



UNIVERSITÀ
DEGLI STUDI
FIRENZE

STRATEGIC PLAN 2016 | 2018

STRATEGIC PLAN 2016 | 2018





The University of Florence 2016-2018 Strategic Plan goes in the direction to relaunch public universities, thus responding as well to specific laws aimed at guaranteeing, promoting and recognising effectiveness, efficiency and quality of the services delivered by the universities (Law 43/2005; Legislative Decree 150/2009; Law 240/2010).

The Strategic Plan is the tool through which to design objectives and indicators to direct the University in the years to come toward its three missions: teaching, research as well as technology and innovation transfer.

The rethinking of the programmes aims, on the one hand, at strengthening the foundation subjects and, on the other hand, for bachelor degrees, at developing professional skills matching demands; for the master and doctoral degrees, at encouraging excellence in research, interdisciplinarity and development of internationalisation, as well as knowledge transfer. Acknowledging the centrality of the students is therefore translated into planning teaching activities; research and third mission to acquire a critical vision and methodological rigour. Great importance is also given to support students with disabilities or economically disadvantaged.

The relaunch of research will be carried out by promoting base and applied research, completing the register of existing works, strengthening the University Library System, the technical and scientific laboratories and the Research, Service and

Study Centres. The strengthening of technology transfer and public engagement aims at increasing the links between the University and the community. There will be initiatives in all areas of business and knowledge dissemination, open to non-specialists, in order to bring the University closer to the social reality of which it is part.

The implementation of the Strategic Plan relies on the participation of the entire Academic Community. Reaching the strategic objectives depends upon the full and conscious involvement of every member of the university community who collaborates to the project's overall growth and development, respecting the individual competencies and enhancing the merits, skills and functional role of the single units.

The students and the local community are the privileged partners of the Strategic Plan. The satisfaction of students' educational demand must be matched by a careful consideration of their job market expectations. The University is called to contribute not only to research but also to its innovative interaction with the community.

Lastly, my heartfelt thanks go to my predecessor, prof. Alberto Tesi, who, during his recently concluded term has consolidated the University's economic situation, enabling it to carry out its policies toward innovation and development, focused on quality of research.

The President
Luigi Dei



THE KEY STRENGTHS

The strengths presented below are the compass of the Strategic Plan and define the framework for the strategic objectives and the actions required to implement them.





STRATEGIC PLAN

To bring out the peculiarities of each strategic line, the 2016-2018 planning can be represented as a tree. The missions affecting the institutional goals of the University are the branches, while the strategic lines concerning the management of the resources that feed, the overall functioning of the system are the roots.





Study Programmes and Right to Tertiary Education



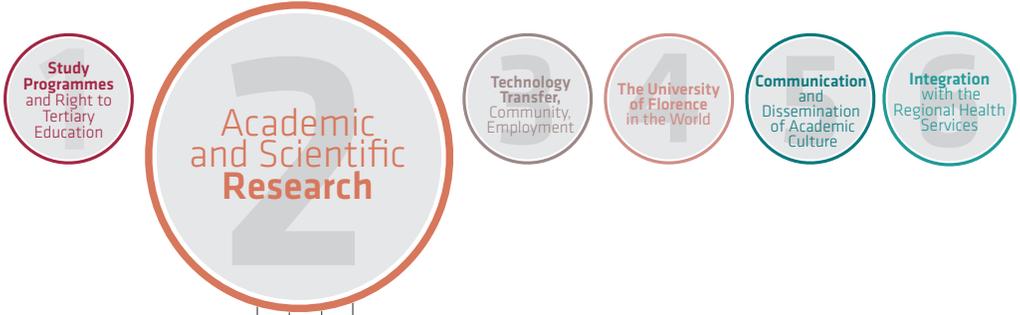
strategic goals

- **Guarantee the sustainability of study programmes in terms of quality, quantity and supply**
 - ➔ Harmonization of demand and supply of educational services.
 - ➔ Increase of educational opportunities for part-time students.
- **Consolidate and expand orientation initiatives**
 - ➔ Reinforcement and growth of all initiatives to orient incoming students.
 - ➔ Development of support actions during the student's academic career.
- **Improve services and communication for students**
 - ➔ Paperless administrative procedures through computerization.
 - ➔ Increase and diversify study programmes' communication.
- **Innovate teaching methodologies**
 - ➔ Implement mixed modality study paths (e-learning and face-to-face).
- **Enhance PhD programmes**
 - ➔ Increase the quality of PhD courses.

