

# STRATEGIC GOALS 2022 – 2025

## ACTIONS AND INDICATORS



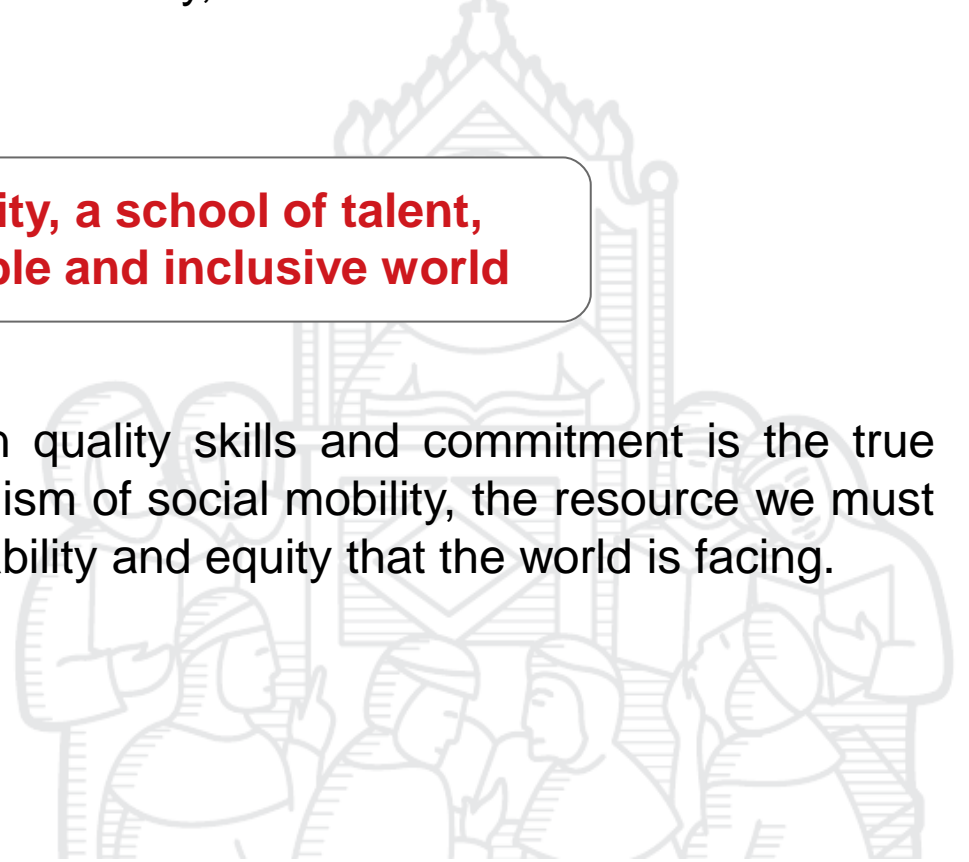
**Sabina Nuti**  
**Rector**

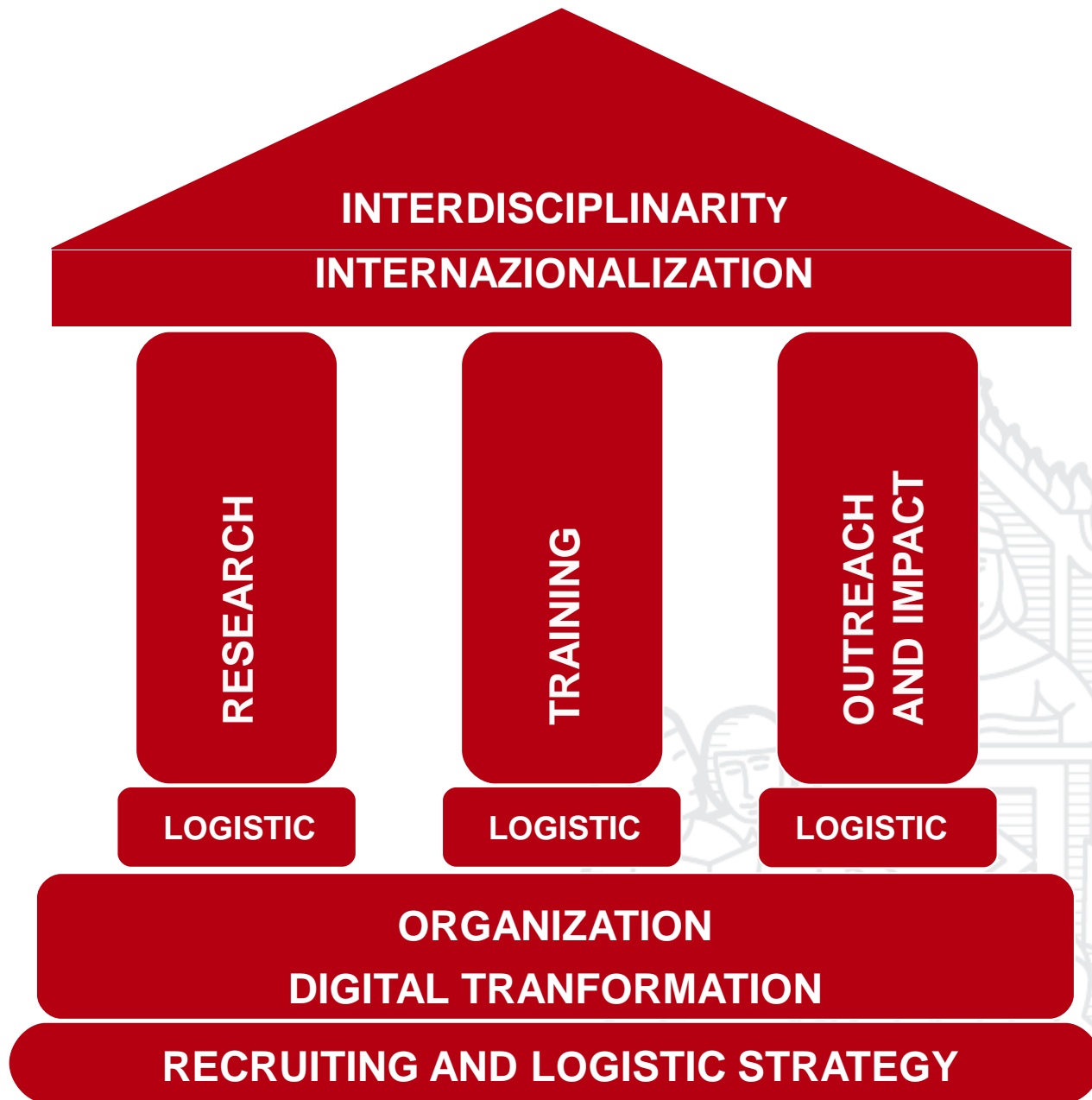
# The mission of the Scuola

The mission of the School is to be a public institution of reference and quality, where talent is attracted, valued and deployed to take care of the world and to contribute responsibly to its cultural growth and sustainability, in accordance with constitutional values.

**A research university, a school of talent,  
for a more sustainable and inclusive world**

is our motto, aware that merit based on quality skills and commitment is the true engine of development, the main mechanism of social mobility, the resource we must deploy to solve the challenges of sustainability and equity that the world is facing.





