



Università
degli Studi
di Palermo



STRATEGIC PLAN 2021-2023

ADDENDUM

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ADDENDUM



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degli Studi
di Palermo**

VISION AND MISSION

The University of Palermo, founded in 1806, is a public institution whose inseparable aims are the higher education of the younger generations, scientific research in the various fields of knowledge and the transfer of knowledge for the progress of society.

The University of Palermo is a polycentric university with headquarters in Palermo and university centres in Agrigento, Caltanissetta and Trapani; with a School of Medicine, 16 Departments, 144 study programs, 40 masters, 40 specialization schools and 23 research doctorates, 43,200 students, 1,500 teachers and 1,425 staff TAB.

The University of Palermo, therefore, operates as an agent for the development of the territory and of society, to transform resources and opportunities into concrete facts by operational and continuous action through the course of time. For this reason, it is open to the demands and needs of contemporary society, firmly rooted in the regional territory, dialectically interconnected with the bodies and institutions that, at all levels, deal with development, and participates in numerous national and international academic collaborative networks.

A university is above all a community, even before intellectual and material energies, its direction is towards the achievement of an institutional purpose.

In this broader perspective, the student component then rises to become the central element of strategies and actions, which requires continuous rethinking, refinement and adaptation.

The University of Palermo therefore intends to make its "student-centric" identity concrete, implementing actions to guarantee students an excellent educational path, the provision of adequate services for their academic life, for their cultural growth and for their well-being, as well as an effective relationship with the world of employment. The University considers it essential to invest in human resources, both in terms of teaching staff and technical, administrative and library staff, believing that the human factor constitutes the central resource on which the complete realization of its institutional mission, to a large and direct extent depends.

Therefore, it intends to promote a renewed season of integrated university-territory policies, aimed at governing issues of common interest (protection and enhancement of cultural and environmental assets, revival of entrepreneurship, environmental sustainability, territorial cohesion and cultural integration, digital transition, science of life and a holistic approach to health, internationalization, just to name a few), as well as the integration of the University with the other protagonists of the local economy in a truly effective strategic process in the pursuit of common development objectives. The University of Palermo intends to follow with clarity and determination the progressive transformation towards the entrepreneurial university model (in the broad sense of the term of an "enterprising" university that produces an impact) in which research and training must respond to the

knowledge needs and emerging innovations in local, regional, and national production systems and in society in general.

And, at the same time, the research activity carried out in the University, with its autonomy and capacity for innovation, must contribute to modifying the economic model and the demand for labour, prompting them to innovate and make the necessary leap in quality.

The whole university ecosystem of Palermo and its university poles in Agrigento, Caltanissetta and Trapani constitutes one of the most important strategic assets for the governance of a development that wants to be competitive, cohesive, sustainable and long-lasting; representing a stakeholder of fundamental importance for the central-western regional system as it possesses precious infrastructures (campuses, offices, services and laboratories, etc.), significant institutional skills especially for the purposes of research and development components, culture and internationalization of development strategies, but it is also an important bearer of regional interests and attractor of specific resources. Finally, the pursuit of the Third Mission to achieve the goals of the social and economic development of the territory and the enhancement of human and technological resources must be guaranteed through relations with both public and private bodies through contracts and agreements, establishment of inter-university centres, participation in consortia, as well as other forms of association in respect of their autonomy and in the context of their public purposes, and also to stem the phenomenon of intellectual emigration.

The University of Palermo therefore intends to act as a platform for higher education, research, knowledge transfer and social impact for the benefit of both students and local organizations (companies, non-profit associations, political decision makers), and the community.



All being said, the University of Palermo intends to create, nurture and promote a powerful, extensive and plural development ecosystem, articulated and made operational by this Strategic Plan, through its vision and mission ►

VISION

- Promote culture, education, basic and applied research, higher education, technology transfer and public engagement activities.
- Affirm its own secular, pluralistic and independent nature.
- Guarantee equal opportunities without distinction of gender, age, sexual orientation, race, ethnic origin, language, religion, political opinion, social and personal conditions.
- Participate in the social, cultural, and economic development of the territory.
- Promote a strong spirit of community and belonging through balanced choices inspired by the enhancement of merit in personnel and development policies.
- Promote the culture of sustainability through concrete and transversal actions.
- Implement processes for administrative simplification, the promotion of well-being and the quality of its spaces.
- Being a crossroads university for encounters with different countries and cultures.

MISSION

- Guarantee the higher education of younger generations, the development of scientific research and the dissemination of knowledge for the progress of society.
- Place students, teachers and technical, administrative and library staff at the centre of specific strategies, actions and decisions, paying close attention to their needs and legitimate expectations.
- Making the University feel like a home for students, as well as for all those who gravitate around the cultural and social presence of the University.
- Promote innovative training models.
- Propose a training offer adapted to the needs of the territory.
- Increase the impact of knowledge in society and support and direct local development processes.
- Guarantee an increasingly fruitful dialogue with all the competent institutions, in order to pursue common development objectives and to curb the phenomenon of intellectual emigration.
- To be attractive to international students and researchers who can find within the University of Palermo a fertile place in which to pursue their ambitions and where to best carry out their research activity.



GENERAL OBJECTIVES

1

QUALITY OF TEACHING

TO GENERATE THE FUTURE AND AS A TOOL FOR INCLUSION

The University of Palermo, acting in an economically and socially complex context such as Sicily, constitutes a democratic aid and an agent of cultural development for the territory. This role means paying attention to the inclusion of increasingly large sections of the youth population, with policies that allow all deserving students to complete their training course by acquiring an in-depth knowledge of reality and the ability to operate in specific work sectors, developing a critical spirit and pursuing the integration of disciplinary knowledge with broader issues of a social nature. This action becomes effective by reaching excellence in the three levels of training, with the complete integration of teaching and research which finds its accomplishment in the Masters and research doctorates.

