insurance policies for staff and their families

Indicators and Targets:

	2023	2025	2027
Number of children attending the University nursery and childcare facilities	32	50	60
Percentage of technical, administrative and library staff (TAB) benefiting from facilities and/or organisational arrangements supporting work-life balance	Data currently not available	10%	15%

Links with the 2030 Agenda: Good Health and Well-being (3); Reduced Inequalities (10); PNRR Missions: M5, M6.

Objective 5.3:

Promote research, teaching and Third Mission activities based on the principles of equity, inclusion, respect for diversity and gender equality

Responsibility:

Policy responsibility: Vice-Rector for Liveability, Workplace Well-being and Third Mission; Vice-Rector for Inclusion, Equal Opportunities and Gender Policies; Vice-Rector for Teaching and Internationalisation; Vice-Rector for the Right to Education and Innovation in Learning Processes

Administrative responsibility: Third Mission Area; Teaching and Student Services Area

Actions:

- Design and activate courses, training activities and “transversal” courses on gender and inclusion issues

- Implement mentoring programmes to support the career progression of female researchers and staff
- Carry out awareness-raising campaigns on gender stereotypes and the valorisation of diversity, and adopt guidelines for gender visibility in language
- Adopt guidelines to ensure gender balance in conferences, panels and all events supported by the University
- Carry out public awareness campaigns to promote a culture of inclusion
- Require, in the submission of research projects funded by the University, that research teams include a significant representation of both genders

Indicators and Targets:

	2023	2025	2027
Number of academic staff and technical, administrative and library staff (TAB) participating in training activities on inclusion and gender policies for which at least 60% of participants have given a positive evaluation	292 (TAB)	450	600

	2023	2025	2027
Number of doctoral scholarships and research contracts active on topics related to equity, inclusion, respect for diversity and gender equality	7	8	10
Number of individuals participating in mentoring programmes	0	30	50

Links with the 2030 Agenda: Gender Equality (5); Reduced Inequalities (10); PNRR Missions: M1, M4, M5.

Objective 5.4:

Provide professional training and continuous development for academic and technical-administrative staff

Responsibility:

Policy responsibility: Vice-Rector for Liveability, Workplace Well-being and Third Mission; Vice-Rector for the Right to Education and Innovation in Learning Processes; Directors of Departments; Directors of the University Centres

Administrative responsibility: Human Resources Organisation and Development Area; Teaching and Student Services Area; Departments

Actions:

- Implement targeted training initiatives for academic staff through courses for newly recruited staff, micro-teaching and training for Degree Programme coordinators
- Design and deliver training activities for academic and TAB staff on the management of disabilities and specific learning disorders (SLD)
- Plan personalised training activities for all technical and administrative staff
- Train technical and administrative staff in the use of technologies and digital services, as well as in language enhancement
- Organise information and training events on the Quality Assurance (QA) system

Indicators and Targets:

	2023	2025	2027
Percentage of TAB staff expressing satisfaction with the training programmes attended	Data currently not available	70%	80%

	2023	2025	2027
Product of the number of academic staff and TAB staff participating in training activities and the duration (in hours) of the training activities	Data currently not available	26,000	28,000

	2023	2025	2027
Product of the number of academic staff and TAB staff participating in training activities on the management of disabilities and specific learning disorders (SLD) and the duration (in hours) of the training activities	1,860	4,000	9,000

	2023	2025	2027
Product of the number of TAB staff participating in training activities on the use of technologies and digital services and on language enhancement, and the duration (in hours) of the training activities	Data currently not available	12,000	13,500

	2023	2025	2027
Number of training and information events on the Quality Assurance (QA) system	12	18	22

Links with the 2030 Agenda: Good Health and Well-being (3); Reduced Inequalities (10); Industry, Innovation and Infrastructure (9); PNRR Missions: M1, M4, M5.

Objective 5.5:

Strengthen and enhance the effectiveness of institutional communication to the Academic Community

Responsibility:

Policy responsibility: Deputy Rector; Vice-Rector for Student Life

Administrative responsibility: Rector's Office; Communication and Public Relations Office (URP); University Information Systems Area

Actions:

- Reorganise and optimise the University Portal
- Develop a University Magazine highlighting the main activities carried out by Departments, University Centres and the Central Administration
- Create a dedicated webpage within the University Portal to disseminate the activities carried out by student associations
- Strengthen communication with the Academic Community regarding University life and the activities of the governing bodies
- Enhance the University's presence on social media

Indicators and Targets:

	2023	2025	2027
Number of users registered with the University Magazine who request to receive periodic notifications on newly published content	Data not available	1,000	2,500

	2023	2025	2027
Product of the total number of visits to the University Magazine and the average duration of visits	Data not available	300,000	500,000

	2023	2025	2027
Number of communications sent to the Academic Community by the University's senior governing bodies (Rector, Deputy Rector, Vice-Rectors)	92	100	100

	2023	2025	2027
Report on the outcomes of meetings of the governing bodies	No	Yes	Yes

	2023	2025	2027
Number of followers on social media	97,142	106,856	117,541

Links with the 2030 Agenda: Good Health and Well-being (3); PNRR Missions: M1, M5.

