



Università
degli Studi
di Palermo



STRATEGIC PLAN

2021-2023

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degli Studi
di Palermo**

VISION AND MISSION

The University of Palermo is a public institution whose inseparable purposes are training and scientific research: training of the younger generations and dissemination of knowledge for the progress of society, in one with the promotion of scientific research in the most diverse fields of knowledge, as befits a generalist university of great tradition.

The University of Palermo, however, also presents itself as a progressive factor to the economic and social growth of the territory in which it resides, promoting new models of training, fully enhancing the cultural and artistic heritage present there, as well as the complexity of knowledge.

Aiming to occupy a leadership position in training and research – both socially and more oriented towards the transfer of knowledge – it believes that it can be decisive in the cultural, social and economic growth of society.

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 accomplishment of its institutional mission depends.

A University, however, is first and foremost a community, even before its intellectual and material energies are directed towards the achievement of an institutional goal; In this broader per-

spective, the student component then becomes a central element of strategies and actions, which requires continuous rethinking, refinement and adaptation.

It is necessary to create the conditions to strengthen the design capacity of the research groups of the University, allowing them to compete at local, national and, above all, European level. The University also intends to make greater use of basic and applied research, as well as that in the humanities, where an exclusively "design" approach is often reductive.

Knowledge transfer activities in society are becoming increasingly important in the qualification of the university system, with the progressive affirmation of the knowledge society and its transformation into knowledge economy.

Especially in a context such as the one referred to, it is necessary to maximize the enhancement of third mission activities in a uniquely social key, strengthening the paths that the University has already undertaken, especially in recent years.

It is the task of the University of Palermo, on the other hand, to maintain close institutional dialogue with all the competent actors and to stem the phenomenon of intellectual emigration.





VISION

Promote culture, education, basic and applied research, higher education, technology transfer and public engagement activities.

Affirm one's secular, pluralistic and independent character.

Ensure equal opportunities regardless of gender, age, sexual orientation, race, ethnic origin, language, religion, political opinions, social and personal conditions.

Participate in the social, cultural and economic development of the territory.

MISSION

To ensure the higher education of younger generations, the development of scientific research and the dissemination of knowledge for the progress of society.

Put the student at the center of strategies, actions and decisions, paying the utmost attention to his/ her needs and legitimate expectations.

Promote innovative models of training.

Propose a training offer adapted to the needs of the territory.

Increase the impact of knowledge in society and support the processes of development of the territory.

Guarantee an increasingly fruitful dialogue with all the competent institutions in order to stem the phenomenon of intellectual emigration.





GENERAL OBJECTIVES

1 QUALITY OF TEACHING

Improve the quality and innovation of the training offer in relation to the current needs of the person, society and the labor market, in order to promote the human and professional development of people able to compete within national and international contexts.

2 QUALITY OF RESEARCH

Support basic and applied research activities, promoting multidisciplinary perspectives, in order to promote the discovery, development, use and dissemination of scientific knowledge.

3 THIRD MISSION

Promote a proactive role of the University in the process of socio-economic, cultural and innovative development of the territory, also through the creation of qualified and lasting collaborations with the various social actors.

POSITION ANALYSIS

SWOT



STRENGTHS (S)

- Generalist character of the University, the only state reality unique to western Sicily
- Breadth and quality of the teaching offer
- High number of freshmen and students as a result of the strategic policies implemented
- Redevelopment of the infra-structural heritage according to innovative needs and the quality of teaching
- University campus and learning centres distributed throughout the territory
- Increase in the number of teachers also thanks to the recruitment policies implemented
- Enhancement of academic and technical-administrative careers
- Presence of peaks of excellence in research activity in different areas (VQR 11-14 results)
- Policy of allocation and allocation of resources to the Departments based on rewards and selective criteria
- Business incubator (ARCA Consortium) and ATEN Center
- Growing ability to attract national and regional research funds
- University Museum System
- Third mission initiatives with a strong social propensity
- University Hospital and third-mission activities in the medical and assistance fields
- Increase in the number of research fellows and PhD students