2

QUALITY OF RESEARCH

FOR THE SUSTAINABLE DEVELOPMENT OF SOCIETY

Research, the development engine of a modern society, is a strategic factor towards the progress of knowledge and the improvement of the quality of life. The achievement of high-quality standards is a key objective for the University of Palermo, which in research, expresses one of the fundamental missions, determining the distinctive character of the teaching activity, and guaranteeing training in step with the times.

In the University, the variety of cultural areas requires careful approaches to their different needs: enrichment of the library heritage, strengthening, safety and standardization of laboratories and technologies; development of field activities; improvement of the digitization of processes; support at all planning stages. In fact, the wealth of knowledge is enhanced by making the collaboration between researchers, sectors and Departments, a habitual and rewarding practice, with a culture of evaluation being aware of the characteristics of the various macro-areas.

3

QUALITY OF THE THIRD MISSION

FOR A UNIVERSITY AT THE SERVICE OF THE TERRITORY

The University of Palermo must operate as an agent for the development of the territory and of society, to transform resources and opportunities into concrete deeds through energetic and continuous actions throughout time. For this reason, it must reorganize itself as a university open to the demands and needs of contemporary society, firmly rooted throughout the region, dialectically interconnected with the bodies and institutions which, at every level, deal with the governance of the communities. We are going through a historical period of great challenges and opportunities which, if carefully managed, will mark the future of the next generations. The resources in the field, starting from those of the PO-Fesr 2021-2027, of the Green New Deal, of the Next Generation EU and of Horizon Europe, require complex planning involving interdisciplinary knowledge and methods, solicited by the new social phenomena stimulated by emerging technological and cultural paradigms. The Third Mission, therefore, must assume a complementary role to teaching and research and contribute to the amplification of their impact.

THE NEW UNIVERSITY CENTERS

Centre of Advanced Studies (A.S.CENT.)

The "Centre of Advanced Studies", directed by Prof. Antonello Miranda, has the aim to strengthen and integrate the capacity for action of the University's research structures, both by promoting synergies between them and by consolidating the development and dissemination of science and of technology, and by promoting the exchange and interaction of knowledge through the international circulation of ideas and scholars.

Internationalization, interdisciplinarity and sharing of scientific knowledge and other knowledge are the main guidelines of the activities of the Centre for the exchange and discussion of ideas, for the implementation of projects and for the search for innovative results.

The mission therefore consists in the creation of a "forum" where cooperation and knowledge sharing between renowned academics from different parts of the world and teachers, young researchers, and doctoral students as well as students of higher education cycles who work and study at the University of Palermo are encouraged and supported.

The Centre of Advanced Studies aims to:

- enhance research and the scientific, economic and knowledge potential present in the University of Palermo by developing and consolidating international contacts through the opportunity to host, for medium-long periods, both Italian and foreign scholars distinguished by scientific excellence and international reputation from all over the world (Visiting Fellow and Senior Visiting Fellow).
- strengthen the role and national and international visibility of the University's structures, researchers, and scholars, through the rationalization and coordination of the internationalization services system.
- plan and carry out studies and research agreed with incoming foreign researchers.
- develop and consolidate partnerships and international collaboration initiatives agreed with universities, research institutions and the production system.
- promote interdisciplinary and systemic studies and research, technology transfer, advancement, and diffusion of innovation, as well as setting up and organizing Seasonal Schools and other forms of advanced learning.



Centre for Sustainability and Ecological Transition

The University of Palermo is the first university in Italy to activate a Centre for sustainability and ecological transition. The Centre is directed by Prof. Maurizio Cellura and has a Scientific Council made up of university professors who are experts in the sectors of the 17 Sustainable Development Goals (SGD) set out in the United Nations 2030 Agenda. Among the activities of the Centre is the creation of a Regional Forum on Sustainability and Ecological Transition to strengthen the dialogue between the University and the stakeholders who in various capacities operate in the field of sustainability.

The Centre will also involve small and medium-sized enterprises in the Forum to guide them in the definition of eco-innovative and sustainable production solutions, in the evaluation and reduction of the energy-environmental impact associated with their production processes, in the implementation of eco-design practices.

The Sustainability Centre participates in the RUS - Network of Sustainable Universities - contributing to thematic working groups that embrace topics ranging from sustainable food to climate change. This network allows the rapid dissemination of best practices that emerge from the issues of sustainability and ecological transition among the universities of the network.

The concept of sustainability and ecological transition will be integrated into training courses, able to respond to new needs in terms of professional figures that are essential for ecological transition. The Centre promotes a dialogue between Departments and individual University scholars engaged in research and innovation activities in the fields of sustainability and ecological transition to implement effective solutions applicable to the management of the University structures and the reference territory.

It also intends to develop "Green Public Procurement" practices through the integration of the technical and administrative bodies of the University. The Centre detects the University's energy consumption and mobility practices, in collaboration with the Technical Office, the Energy Manager and the Mobility Manager, to estimate its carbon footprint. The energy atlas of the university building stock is also being drawn up.

Finally, the Centre provides support on a local scale for initiatives aimed at concretely achieving the "New Green Deal" of the European Union.