persons in charge

Senior Vice President, Teaching Innovation together with the Delegate for PhD Programmes for what concerns third cycle degrees and with the Vice President, International Relations for what concerns the internationalisation of study programmes



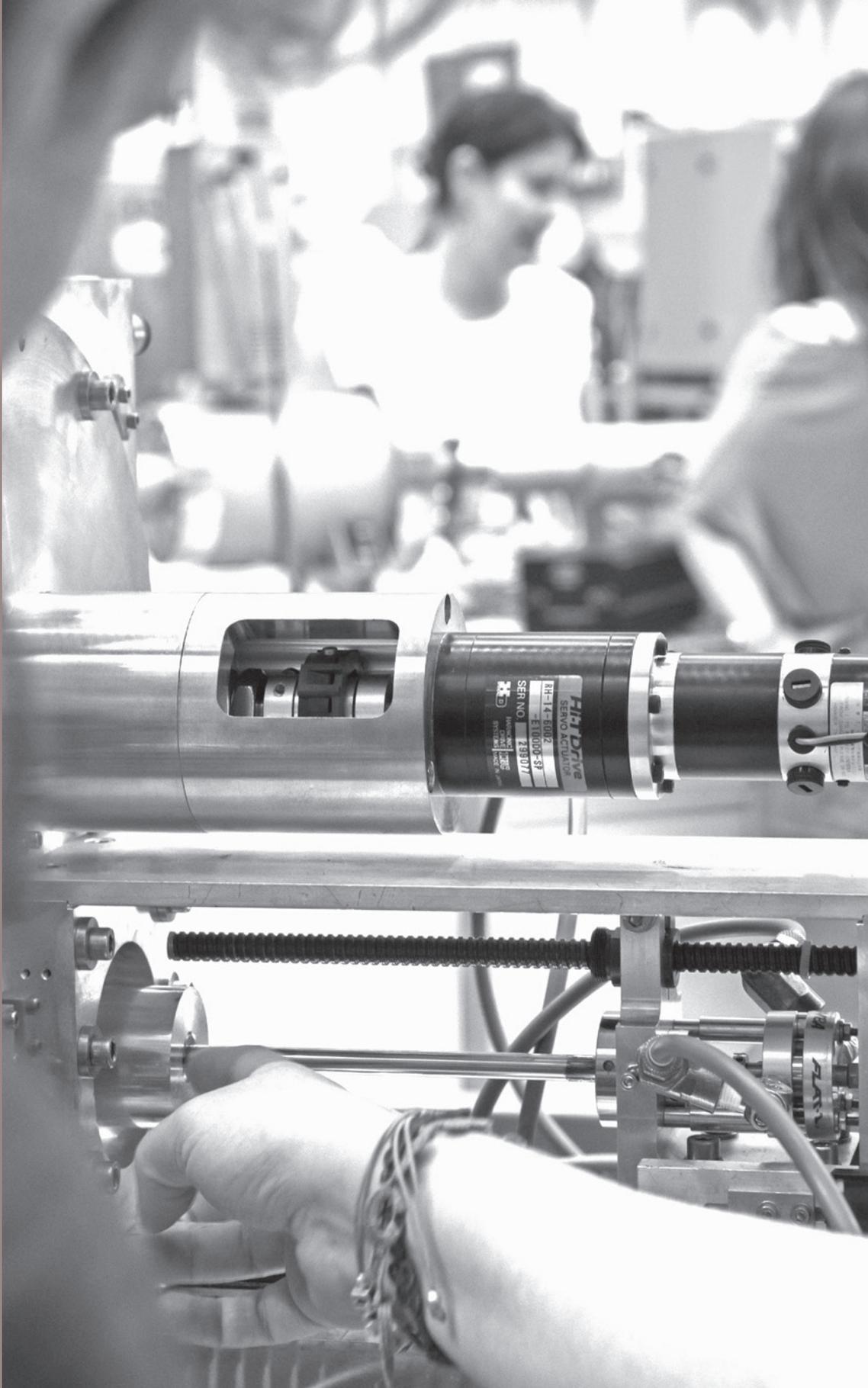


strategic goals

- **Aim at a research output of high quality**
 - ➔ Focus attention on national and international criteria for the evaluation of research output.
- **Promote research training**
 - ➔ Enhance PhD programmes and the access in research.
 - ➔ Increase the international appeal for University research fellows.
- **Foster the best talents**
 - ➔ Increase the emphasis on scientific merit of newly-hired and newly-promoted research staff employees.
- **Enhance competitiveness in attracting resources**
 - ➔ Promote the competitiveness of University research at national and international level and increase the capability to attract resources.