WEAKNESSES (w)

- Significant number of students who graduate from studies
- Low percentage of foreign students
- Lack of attractiveness for ERC grant winners
- Limited effectiveness of some administrative services for students
- Limited aptitude for recruiting professors outside the University
- Unsatisfactory average level in the evaluation of research quality (VQR 11-14)
- Significant number of teachers with insufficient scientific production to participate in evaluation exercises
- Limited number of scholarships for PhDs with external funding
- Limited internal funds for scientific research activities
- Limited ability to attract European research funds
- Research infrastructures to be modernized and expanded
- Limited propensity to enhance research production
- Shortage of TAB personnel with particular reference to the Technical and Research areas as well as specialized technicians for laboratories
- Limited ability to interact with external research institutes



OPPORTUNITIES (O)

- New integrated digital teaching methods also aimed at foreign students
- Ministerial policies to support the right of study and the recruitment of new researchers and associate professors
- National and Regional Programming
- European programming
- Implementation of open science policies
- VQR evaluation 2015-19: directions for research and third mission
- VQR 2015-2019: evaluation of PhD production
- Funds allocated to the structural and technological redevelopment of the Paolo Giaccone Polyclinic
- Flexibility of the organizational model, also functional in 'smart working'
- New funding provided in the most recent government measures for university buildings and for the construction of research infrastructures and libraries (PNIR)
- New funding provided in the latest government measures to support basic and applied research (PNR and PRIN)
- Dialogue with relevant actors

THREATS (T)

- Poor attractiveness of the areas of reference
- Constant national economic crisis more marked in Sicily
- Continuing emergency caused by the Covid-19 pandemic
- Limited employment prospects of young graduates in the territory of reference
- Attractiveness exercised by other universities located in territories with more employment prospects
- Reduction in the number of students in some fields in the transition from a Bachelor's to a Master's degree
- Attraction of telematic universities
- Limited opportunity to attract external research funds
- Limited technological level of some locations within the training network of medical specialization schools

STRATEGIC MAP

OBJECTIVES

QUALITY OF TEACHING

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

- Regularity of studies
- Didactic innovation
- Didactic-research synergy
- Entry and permanence in the world of employment
- Enhancement of infrastructures and services aimed at ensuring the well-being of the student

QUALITY OF RESEARCH

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

- PhD and post-doctorate fellowships
- Quality and productivity
- Infrastructure
- International, national, regional and Open-Science public 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.

- Enhance the socio-economic impact of the University's actions at regional, national and international levels with entrepreneurial projects, university-business initiatives, and through professionalization and permanent training courses
- Business nurturing
- Strengthen knowledge transfer activities and cooperation in social and cultural development (Public Engagement)
- Strengthen knowledge transfer and cooperation activities for economic development
- Develop third mission activities with specific reference to the world of health



INTERNATIONALIZATION

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

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

HUMAN RESOURCES

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.

- Increase the number of RTDA and RTDB in order to maintain and develop the overall staff of the University
- Enhance the roles of teaching with particular reference to less covered SSDs
- 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

SUSTAINABILITY – 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



STRATEGIC OBJECTIVE O.1 - QUALITY OF TEACHING

BASIC OBJECTIVES	STRATEGIES and/or ACTIONS			
O.1.1 - Consolidate the regularity of studies by ensuring a solid cultural profile and rigorous evaluatione Political Presidium: Pro-Rector for Teaching	<ul style="list-style-type: none"> Promote the right of study and reception policy Improve the quality of teaching Consolidate digital technologies for teaching purposes 			
INDICATORS	Baseline	2021	2022	2023
Percentage of graduates (L, LM, LMCU) within the normal duration of the course Data 2019 (ANVUR indicator - iA2)	53% Dato 2019	55%	57%	60%
Percentage of students continuing into the second year in the same degree class having acquired Data 2018/2019 at least 40 credits per year (ANVUR indicator - iA16)	39% Dato 2018/2019	41%	43%	45%
Number of courses also programmed in On-line	0	50	100	150