POSITIONING ANALYSIS

SWOT

STRENGTHS (S)

- Generalist, multidisciplinary and polycentric character of the University, the only state reality in central-western Sicily
- Breadth and quality of the educational offer
- High number of freshmen and students
- Requalification of the infrastructural heritage according to innovative needs and the quality of teaching
- University campuses and poles distributed throughout the municipal and regional territory
- Number of teaching staff
- Enhancement of academic and technical-administrative careers
- Presence of peaks of excellence in research activity in various fields (VQR 15-19 results)
- Participation in numerous national and international university networks
- Presence of Centers of Excellence: Aten Center, Interdepartmental Research Center "Migrare", Centre for Sustainability and Ecological Transition of the University, Centre of Advanced Studies
- University museum system
- Third mission initiatives with a strong social vocation
- University Hospital and third mission activities in the medical and welfare fields

WEAKNESSES (W)

- High number of students who drop out of studies and reduction in the number of students in the transition from bachelor's to master's degrees
- Low percentage of foreign students
- Low attractiveness for winners of ERC competitions
- Limited effectiveness of some administrative services aimed at students
- Limited ability to recruit teachers external to the University
- Physical and digital research infrastructures to be modernized and expanded
- Incomplete digital and multimedia equipment in the classrooms
- Limited economic development of research products
- Shortage of TAB personnel with particular reference to the Technical and Research areas as well as specialized technicians for laboratories





OPPORTUNITY (O)

- New methods of integrated digital teaching also aimed at foreign students
- Ministerial policies to support the right to study and the recruitment of new researchers and associate professors
- National and Regional Programming
- National Recovery and Resilience Plan (PNRR)
- European programming
- Implementation of open science policies
- Cohesion Funds 2021 - 2027
- Funds intended for structural redevelopment and technology of the Paolo Giaccone Polyclinic
- Flexibility of the organizational model, functional to the agile work plan
- New funding envisaged in the most recent government provisions for university building and for the construction of research infrastructures and libraries (PNIR)
- New funding foreseen in the most recent government measures to support basic and applied research (PNR and PRIN)
- European and national policies for raising awareness to gender-related issues

THREATS (T)

- Progressive economic, industrial, and demographic desertification of the territory of reference
- Constant national economic crisis more markedly in Sicily
- Persistent uncertainty of the epidemiological framework
- Limited employment prospects for young graduates in the reference area
- Capacity of attraction exercised by other Universities located in territories with higher employment prospects
- Capacity of the attraction exerted by telematic training platforms
- Limited technological level of some locations within the training network of the medical area specialization schools

STRATEGIC MAP

GOALS

QUALITY OF TEACHING

O.1 Promote the quality and innovation of the teaching and training offer in relation to the needs of the individual and society.

- Regularity of studies
- Educational innovation
- Teaching-research synergy
- Entry and permanence in the world of employment
- Strengthening of infrastructures and services aimed at guaranteeing the well-being of the student

QUALITY OF RESEARCH

O.2 Strengthen basic research, applied research and scientific planning to face emerging national and international challenges.

- PhD and post-doc fellowships
- Quality and productivity
- Infrastructure
- International, national, regional, and Open-Science competitions
- Increase investments to support research

THIRD MISSION

O.3 Support the transfer of technologies and knowledge, as well as scientific and cultural dissemination in favor of the socio-economic fabric.

- Strengthen the socio-economic impact of the University's actions on a regional, national, and international level both with entrepreneurial projects and university-business initiatives, as well as through professional and permanent training courses
- Strengthen knowledge transfer and cooperation activities for social and cultural development (Public Engagement)
- Strengthen knowledge transfer and economic development cooperation activities
- Develop third mission activities with specific reference to the world of healthcare

INTERNATIONALIZATION

O.4 Improving the attractiveness and strengthening the European and international dimension of education and research fields.

- International partnerships for education
- Academic mobility within the EU
- Relations with non-EU countries

ACADEMIC COMMUNITY

O.5 Promote personnel recruitment policies consistent with the training objectives and diversification of the training offer, in line with the needs expressed by the reference community.

- Increase the number of temporary researchers (RTD) with a view to maintaining and increasing the overall University workforce
- Improve the technical-administrative structure through the development and requalification of existing skills, as well as the recruitment of human resources with particular reference to the technical, research and student services areas

SUSTAINABILITY, WELLBEING AND PROCESS QUALITY

O.6 Improve the sustainability and quality of processes.

- Increase the socio-environmental sustainability of the University (e.g., decarbonization)
- Strengthening of public ethics, inclusion policies and gender balance as founding values of the University
- Simplify and speed up administrative procedures



STRATEGIC MAP

STRATEGIES
AND ACTIONS

INGEGNERIA



Segreteria studenti
Aldo student
Materia universitaria
Uffici
Parcheggi da 1 a 4
Parcheggio 5
Parcheggio 6

STRATEGIC OBJECTIVE O.1 - TEACHING QUALITY

BASIC OBJECTIVES

O.1. - Promote the quality and innovation of teaching and the training offer in relation to the needs of the individual and society

O.1.1. - Consolidate the regularity of studies by ensuring a solid cultural profile and rigorous evaluation

Political aide:
Pro-Rector for Education

STRATEGIES and/or ACTIONS

- Promote the right to study and reception policy.
- Improve the quality of teaching.
- Consolidate digital technologies for teaching.

INDICATORS

Baseline 2021 2022 2023

Percentage of graduates (L, LM, LMCU) within the normal duration of the course (ANVUR indicator - iA2)

53% **55%** **57%** **60%**
Date 2019

Percentage of students who continue to the second year in the same degree class having acquired at least 40 credits in the first year (Indicatore ANVUR - iA16)

39% **41%** **43%** **45%**
Dato 2018/2019

Number of courses scheduled also in electronic/mixed mode

0 **50** **100** **150**

BASIC OBJECTIVES

O.1. - Promote the quality and innovation of teaching and the training offer in relation to the needs of the individual and society

O.1.2. - Improving the quality of teaching, also through innovative methodologies and teacher training

Political aide:
Pro-Rector for Education

STRATEGIES and/or ACTIONS

- Implement interventions aimed at teacher training.
- Promote seminars related to innovation and improvement of university teaching.