persons in charge

Vice President, Research together with the Delegate for PhD Programmes and the Vice President, International Relations for what concerns internationalisation of research.



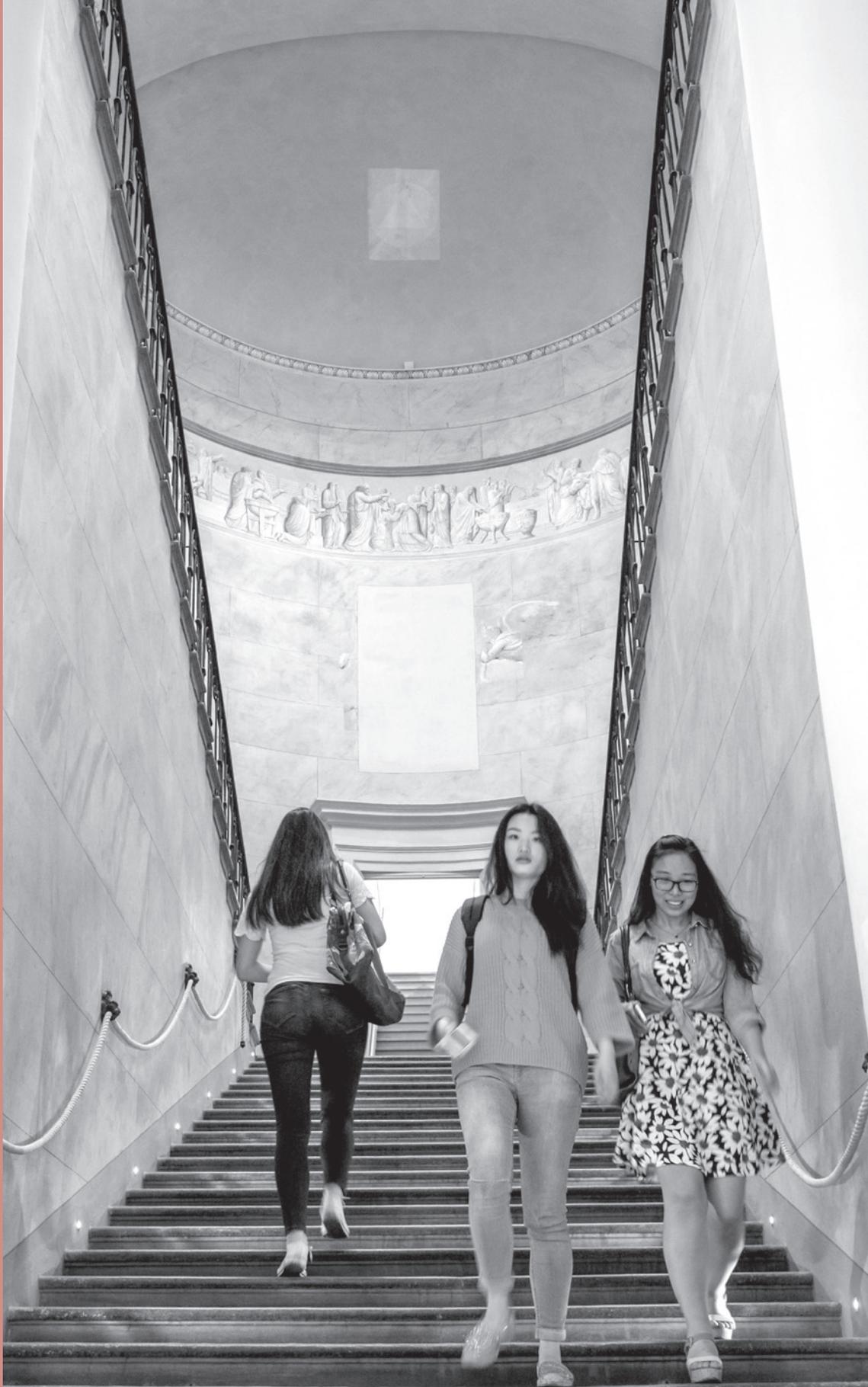


strategic goals

- Increase competitiveness in technology transfer
 - ➔ Stimulate/Encourage new opportunities in research, education and job innovation.
- Strengthen University services for technology transfer and job placement
 - ➔ Reinforce support centres for technology transfer.
 - ➔ Increase job orientation and job placement activities for graduates.
- Disseminate culture and knowledge of the third mission within the University
 - ➔ Implement initiatives towards training and involvement of personnel.
- Increase community involvement and collaboration
 - ➔ Develop systematic actions with the Tuscan regional government, the Tuscan University Network, regional businesses, APRE, innovation districts and centres, and the Foundation for Research and Innovation.
 - ➔ Participate in the Metropolitan Strategic Plan of Florence in synergy with the Florence Metropolitan Council and the other promoting parties.

persons in charge

Vice President,
Technology Transfer
and Relations with
Community and
Industry





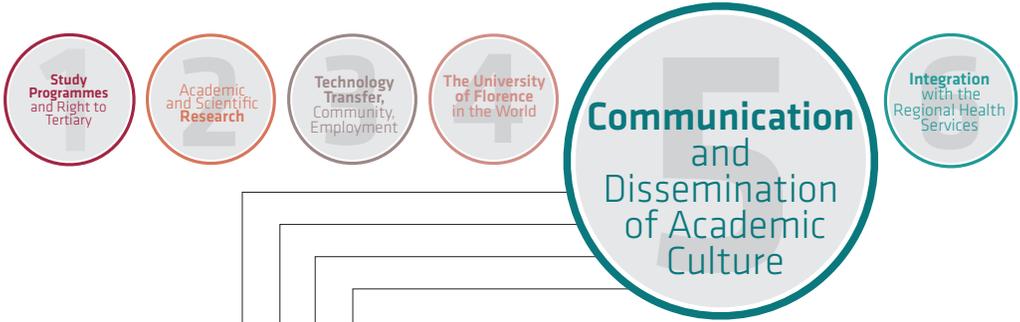
strategic goals

- **Promote the international competitiveness of the University**
 - ➔ Increase the integration of researchers in the international research networks.
 - ➔ Promote cultural exchange opportunities and mobility.
 - ➔ Improve communication quality internationally.
- **Reinforce teaching's international dimension**
 - ➔ Increase the internationalisation of degree and doctoral programmes as well as incoming and outgoing student mobility.
- **Strengthen international cooperation**
 - ➔ Carry out development cooperation in synergy with other universities and public institutions.
 - ➔ Develop collaborations with international institutions.