BASIC OBJECTIVES	STRATEGIES and/or ACTIONS			
O.1.2 - Improving the quality of teaching through innovative methodologies and teacher training Political Presidium: Pro-Rector for Teaching	<ul style="list-style-type: none"> 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 have participated in training	10%	12%	14%	16%
Percentage of new recruits who have participated in training	50%	60%	70%	80%
Percentage of contract teachers who have participated in training	50%	Equal to baseline	60%	70%
Increase in the amount allocated in the budget for teacher training interventions	€ 39.350	Equal to baseline	+50%	+50%



BASIC OBJECTIVES

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

Political Presidium: Pro-Rector for Teaching

STRATEGIES and/or ACTIONS

- New initiatives planned in strategic areas to increase the acquisition of transversal skills
- New initiatives to promote interdisciplinarity, as a process of integration of skills to effectively face the working reality, also in terms of generic balancing
- Activation of new Study Courses and Specialization Schools with administrative headquarters at UniPa

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

Number of initiatives to increase the acquisition of transversal skills

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

Percentage of graduates who have entered transversal Skills/Courses in their curriculum

0**3%****6%****9%**

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

5**6****9****10****BASIC OBJECTIVES**

O.1.4 - Improve the skills acquired during the course of study to facilitate the entry and permanence of graduates into the field of employment

Political Presidium: Pro-Rector for Teaching

STRATEGIES and/or ACTIONS

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

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

Number of events aimed at placement strengthening

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

Percentage of graduates with curricular traineeships

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

Percentage of graduates who gain experience abroad

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



BASIC OBJECTIVES	STRATEGIES and/or ACTIONS
O.1.5 - Enhancement of infrastructures and services aimed at ensuring the well-being of the student	<ul style="list-style-type: none">Improve student support servicesContinue work in the redevelopment of the lecture halls

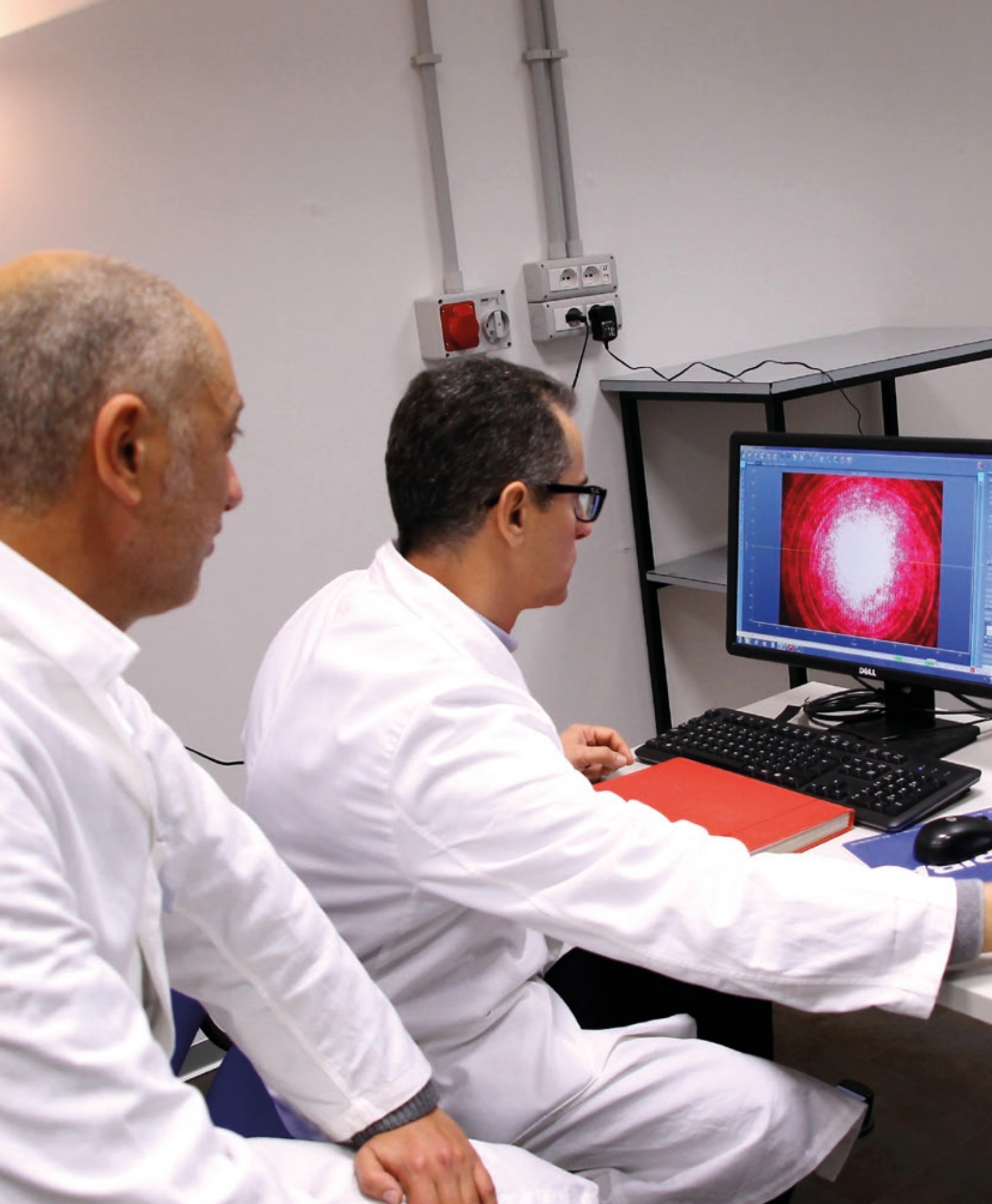
Political Presidium: Pro-Rector for Teaching