INDICATORS

Baseline 2021 2022 2023

Percentage of teachers who participated in training interventions.

10% **12%** **14%** **16%**

Percentage of new hires who participated in training interventions.

50% **60%** **70%** **80%**

Percentage of contract teachers who participated in training interventions.

50% Equal to baseline **60%** **70%**

Increase in the amount allocated in the budget for training interventions for teachers

€ 39.350 Equal to baseline **+50%** **+50%**



BASIC OBJECTIVES

O.1. - Promote the quality and innovation of teaching and the training offer in relation to the needs of the individual and society

O.1.3. - Encourage interaction between training courses and the various fields of research, also by providing for the activation of new study courses

Political aide:
Pro-Rector for Education

STRATEGIES and/or ACTIONS

- New initiatives planned in strategic areas to increase the acquisition of transversal skills
- New initiatives to promote interdisciplinarity, understood as a process of integration of skills to effectively address the working reality also in terms of gender balance
- Activation of new Study Programs and Specialization Schools with administrative headquarters at Unipa

INDICATORS

Number of initiatives to increase the acquisition of transversal skills

Baseline **2021** **2022** **2023**

0 **2** **4** **6**

Number of newly activated study courses or channels or specialization schools with administrative headquarters at Unipa and/or subjected to substantial revision

5 **6** **9** **10**

BASIC OBJECTIVES

O.1. - Promote the quality and innovation of teaching and the training offer in relation to the needs of the individual and society

O.1.4. - Improving the skills acquired during study to facilitate the entry and retention of graduates in the world of employment

Political aide:
Pro-Rector for Education

STRATEGIES and/or ACTIONS

- Increase internship and apprenticeship activities in the professional and business world
- Promote international mobility in educational paths

INDICATORS

Number of events aimed at enhancing placement

Baseline **2021** **2022** **2023**

15 **25** **40** **50**

Percentage of graduates with curricular internships

60% **65%** **70%** **75%**

Number of credits intended for curricular internships in master's degrees

400 **420** **425** **450**

Percentage of graduates and master's graduates gaining experience abroad

13% **15%** **17%** **20%**



BASIC OBJECTIVES

O.1. - Promote the quality and innovation of teaching and the training offer in relation to the needs of the individual and society

O.1.5. - Strengthening of infrastructures and services aimed at guaranteeing the well-being of the student

Political aide:
Pro-Rector for Education

STRATEGIES and/or ACTIONS

- Improve student support services
- Continue the redevelopment of classrooms

INDICATORS

	Baseline	2021	2022	2023
Figures allocated for modernization, technological equipment and the creation of spaces for educational activities (classrooms, laboratories and libraries)	€ 12.870.000	Equal to baseline	+10%	+10%
Increased coverage and improved quality of the wi-fi network in classrooms and student areas	73%	Equal to baseline	80%	Up to full coverage
Number of new spaces or renovated spaces dedicated to teaching activities	-	Equal to baseline	+4	+4

ATeN Center

ADVANCED TECHNOLOGIES
NETWORK CENTER



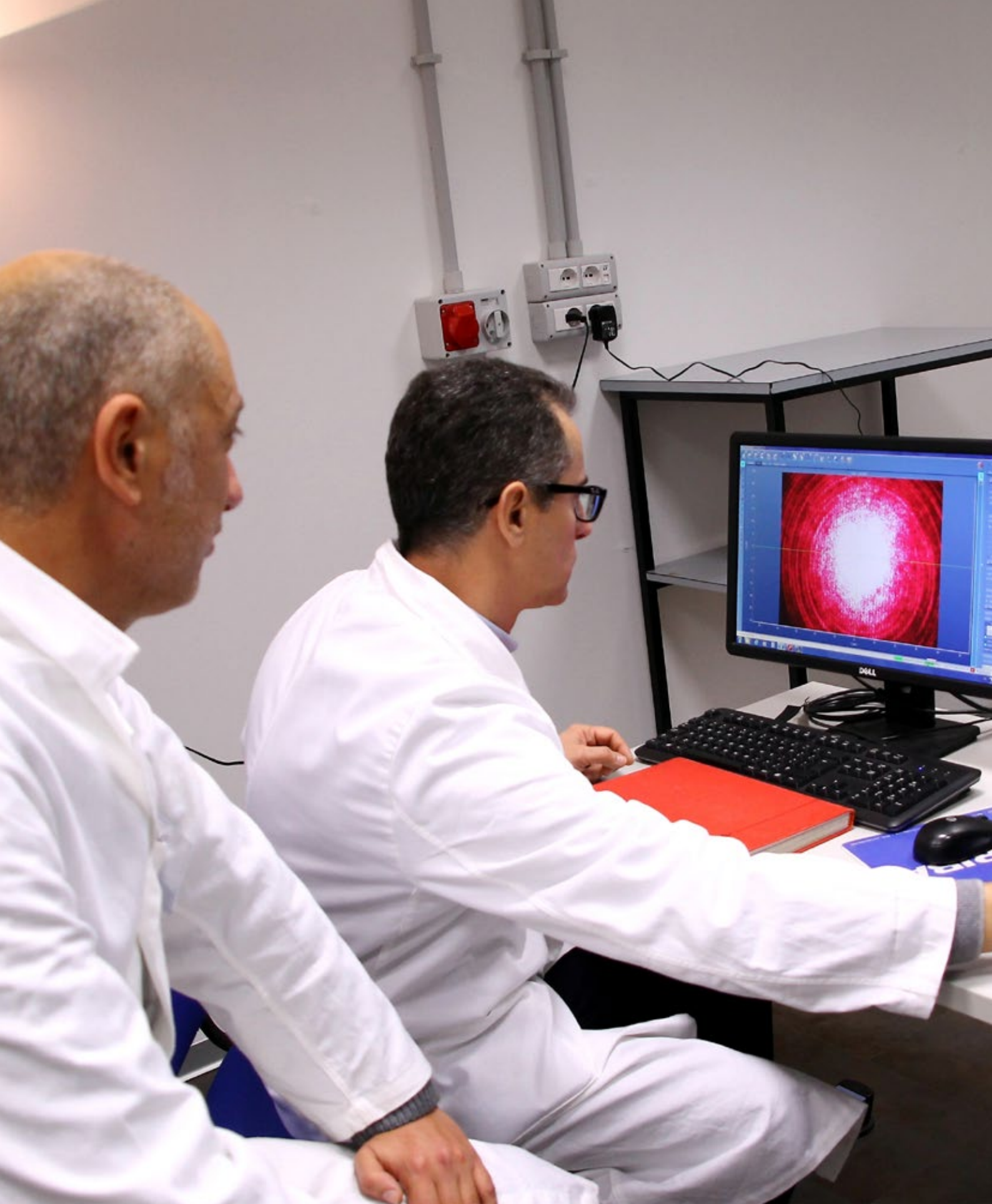
UNIVERSITÀ
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STRATEGIC OBJECTIVE O.2 - QUALITY OF RESEARCH