LINE 6: SUSTAINABILITY, WELL-BEING AND QUALITY OF SPACES

Description – Enhance the role of the University as a cultural hub for future-oriented regeneration pathways.

Objectives:

Improve service and inclusion activities for students and doctoral candidates by strengthening shared spaces and infrastructure and improving accessibility to study and work environments

Enhance the University's real estate assets and promote energy efficiency of buildings and efficient environmental management models

Objective 6.1:

Improve service and inclusion activities for students and doctoral candidates by strengthening shared spaces and infrastructure and improving accessibility to study and work environments

Responsibility:

Policy responsibility: Vice-Rector for Liveability, Workplace Well-being and Third Mission; Vice-Rector for Inclusion, Equal Opportunities and Gender Policies; Vice-Rector for Student

Life; Vice-Rector for the Right to Education and Innovation in Learning Processes

Administrative responsibility: Building, Technical Services and Sustainability Area; University Information Systems Area

Actions:

- Create new shared spaces and infrastructure for the student community and strengthen existing ones, including indoor and outdoor sports facilities
- Take action to remove architectural barriers in shared spaces and in study and work environments
- Improve the usability of outdoor spaces, including through the installation of wired workstations
- Promote the right to education and reward student merit, also through fee reductions and exemptions
- Encourage the use of remote assistive technologies
- Provide canteens and refreshment areas within University buildings, promoting sustainable food practices (local products, drinking water distribution points, dispensers for sanitary products, etc.)

Indicators and Targets:

	2023	2025	2027
Percentage of students expressing satisfaction with the quality of University facilities and spaces	Data currently not collected	75%	80%

	2023	2025	2027
Number of study and workstations installed in the University's outdoor spaces and equipped with the necessary services for individual study activities	0	100	200

	2023	2025	2027
Number of refreshment and relaxation areas available within the University's sites or affiliated with the University	4	9	12

Links with the 2030 Agenda: Good Health and Well-being (3); Industry, Innovation and Infrastructure (9)
PNRR Missions: M1, M3, M5, M6

Objective 6.2:

Enhance the University's real estate assets and promote the energy efficiency of buildings and the adoption of efficient environmental management models

Responsibility:

Policy responsibility: Vice-Rector for Building and Infrastructure; Vice-Rector for Liveability, Workplace Well-being and Third Mission; Director of the University Centre for Sustainability and Ecological Transition

Administrative responsibility: Building, Technical Services and Sustainability Area; University Information Systems Area; University Centre for Sustainability and Ecological Transition

Actions:

- Develop the Plan for the Development of the Quality and Provision of Architectural

and Building Spaces and the related implementation plans, in order to rationalise the process of upgrading, strengthening and developing University facilities and infrastructure

- Develop the Technological and Digital Infrastructure Plan to ensure coordinated planning of interventions aimed at enhancing the University's technological and digital resources
- Develop the Plan for Architectural and Sensory Accessibility / Plan for the Elimination of Architectural Barriers (PEBA)
- Develop the Energy Efficiency Plan for University buildings
- Plan strategic actions to prevent waste generation and increase separate waste collection rates, introducing principles of sustainability and the circular economy into the University's procurement policies

Indicators and Targets:

	2021-2023	2024-2025	2026-2027
Investments (euro) by the University or by external funders in energy efficiency	4,500,000	6,000,000	6,000,000

	2023	2025	2027
Percentage of waste volumes produced by the University subject to separate collection	3%	20%	30%
	2021-2023	2024-2025	2026-2027
Amount (euro) of University investments in technological and digital infrastructure	9,550,000	13,500,000	6,000,000
Thematic plans and programmes developed	2	4	7

Links with the 2030 Agenda: Good Health and Well-being (3); Affordable and Clean Energy (7); Industry, Innovation and Infrastructure (9); Sustainable Cities and Communities (11); Responsible Consumption and Production (12); PNRR Missions: M1, M2, M3.

LINE 7: DIGITAL TRANSFORMATION, PROCESS SIMPLIFICATION AND OPTIMISATION

Description – Use digital transformation as a tool to support innovation in teaching, broaden research horizons, strengthen Third Mission activities and enhance the effectiveness of the University's administrative and governance processes.