- **Promote the knowledge of foreign languages and cultures among students and the community**
 - ➔ Develop cultural exchange programmes with emerging countries.
 - ➔ Promote integration agreements with the foreign universities present in our region.

persons in charge

Vice President,
International Relations
with Senior Vice
President, Teaching
Innovation and Vice
President, Research





strategic goals

- **Strengthen the coordination and planning of communication activities**
 - ➔ Create a network to coordinate communication activities.
 - ➔ Redefine internal communication instruments.
- **Improve attractiveness, use and efficacy of digital communication**
 - ➔ Develop digital communication tools.
 - ➔ Develop digital communication tools. Implement new technologies to deliver academic services.
- **Reinforce the recognizability of the University**
 - ➔ Develop visibility, institutional branding and merchandising activities.
- **Enhance research output dissemination activities towards a wider audience**
 - ➔ Disseminate in the community the University's identity and its heritage.
 - ➔ Increase fundraising activities.
 - ➔ Redress among the different scientific and academic areas the dissemination of research output.

persons in charge

Vice President,
Communication
and Public
Engagement





strategic goals

- **Promote the integration and consultation among University Hospital Units**
 - ➔ Develop integration processes for research output, teaching and healthcare.
 - ➔ Promote internal competitive tenders subject to peer reviews and awards.
 - ➔ Promote joint human resources programming.
- **Improve the quality of education, in particular professional training**
 - ➔ Promote national and international best practices, innovative methodologies/processes (simulation).
 - ➔ Develop relations with Local Health Units for student internships.
- **Support proactively of research in health-related areas**
 - ➔ Promote and develop scientific research with synergy potential with the Regional Health Services.