BASIC OBJECTIVES

BASIC OBJECTIVES	STRATEGIES and/or ACTIONS
<p>O.2. - Strengthen basic research, applied research and scientific planning to face emerging national and international challenges</p> <p>O.2.1. - Qualifying and enhancing the research doctorate in an international perspective</p> <p>Political aide: Pro-Rector for Research</p>	<ul style="list-style-type: none"> • Strengthen PhD resources • Attract PhD students graduated in other regions of Italy • Attract PhD students graduated abroad • Increase doctoral scholarships financed with external funding • Pursue the formation of doctoral colleges with high standards of scientific productivity.

INDICATORS	Baseline	2021	2022	2023
Number of doctoral scholarships financed with university funding	112	160	170	180
Percentage of doctoral students who have obtained the second level qualification in universities from other regions	11%	12%	13%	14%
Percentage of doctoral students who have obtained the second level qualification at foreign universities	17%	18%	19%	20%
Number of doctoral scholarships financed with external funding	97	+2	+2	+2



BASIC OBJECTIVES

O.2. - Strengthen basic research, applied research and scientific planning to face emerging national and international challenges

O.2.2. - Improve the quality and productivity of research

Political aide:
Pro-Rector for Research

STRATEGIES and/or ACTIONS

- Increase products in Q1 (bibliometric area)
- Increase monographs, publications in category A journals and chapters in volumes with publishing houses that can be assessed for ASN purposes (non-bibliometric area)
- Decrease the number of teachers with insufficient scientific production participating in research evaluation exercises

INDICATORS**Baseline 2021 2022 2023**

Percentage of products in Q1 (bibliometric scope) for each calendar year

60% 62% 64% 66%

Percentage of monographs, publications in category A journals, publications of chapters in volumes with publishing houses that can be assessed for the purposes of the ASN (non-bibliometric area) for each calendar year

42% 44% 47% 50%

Percentage of teaching staff with less than 3 products in the four-year period 2020-2023

38% 30% 15% 5%

BASIC OBJECTIVES

O.2. - Strengthen basic research, applied research and scientific planning to face emerging national and international challenges

O.2.3. - Improve the quality and productivity of research

Political aide:
Pro-Rector for Research

STRATEGIES and/or ACTIONS

- Renovate research infrastructure buildings
- Strengthen the technological capacity of research infrastructures