INDICATORS	Baseline	2021	2022	2023
Sum 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%
Increase coverage and improve the quality of the wi-fi network in classrooms and student spaces	73%	Equal to baseline	Up to full coverage	Up to full coverage
Number of new or renovated spaces dedicated to teaching activities		Equal to baseline	+4%	+4%



STRATEGIC OBJECTIVE O.2 - QUALITY OF RESEARCH

BASIC OBJECTIVES		STRATEGIES and/or ACTIONS			
O.2.1 - Qualifying and enhancing the PhD in an international perspective		<ul style="list-style-type: none">Enhance PhD resourcesAttract graduate students from other regions of ItalyAttract graduate students from abroadIncrease externally funded doctoral fellowshipsPursue the formation of doctoral colleges with high standards of scientific productivity			
Political Presidium: Pro-Rector for Research					
INDICATORS		Baseline	2021	2022	2023
Number of PhD scholarships funded by the University		112	160	170	180
Percentage of PhD students who have obtained a second-level degree from universities in other regions		11%	12%	13%	14%
Percentage of PhD students who have obtained the second level degree from foreign universities		17%	18%	19%	20%
Number of doctoral fellowships funded by external funding		97	+2	+2	+2



BASIC OBJECTIVES**O.2.2 - Improving research quality and productivity**

Political Presidium: Pro-Rector for Research

STRATEGIES and/or ACTIONS

- Increase products in Q1 (bibliometric field)
- Increase monographs, publications in A-class journals and chapters on volumes with publishing houses that can be evaluated for the purposes of the ASN (non-bibliometric field)
- Decrease the number of academic staff with insufficient scientific production participating in research evaluation exercises

INDICATORS

	Baseline	2021	2022	2023
Percentage of products in Q1 (bibliometric field) for each calendar year	40%	44%	48%	50%
Percentage of monographs, publications in A-class magazines, chapter publications in volumes with publishing houses assessable for the purposes of the ASN (non-bibliometric field) for each calendar year	42%	44%	47%	50%
Percentage of Teachers with insufficient scientific production participating in the evaluation exercises of the research	5,4%	5%	4%	3%