persons in charge

Vice President,
Health and
Medicine





strategic goals

- **Promote innovation as a lever to simplify administration management**
 - ➔ Define the University's value system.
 - ➔ Develop social and cultural responsibility systems.
 - ➔ Plan and implement an HR Management observatory for innovation, aimed at continuous improvement and simplification as instruments for competitiveness.
 - ➔ Enhance the organisation model by processes, focussed on implementation and improvement of services
- **Human resources' development and enhancement**
 - ➔ Develop and enhance of skills and professionalism among managers and staff.
 - ➔ Emphasize on scientific merit in the recruiting and career progression of teaching staff.
 - ➔ Train to use innovative teaching methods.

persons in charge

Delegate for Relations with the General Manager and Delegate for Teaching Staff and Resources Programming



Innovation
Management,
Human Resources
Progress
Enhancement
and Personnel
Policies

Economic, Social and Environmental Sustainability

Real Estate
Assets
Conservation,
Upgrades and
Safety,
Investments

strategic goals

- **Promote and practise environmental and social sustainability**
 - ➔ Involve and sensitise the academic community.
 - ➔ Design a University sustainability budget.
 - ➔ Promote eco-friendly actions.
- **Consolidate and monitor economic sustainability**
 - ➔ Improve computer efficacy in accounting systems.
 - ➔ Improve the access and timeliness of accounting information with added control and management purposes.

persons in charge

Delegate, Budgeting
and Financial
Reporting together
with the Delegate,
University's
Real Estate
Enhancement,
Development and
Planning and the
Delegate, Industrial
Relations



Innovation Management, Human Resources Progress Enhancement and Personnel Policies

Economic, Social and Environmental Sustainability

Real Estate Assets Conservation, Upgrades and Safety, Investments

strategic goals

- **Enhance the cultural heritage of the University**
 - ➔ Develop projects aimed at enhancing and making more accessible the cultural heritage of the University with the added scope of developing research and competitiveness in attracting resources.
- **Rationalise and re-qualify the spaces**
 - ➔ Improve support facilities (laboratories, libraries, study rooms) and their accessibility.
 - ➔ Optimise of the spaces dedicated to user services and student activities. Increase of scheduled maintenance programmes.
- **Expand the spaces dedicated to technology & knowledge transfer**
 - ➔ Identify available spaces and new ones; encourage a flexible use.
- **Open the spaces to the town and the community**
 - ➔ Manage letting of University locations for events and sponsored activities.

persons in charge

Delegate for the University's Real Estate Enhancement, Development and Planning



MONITORING ACTIONS

The Strategic Plan promotes governance transparency by formalising the strategic objectives, the relevant implementing actions and the indicators for monitoring and evaluation process. The 2016-2018 Plan begins with the analysis of the University's missions, in particular its primary institutional activities such as teaching, research and technology transfer. Then there is an analysis of the University's comparative ranking (nationally and internationally), relative to the results achieved in the recent past. Then, a SWOT analysis leading to the definition of the strategic objectives and relevant actions aimed to address the areas where improvement is sought/desired. Finally there are specific, measurable and verifiable indications for each objective.

The current Plan is the outcome of a continuous consultation with the "team" of Vice Presidents, supported by a group of experts and by resources specifically allocated to it by the Administra-

tion. The steps in of the sharing process included meeting with the entire academic community and specific reviews with the General Manager, the Board of Administrators and the other governing bodies until the final approval by the Academic authorities.

The Plan concerns the three-year period 2016-2018 with half-yearly reviews to monitor the work in progress. At the end of each year, on the basis of the achievement of the objectives, the Plan can be modified or integrated to take into account new requirements or circumstances. Every year, in the forecast budget, the economic sustainability of strategic actions will be carefully evaluated and objectives realigned with available resources.

The final and complete version of the Strategic Plan is available, in Italian, on the University official website (www.unifi.it).



UNIVERSITÀ
DEGLI STUDI
FIRENZE

©2016

Università degli Studi di Firenze

P.zza S.Marco, 4

50121 Firenze

www.unifi.it



UNIVERSITÀ
DEGLI STUDI
FIRENZE