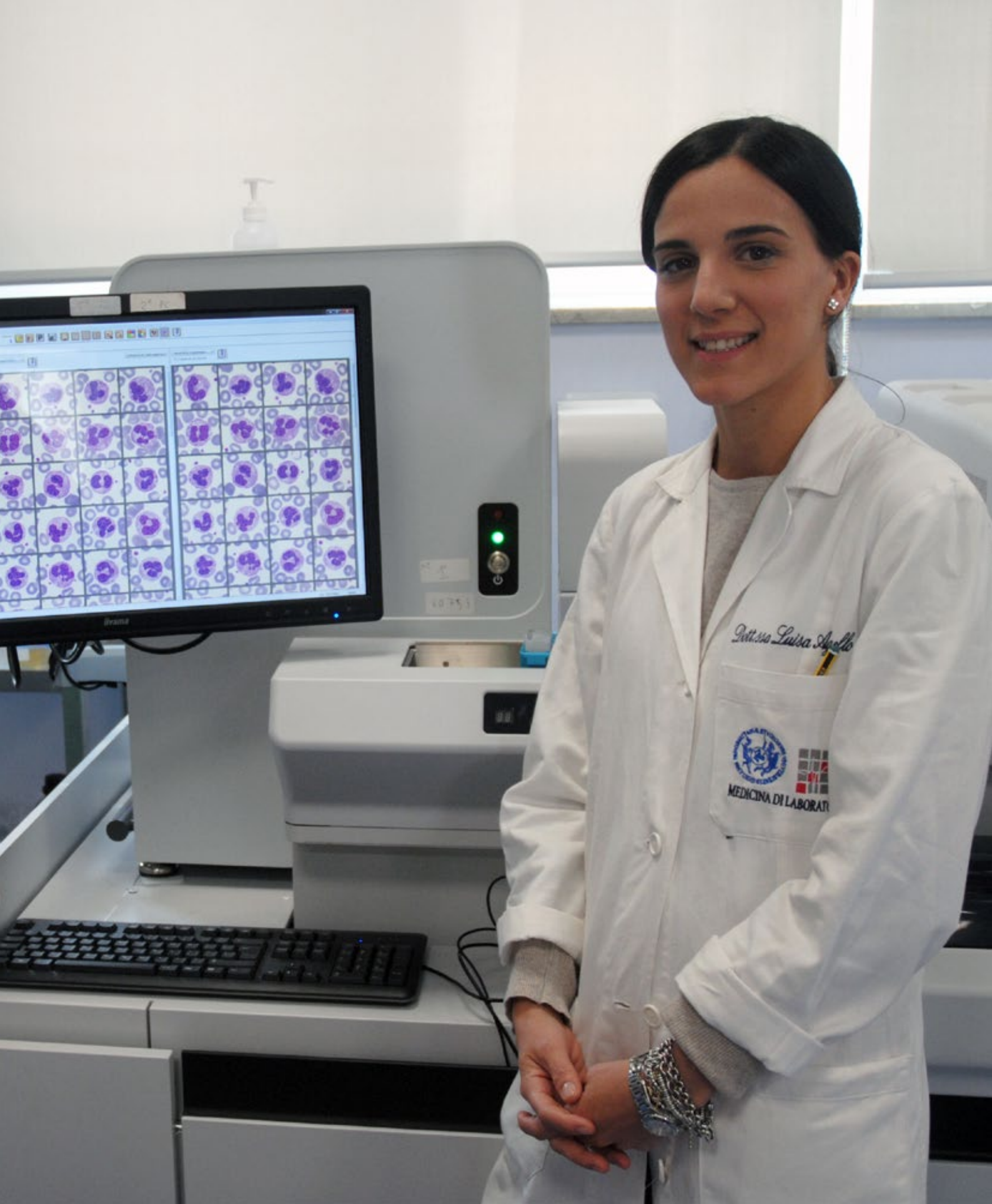
INDICATORS**Baseline 2021 2022 2023**

Funds acquired externally for the upgrading and/or restructuring of research infrastructures (external resources intended for the technological upgrading of research infrastructures)

€ 500.000 € 750.000 € 1.000.000 € 1.500.000

Sums allocated for modernization, technological equipment and creation of spaces for research activities

€ 1.400.000 Equal to baseline +10% +10%



BASIC OBJECTIVES

O.2. - Strengthen basic research, applied research and scientific planning to face emerging national and international challenges

O.2.4. - Improve the ability to collaborate and attract research funds at the international, national, and regional levels and foster the development of Open-Science

Political aide:
Pro-Rector for Research

STRATEGIES and/or ACTIONS

- Increase project initiatives funded from international competitive calls
- Increase funding from international competitive calls
- Increase project initiatives funded under national and regional competitive calls
- Increase funding under national and regional competitive calls
- Increase the number of University publications in open access

INDICATORS**Baseline 2021 2022 2023**

Percentage of increase in funds deriving from loans from international competitive grants

€ 4.000.000
Average value of funds in the last three years

10% 10% 10%

Percentage increase in the number of project initiatives financed through international competitive grants

13
Average value of funds in the last three years

10% 10% 10%

Percentage of increase in funds deriving from loans from national and regional competitive grants

€ 8.000.000
Average value of funds in the last three years

5% 5% 5%

Percentage increase in the number of project initiatives financed through national and regional competitive grants

31
Average value of funds in the last three years

5% 5% 5%

Percentage of publications in the University repository in open access

37,5% 40% 42% 44%

BASIC OBJECTIVES

O.2. - Strengthen basic research, applied research and scientific planning to face emerging national and international challenges

O.2.5. - Increase investments to support research

Political aide:
Pro-Rector for Research

STRATEGIES and/or ACTIONS

- Increase of funds to support research activity

INDICATORS**Baseline 2021 2022 2023**

Funds allocated by the University to finance research

€ 750.000 € 1.200.000 € 1.335.000 € 1.800.000



STRATEGIC OBJECTIVE 0.3 - THIRD MISSION

BASIC OBJECTIVES

0.3. - Support the transfer of technologies and knowledge as well as scientific and cultural dissemination in favor of the socio-economic fabric

0.3.1. - Strengthen the socio-economic impact of the University's actions at regional, national and international levels both with entrepreneurial projects and with university-business initiatives, as well as through professional and permanent training courses

Political aide:
Pro-Rector of the Third Mission

STRATEGIES and/or ACTIONS

- Increase the number of regional companies involved in the University's project initiatives
- Increase the number of self-entrepreneurial courses and/or initiatives
- Plan continuing education courses

INDICATORS

Number of active University framework agreements with companies and/or regional, national and international business associations involved in University project initiatives

Baseline	2021	2022	2023
-	-	5	8

BASIC OBJECTIVES

0.3. - Support the transfer of technologies and knowledge as well as scientific and cultural dissemination in favor of the socio-economic fabric

0.3.2. - Strengthen knowledge transfer and cooperation activities for social and cultural development (Public Engagement)

Political aide:
Pro-Rector of the Third Mission

STRATEGIES and/or ACTIONS

- Strengthen public engagement activities through the increase of scientific dissemination initiatives, cultural training and knowledge co-production
- Increase the activities of connection between the SIMUA and museum institutions and the promotion of public and private cultures in the various disciplinary fields
- Creation of an Alumni Association and involvement of university graduates

INDICATORS

Interaction with the territory: N. meetings, seminars, debates

Baseline	2021	2022	2023
300	320	340	350

Average value in the last three years

Number of connection activities between SIMUA and museum institutions and for the promotion of public and private cultures in the various disciplinary fields

9	10	11	12
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BASIC OBJECTIVES

O.3. - Support the transfer of technologies and knowledge as well as scientific and cultural dissemination in favor of the socio-economic fabric

O.3.3. - Strengthen the activities of knowledge transfer and cooperation for economic development

Political aide:
Research delegate

STRATEGIES and/or ACTIONS

- Increase academic and university spin-off initiatives
- Increase intellectual property protection initiatives