BASIC OBJECTIVES**O.2.3 - Strengthening infrastructures to support research**

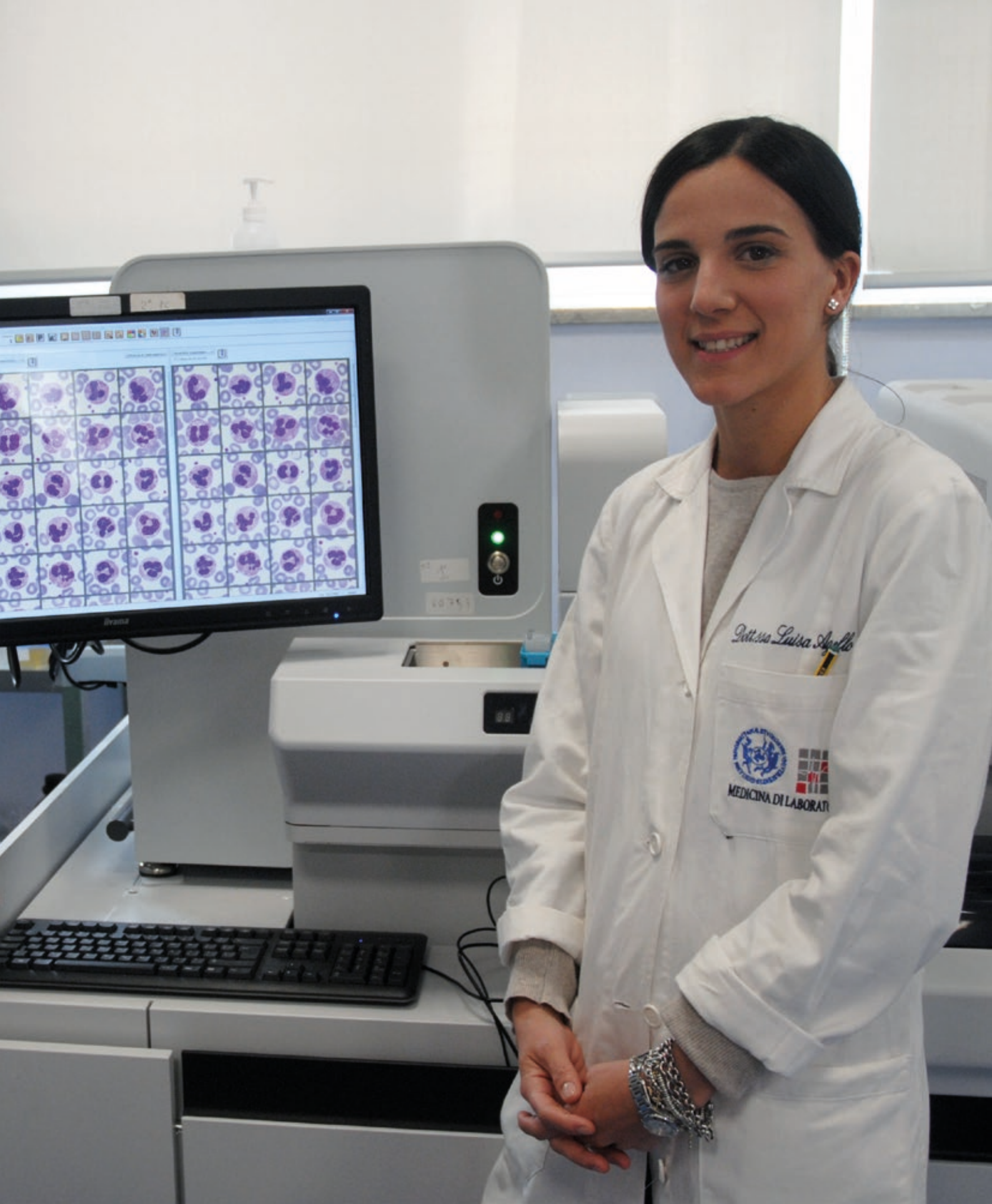
Political Presidium: Pro-Rector for Research