Objectives:

Modernise and strengthen technological infrastructure

Plan and manage the evolution of the application portfolio

Strengthen digital services and the information system to support decision-making

Simplify and accelerate administrative procedures

Objective 7.1:

Modernise and strengthen technological infrastructure

Indicators and Targets:

	2024-2025	2026-2027
Number of virtualised administrative workstations	1,500	
Total number of smart cameras installed and operational	700	1,200
Total number of smart locks installed	450	1,000
Number of personal safety devices in use, integrated with the control platform	600	3,000
Number of IT laboratory workstations upgraded	600	600
Number of new workstations in IT laboratories	100	300
Number of new classrooms adapted for hybrid, virtual and/or immersive teaching	20	40

Responsibility:

Policy responsibility: Rector's Delegate for University digital infrastructure and extraordinary projects; Rector's Delegate for University digital services

Administrative responsibility: University Information Systems Area

Actions:

- Complete the implementation of the new University data centre
- Complete, modernise and strengthen the University's wired and Wi-Fi network
- Virtualise all administrative workstations and provide full support for agile working through VDI (Virtual Desktop Infrastructure) solutions
- Establish the University's first Control Room
- Strengthen cybersecurity
- Create an integrated system for video surveillance, access control and user security
- Modernise IT laboratories
- Adapt classrooms for hybrid, virtual and/or immersive teaching

Links with the 2030 Agenda: Good Health and Well-being (3); Industry, Innovation and Infrastructure (9); Sustainable Cities and Communities (11); PNRR Missions: M1, M4.

Objective 7.2:

Plan and manage the evolution of the application portfolio

Responsibility:

Policy responsibility: Rector's Delegate for University digital infrastructure and extraordinary projects; Rector's Delegate for University digital services

Administrative responsibility: University Information Systems Area; Building, Technical Services and Sustainability Area

Actions:

- Implement the transition to ESSE3
- Introduce a new University document management system, integrating it with existing systems
- Adopt Business Process Management (BPM) and Asset Management systems and digitalise University processes
- Develop a BIM module integrated with the Asset Management platform

Indicators and Targets:

	2025	2027
Percentage of transition to ESSE3	60%	100%
Percentage of implementation and adoption of the new University document management system	75%	100%
Number of digitalised processes implemented on the BPM platform	25	80
Percentage of University structures reconstructed in 3D using the new University BIM module	40%	100%

Links with the 2030 Agenda: Industry, Innovation and Infrastructure (9); PNRR Missions: M1, M4.

Objective 7.3:

Strengthen digital services and the information system to support decision-making

Responsibility:

Policy responsibility: Rector's Delegate for University digital infrastructure and extraordinary projects; Rector's Delegate for University digital services

Administrative responsibility: University Information Systems Area

Actions:

- Develop an advanced system (CRM – Customer Relationship Management) for managing relationships with students
- Fully redesign the University web portal and the student app
- Create tools to support the Smart Campus and the digital replication (Digital Twin) of University facilities
- Redesign managerial dashboards with integration and monitoring of target values and process-related data
- Monitor process costs

Indicators and Targets:

	2025	2027
Percentage of completion of the CRM system supporting students	80%	100%
Percentage of completion of the redesign of the web portal and student app	100%	
Percentage of buildings virtualised for Digital Twin	40%	80%
Percentage of completion of the process of redesigning managerial dashboards and integrating them with process data	80%	100%
Percentage of completion of the implementation of tools for monitoring and controlling process costs	20%	80%

Links with the 2030 Agenda: Good Health and Well-being (3); Industry, Innovation and Infrastructure (9); Sustainable Cities and Communities (11); PNRR Missions: M1, M4.

Objective 7.4:

Simplify and accelerate administrative procedures

Responsibility:

Policy responsibility: Rector's Delegate for University digital infrastructure and extraordinary projects; Rector's Delegate for University digital services

Administrative responsibility: Director General; Administrative Managers

Actions:

- Monitor the effectiveness and efficiency of the organisational model of Departments and other spending centres and introduce the necessary adjustments
- Map administrative processes, simplify procedures and reduce processing times

Indicators and Targets:

	2025	2027
Number of new automated administrative processes	+3	+3
Reduction of average procurement times for research goods below €40,000	< 45 days	Within 30 days
Reduction of the time required to transfer University financial data and reopen the accounts of spending centres	Within 1 month	By 15 January
Reduction of average processing times for mission reimbursements**	Within 1 month	Within 20 days

Note: The average procurement time is calculated from the date on which the lecturer's request is finalised to the date of issuance of the purchase order.

** The average time is calculated from the date on which the lecturer's reimbursement request is finalised.

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Piazza Marina 29
90133 Palermo - Italia
unipapress.com



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