INDICATORS

	Baseline	2021	2022	2023
Number of academic and university spin-offs	5	6	7	7
Number of patents	10	11	12	13

BASIC OBJECTIVES

O.3. - Support the transfer of technologies and knowledge as well as scientific and cultural dissemination in favor of the socio-economic fabric

O.3.4. - Develop third mission activities with specific reference to the world of healthcare

Political aide:
Pro-Rector of the Third Mission

STRATEGIES and/or ACTIONS

- Increase Clinical Trials
- Increase Biobanks
- Plan ways to activate Continuing Health Education Courses (CME)

INDICATORS

	Baseline	2021	2022	2023
Number of clinical trials in collaboration with the Polyclinic	39	40	45	50
Number of biobanks of the University of Palermo	0	0	1	2



STRATEGIC OBJECTIVE O.4 – INTERNATIONALIZATION

BASIC OBJECTIVES

O.4. - Improving attraction and strengthening the European dimension and international education and research fields

O.4.1. - Strengthen the internationalization of study cycles and encouraging the attraction of the University's educational offer through multilingualism

Political aide:
Pro-Rector/Delegates for Internationalisation

STRATEGIES and/or ACTIONS

- Increase international study programs
- Increase feasibility studies and project presentations to launch international programs
- Increase participation in ERASMUS + KA1 programs by students, teaching staff and TABs
- Increase the number of incoming and outgoing visiting professors
- Increase the number of ECTS earned by incoming and outgoing students
- Increase double degree, joint degree and integrated study programs
- Increase the number of students involved in double degree programs
- Encourage teachers to provide language teaching other than It

INDICATORS

Baseline 2021 2022 2023

Number of outgoing students for Erasmus mobility and other programs enrolled in degree programs	1.000 average value in the last three years	800¹	1.000	1.200
Number of double degrees and/or Joint Degrees	63	65	68	70
Number of active international agreements with incoming and/or outgoing student mobility	600 average value in the last three years	620	650	700
Number of courses taught in a language other than Italian	400	430	450	500
Financing of CORI actions	€ 290.000	+3%	+10%	+10%
Proportion of students enrolled in international study programs	0,018	0,022	0,024	0,026
Number of matriculations of foreign citizenship	300	347	370	400

¹ During 2021 the figure was downsized due to the health emergency caused by COVID-19.



BASIC OBJECTIVES

O.4. - Improving attraction and strengthening the European dimension and international education and research fields

O.4.2. - Promote the growth of the University within an international dimension

Political aide:

Pro-Rector/Delegates for Internationalisation

Pro-Rector for Education

STRATEGIES and/or ACTIONS

- Increase the number of project proposals (Capacity Building, Strategic Partnership, Knowledge Alliance, Jean Monnet, European Universities) with UNIPA as lead partner
- Increase the number of project proposals with UNIPA as participant
- Develop a common Digital Academy

INDICATORS**Baseline****2021****2022****2023**

Proportion of PhDs who have spent at least 3 months abroad

150**50****150****200**

Number of teachers involved in the FORTHEM project

40**45****50****60**

Number of project proposals (Capacity Building, Strategic Partnership, Knowledge Alliance, Jean Monnet, European Universities) with UNIPA as lead partner

2**2****2****3**

Number of project proposals (Capacity Building, Strategic Partnership, Knowledge Alliance, Jean Monnet, European Universities) with UNIPA as participant

6**6****7****8****BASIC OBJECTIVES**

O.4. - Improving attraction and strengthening the European dimension and international education and research fields

O.4.3. - Increase relations with non-EU countries in the Mediterranean area

Political aide:

Pro-Rector/Delegates for Internationalisation

STRATEGIES and/or ACTIONS

- Increase UNIPA-MAECI projects of greater importance
- Increase the mobility of professors/researchers in MAECI programs
- Increase UNIPA development cooperation projects, found in MAECI, AICS, PRIMA or other similar competitions

INDICATORS**Baseline****2021****2022****2023**

Number of development cooperation projects

2**3****4****5**

Number of UNIPA professors and/or researchers involved in mobility projects within MAECI projects

0**1****2****3**



STRATEGIC OBJECTIVE 0.5 – ACADEMIC COMMUNITY

BASIC OBJECTIVES

O.5. - Promote personnel recruitment policies consistent with the training objectives and diversification of the training offer, in line with the needs expressed by the community of reference

O.5.1. - Increase the number of temporary researchers (RTDs) also with a view to maintaining and increasing the overall University workforce

Political aide:
vice Rector for University Development Policies

STRATEGIES and/or ACTIONS

- Defining criteria for assigning staff points to facilitate the entry of new RTDs, also based on the number of research doctorates referring to the last four year period
- Incentivize scheduling of RTD positions in continuity with previous RTDA positions
- Introduce incentive mechanisms for the funding/ co-financing of RTDs based on competitive research projects or by external public or private bodies/subjects
- Introduce reward mechanisms for Departments that contribute to best performance in research evaluation

INDICATORS

	Baseline	2021	2022	2023
Percentage of researchers out of the total number of teaching staff	14%	17%	19%	20%
Number of RTDs financed by external bodies/ subjects or co-financed on projects	61	62	63	65

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BASIC OBJECTIVES

O.5. - Promote personnel recruitment policies consistent with the training objectives and diversification of the training offer, in line with the needs expressed by the community of reference

O.5.2. - Improve the technical-administrative structure through the enhancement and requalification of existing skills as well as the recruitment of human resources with particular reference to the technical, research and student services areas.