STRATEGIES and/or ACTIONS

- Renovating the building of research infrastructures
- Enhancing the technological capacity of research infrastructures

INDICATORS

	Baseline	2021	2022	2023
Ability to acquire funds for the upgrading and/or restructuring of research infrastructures (external resources for the technological upgrading of research infrastructures)				€ 1.500.000
Sums allocated for the modernization of technological equipment and the creation of spaces for research activities	€ 1.400.000	Equal to baseline	+10%	+10%



BASIC OBJECTIVES

O.2.4 - Improve the ability to collaborate and attract research funding at an international, national and regional level and encourage the development of Open-Science

Political Presidium: Pro-Rector for Research

STRATEGIE e/o AZIONI

- Increase the project initiatives financed under public international tenders
- Increase funding from public competitive international tenders
- Increase the project initiatives financed under public national and regional tenders
- Increase funding from public national and regional tenders
- Increase the number of university publications in open access

INDICATORS

	Baseline	2021	2022	2023
Percentage increase in funds deriving from loans from competitive international tenders	€ 4.000.000 in the last three years	10%	10%	10%
Percentage increase in the number of project initiatives financed by tenders international competitors	13 Funded projects in the last three years	10%	10%	10%
Percentage of increase in funds deriving from funding from national and regional competitive tenders	€ 8.000.000 in the last three years	5%	5%	5%
Percentage increase in the number of project initiatives financed by tenders	31 Funded projects in the last three years	5%	5%	5%
Percentage of publications in the University repository in open access national and regional competitiveness Percentage of publications in the University repository in open access	37,5%	40%	42%	44%

BASIC OBJECTIVES

O.2.5 - Increasing investment in support of research

Political Presidium: Pro-Rector for Research

STRATEGIES and/or ACTIONS

- Increased funding to support research activity

INDICATORS

	Baseline	2021	2022	2023
Funds allocated by the University to research funding	€ 750.000	€ 1.200.000	€ 1.500.000	€ 1.800.000



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STRATEGIC OBJECTIVE O.3 - THIRD MISSION

BASIC OBJECTIVES	STRATEGIES and/or ACTIONS
O.3.1 - Enhance the socio-economic impact of the University's actions at regional, national and international levels both with entrepreneur projects, university-business initiatives, and through professionalization and permanent training courses Political presidium: Pro-Rector for the Third Mission	<ul style="list-style-type: none"> • Increase the number of regional companies involved in university project initiatives • Increase the number of courses and/or self-entrepreneur initiatives • Plan lifelong learning courses

INDICATORS	Baseline	2021	2022	2023
Percentage increase of regional companies involved in university project initiatives	-	5%	5%	5%
Number of subjects involved annually in self-employment courses and/or initiatives or lifelong learning courses	90 Dato 2019	95	100	110

BASIC OBJECTIVES		STRATEGIES and/or ACTIONS			
O.3.2 - Enhancing the role of the business incubator		<ul style="list-style-type: none">• Increase the number of companies in the university incubator• Increase the number of participants in business competition initiatives (e.g. Start Cup) of the university			
Political presidium: Pro-Rector for Third Mission					
INDICATORS		Baseline	2021	2022	2023
Index of spaces allocated at the University incubator		85,7% Dato 2019	86%	87%	90%
Number of enterprises incubated compared to those discontinued and/or exited from the incubator		21 Average of the differences between companies present and leaving in the three-year period 2017-2019	22	23	24
Number of participants in the University's business competition initiatives		22 Dato 2019	25	28	30



BASIC OBJECTIVES

O.3.3 - Strengthening knowledge transfer and cooperation activities for social and cultural development (Public Engagement)

Political presidium:
Pro-Rector for 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 connection activities between SIMUA and museum institutions and promotion of public and private culture, in the various disciplinary areas
- Realization of the Alumni Association and involvement of university graduates

INDICATORS

	Baseline	2021	2022	2023
Interaction with the territory: N. meetings, seminars, debates	300 last three years	320	340	350
Number of beneficiaries of public engagement actions	7.100	8.000	9.000	10.000
Number of liaison activities between SIMUA and public and private museums and cultural promotion in the various disciplinary areas	9	10	11	12

BASIC OBJECTIVES

O.3.4 - Strengthening knowledge transfer and economic development cooperation activities

Political presidium:
Pro-Rector for Third Mission

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

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BASIC OBJECTIVES

O.3.5 - Develop third mission activities with specific reference to the field of health

Political presidium:
Pro-Rector for Third Mission

STRATEGIES and/or ACTIONS

- Define procedures aimed at the management of Clinical Trials by University Departments in conjunction with the University Polyclinic and other health companies
- Increase Clinical Trials
- Increase Biobanks
- Plan how to activate Continuing Education in Health (CME) Courses

INDICATORS

Number of clinical trials in collaboration with the Polyclinic

Baseline	2021	2022	2023
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39	40	45	50
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Number of biobanks managed in cooperation with the Polyclinic

0	0	1	2
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STRATEGIC OBJECTIVE O.4 - INTERNATIONALIZATION

BASIC OBJECTIVES		STRATEGIES and/or ACTIONS			
O.4.1 - Enhancing the internationalization of study cycles and promoting the attractiveness of the University's educational offer through multilingualism Political presidium: Pro-Rector/Delegates for Internationalization		<ul style="list-style-type: none"> • Increase international study programs • Increase feasibility studies and project submission for the launch of 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 credits achieved by incoming and outgoing students • Increase double degree, joint degree, and integrated study paths • Increase the number of students involved in dual degree programs • Encourage teachers to provide teaching in languages other than Italian 			
INDICATORS		Baseline	2021	2022	2023
Number of outgoing students for Erasmus mobility and other programs, enrolled in degree courses		1.000 last three years	800	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 last three years	620	650	700
Number of study programs funded under competitive grants		0	0	1	2
Number of courses held in languages other than Italian		400	430	450	500
Financing of CORI actions		€ 290.000	+3%	+10%	+10%



SETTEMBRE 2020

SETTEMBRE



BASIC OBJECTIVES

O.4.2 - Fostering the growth of the University in an international dimension

Political presidium: Pro-Rector/Delegates for Internationalization
Pro-Rector for Teaching

STRATEGIES and/or ACTIONS

- Increase the number of project proposals (Capacity Building, Strategic Partnership, Knowledge Alliance, Jean Monnet, European Universities) with UniPa as leader
- Increase the number of project proposals with UniPa participating
- Develop a common Digital Academy

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

Number of PhD students staying abroad

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

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

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

Political presidium:
Pro-Rector/Delegates for Internationalization

STRATEGIES and/or ACTIONS

- Increase the number of projects of great importance UNIPA-MAECI
- Increase the mobility of professors/researchers in MAECI programs
- Increase UNIPA development cooperation projects, present in MAECI, AICS, PRIMA or others similar

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**



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STRATEGIC OBJECTIVE O.5 - HUMAN RESOURCES

BASIC OBJECTIVES

O.5.1 - Increase the number of RTDA and RTDB with a view to maintaining and increasing the total staff of the University

Political presidium:
Vice-Rector for Development Policies of the University

STRATEGIES and/or ACTIONS

- Define criteria for the assignment of personnel to facilitate the entry of new RTDs, also due to the number of PhDs relating to the last four years
- Encourage the programming of RTDB positions in continuity with previous RTDA positions (long tenure track)
- Introduce incentive mechanisms for the funding/co-financing of RTDA or RTDB from competitive research projects or from external public or private bodies/entities
- Introduce reward mechanisms for Departments that contribute to best performances in research evaluation

INDICATORS

	Baseline	2021	2022	2023
Percentage of researchers referred to in art. 24, c.3, lett. a) and b) of the total number of teachers	14%	17%	19%	20%
Number of RTDA and RTDB funded by external bodies/entities or co-financed on projects	61	62	63	65