Political aide:
vice Rector for University Development Policies

STRATEGIES and/or ACTIONS

- Mapping personnel processes and skills with the consequent definition of a training plan to improve the specific and transversal skills of the technical-administrative staff
- Implement the model for determining the need for technical-administrative personnel, as a premise for the targeted recruitment of new professionals
- Increase the turn-over resources to be allocated to the recruitment procedures of technical-administrative staff
- Increase the number of staff with particular reference to the technical and administrative staff assigned to research support and student services, as well as laboratory technicians in the Departments

INDICATORS

	Baseline	2021	2022	2023
Resources for the training of administrative technical staff	€ 150.000	€ 188.100	€ 195.000	€ 200.000
Resources (staff points) intended for career progression and recruitment	31	61	70	90
Percentage of new employees designated to support research	-	10%	10%	10%
Percentage of new employees designated to specialized laboratory technicians	-	10%	10%	10%



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STRATEGIC OBJECTIVE 0.6 - SUSTAINABILITY AND QUALITY OF PROCESS

BASIC OBJECTIVES		STRATEGIES and/or ACTIONS			
<p>O.6. - Improve the sustainability, well-being and quality of processes</p> <p>O.6.1. - Increase social and environmental sustainability and protect University staff</p> <p>Political supervision: Rector or his Delegate</p>		<ul style="list-style-type: none"> Develop an annual socio-environmental sustainability report Reduce energy consumption and related costs Increase the incidence of separate waste collection 			
INDICATORS	Baseline	2021	2022	2023	
Publication of the annual socio-environmental sustainability report (YES/NO track)	NO	SI	SI	SI	
Square meters of photovoltaic panels intended for the production of electricity	Being processed	-	+5%	+5%	
Percentage increase in separate waste collection	32.000 Kg 2020 data referring to Parc d'Orleans	+10%	+10%	+10%	
Centre for Sustainability and Ecological Transition of the University of Palermo	NO	-	Establishment of the centre	Centre activation	
BASIC OBJECTIVES		STRATEGIES and/or ACTIONS			
<p>O.6. - Improve the sustainability, well-being and quality of processes</p> <p>O.6.2. - Strengthening of public ethics, inclusion policies and gender budgeting as founding values of the University</p> <p>Political supervision: Rector or his Delegate</p>		<ul style="list-style-type: none"> Promote the culture of legality, public ethics and gender balancing policies among the various components of the Academic Community, as a fundamental element for sustainable development Promote initiatives aimed at strengthening the sharing of the University's ethical principles within the university community Promote initiatives to support gender balancing of the University Promote and implement Smart Working 			
INDICATORS	Baseline	2021	2022	2023	
Free psychological counseling help desk for parenting and/or caring for family members with disabilities	NO	-	Organization of location	Location activation	
TAB staff percentage in Smart Working	NO	-	45%	50%	
Number of tutors for students with different abilities	78	Equal to baseline	+5%	+5%	



BASIC OBJECTIVES

- O.6.** - Improve the sustainability, well-being and quality of processes
- O.6.3.** - Simplify and speed up administrative procedures

Political supervision:
Rector or his Delegate

STRATEGIES and/or ACTIONS

- Mapping processes with the consequent definition of a plan to simplify procedures and reduce timescales

INDICATORS

	Baseline	2021	2022	2023
Reduction of the average times for the purchase of research assets	-	-10%	-15%	-15%
Reduction of times for reversal of university budget data and reopening of expense centre accounts	-	-10%	-15%	-15%
Number of active agreements with mobility operators	-	1	2	3
Number of equipped sports areas	-	1	2	3

STRATEGIC PLANNING PROCESS



Strategic planning is a continuous process that allows complex organizations to define the direction to pursue in all its main areas.

In order to make the strategic planning process effective, there must be the synthesis of a planning document for the pursuit of government objectives and a participatory process involving the whole community for the mission to succeed.

Therefore, beginning from the next step in the elaboration of the strategic plan of the University (2024-2026) an interactive process will be adopted that creates adequate space for the responsible proposal of priorities, the shared reflection of the strategies and for the definition of the objectives of the University and, of its coming into being in accordance with its subsidiarity principles.

The proposed process is as follows:

- data collection and synchronization with the principal University planning documents;
- listening to the main external stakeholders of the University and identifying system actions;
- interaction with the governing team and the collegial bodies of the University;
- interaction with the main internal stakeholders of the University (department heads, departmental delegates, professors, technical, administrative and librarian staff, students);
- formation of the strategic plan of the University through:
 - collection and synthesis of the suggestions and ideas that emerge;
 - identification of the main objectives, actions and development targets for the implementation of the University government program;
 - preparation of the preliminary document of the University's strategic plan;
 - harmonization of the strategic plan with the

- other program documents of the University;
- sharing the document with the University governing team;
- punctual discussion for the improvement of the document to be proposed to the collegiate governing bodies;
- drafting of the document also in English;
- internal and external communication for maximum sharing of the strategic plan.
- periodically monitoring the degree of achievement of the objectives and possible revision of the plan.

The expected benefits from the adoption of this extensive, active, and participatory consultation process are:

- transparency of the planning process;
- identification of the priorities and needs of the various University actors;
- definition of a shared development path between the various areas of the University;
- extensive sharing of strategic objectives with the entire academic community;
- consolidation and strengthening of the main contents of the document;
- increase the sense of belonging to the University on the part of the academic, administrative and student community;
- greater synergy between the Strategic Plan, the Integrated Plan of Activities and Organization and the other program documents of the University;
- constant monitoring of the degree of achievement of the objectives through an effective self-assessment system;
- availability of a general guidance framework for the selection of emerging development opportunities and definition of their priorities.

STRATEGIC PLAN 2021-2023 ADDENDUM

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Printed in
April 2023
by
Fotograph s.r.l.

Editorial and graphic design
Luminita Petac
Paragraphics soc. coop.
on behalf of **NewDigitalFrontiers** s.r.l.

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