BASIC OBJECTIVES

O.5.2 - Strengthening the roles of teaching with particular reference to the lesser covered sectors

Political presidium:
Vice-Rector for Development Policies of the University

STRATEGIES and/or ACTIONS

- Promote the initiation of comparative evaluation procedures of bands I and II, announced pursuant to Article 24, paragraph 6 of Law 240/2010, in SSDs that include, among those qualified already structured in the University, PI or heads of local units of relevant competitive projects at national or European level
- Encourage the attraction of winners of ERC, Levi Montalcini scholarships or other competitive projects that allow for the election of the headquarters, also through a targeted allocation of resources for research and programming in favor of the new employee
- Promote direct appointments pursuant to Article 1, paragraph 9 of Law 230/2005
- Promote comparative evaluation procedures for junior professors

INDICATORS

	Baseline	2021	2022	2023
Number of recruitments and/or progressions of coordinators and/or managers of competitive projects	15 2018 and 2019	17	20	23
Number of successful candidates for competitive European or national projects involving selection of office and cost sharing	1	1	2	2
Number of assessment procedures comparative for second-level professors	55	40	40	16



BASIC OBJECTIVES

O.5.3 - 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 presidium:
Vice-Rector for Development Policies of the University

STRATEGIES and/or ACTIONS

- Map processes and skills of staff with consequent definition of a training plan to improve the specific and transversal skills of 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 turnover resources to be allocated to the recruitment procedures of technical-administrative staff
- Increase the supply of personnel 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
Percentage of new staff allocated to research support	-	15%	20%	20%
Resources for the training of technical and administrative staff	€ 150.000	€ 188.100	€ 195.000	€ 200.000
Percentage of new staff allocated to	-	20%	20%	20%
Percentage of new staff allocated to specialized laboratory technicians	-	10%	10%	15%



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STRATEGIC OBJECTIVE O.6 - SUSTAINABILITY – PROCESS QUALITY

BASIC OBJECTIVES	STRATEGIES and/or ACTIONS			
O.6.1 - Increase social and environmental sustainability and protect University staff Political Presidium: Rector or his Delegate	<ul style="list-style-type: none"> • Develop an annual report on social and environmental sustainability • Reduce energy consumption and related costs • Increase the incidence of separate waste collection 			
INDICATORS	Baseline	2021	2022	2023
Publication of the annual report on social and environmental sustainability	NO	SI	SI	SI
Percentage of energy consumption savings (methane and electricity)	17.572.807 Kwh 82.288 Smc year2019	5%	5%	5%
Percentage increase in collection	32.000 Kg differentiated 2020 data relating to Parco d'Orleans	10%	10%	10%

BASIC OBJECTIVES	STRATEGIES and/or ACTIONS			
O.6.2 - Strengthening public ethics, inclusion policies and gender balancing as founding values of the University Political Presidium: Rector or his Delegate	<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 among the university community • Promote initiatives to support general balance within the University 			
INDICATORS	Baseline	2021	2022	2023
Number of cultural and educational initiatives organized for the dissemination of the culture of legality and public ethics	0	2	4	6
Number of tutors for students with different abilities	78	Equal to baseline	5%	5%



BASIC OBJECTIVES

O.6.3 - Simplifying and speeding up administrative procedures

Political Presidium: Rector or his Delegate

STRATEGIES and/or ACTIONS

- Map processes with consequent definition of a plan to simplify procedures and reduce time

INDICATORS

	Baseline	2021	2022	2023
Reduction of average time for the purchase of research goods		-10%	-15%	-15%
Reduction of the time taken to overturn the university budget data and the reopening of the accounting of the expenditure centres		-10%	-15%	-15%
Number of other processes for which the procedure has been simplified and average times have been reduced by at least 20%			5	5

Working Group:

prof. **Federico Cosenz**, University Delegate for scientific support for planning, management control, performance evaluation and statistical processing activities

prof.ssa **Laura Auteri**, Pro-Rector for Teaching

prof. **Enrico Camilleri**, Vice Rector for Development Policies of the University

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