*Building the future for our young university*

## SDGs GOALS



## PNRR GOALS



## STRATEGIC GOALS

## ACTIONS

## INDICATORS

Starting point

Target

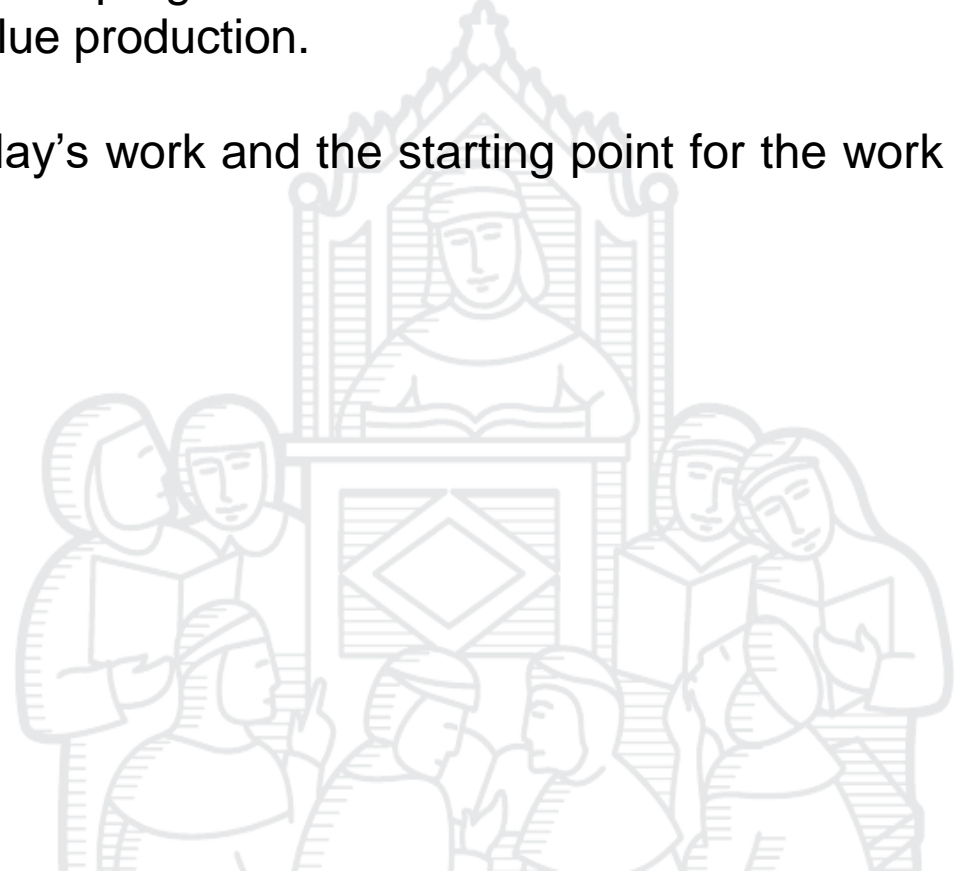
Trend and Benchmarking

# Forewords

The ability of the School to achieve its objectives depends on the economic starting point conditions.

Before dealing with the specific actions and objectives, we would like to present some summary budget data that highlight the progress made to date in terms of attractiveness of projects, stability and value production.

These results are the outcome of yesterday's work and the starting point for the work of the coming years.



# The economic and financial functioning conditions of the School and the ability to produce economic value

The balance sheet aims to represent the operating conditions of the School as of 31<sup>st</sup> of December, i.e. its sources of funding and capital uses and highlights which resources are available for future management as of 31<sup>th</sup> December 2022

ASSETS	31/12/2022	%	31/12/2021	%	LIABILITIES	31/12/2022	%	31/12/2021	%
<b>A) FIXED ASSETS</b>					<b>A) NET ASSETS</b>				
I – intangible assets	8.943.979	3,8	9.273.096	4,9	I - University endowment fund	329.260	0,1	329.260	0,2
II – Tangible assets	42.085.120	18,0	41.838.242	22,2	II - Tied assets	69.626.048	29,8	62.421.704	33,1
III – Financial fixed assets	124.274	0,1	64.274	0,0	III - Unencumbered assets	10.459.038	4,5	7.629.729	4,0
<b>TOTAL (A) FIXED ASSET</b>	<b>51.153.373</b>	<b>21,9</b>	<b>51.175.612</b>	<b>27,2</b>	<b>TOTAL (A) TED ASSETS</b>	<b>80.414.346</b>	<b>34,4</b>	<b>70.380.693</b>	<b>37,4</b>
<b>B) CURRENT ASSET</b>					<b>B) PROVISIONS FOR RISKS AND CHARGES</b>	2.652.197	1,1	2.370.524	1,3
I – Inventories	57.645	0,0	2.147	0,0	<b>C) SEVERANCE PAY</b>	161.316	0,1	158.407	0,1
II – Receivables (with separate indication for each item of the amounts due after one year)	78.363.876	33,5	48.523.767	25,8					
III – Financial activities									
IV – Liquid assets	103.621.345	44,3	87.672.783	46,5					
<b>TOTAL (B) CURRENT ASSET</b>	<b>182.042.866</b>	<b>77,8</b>	<b>136.198.697</b>	<b>72,3</b>	<b>D) DEBTS</b>	7.951.586	3,4	5.974.749	3,2
<b>TOTAL (C) PREPAYMENT AND ACCRUED INCOME</b>	<b>353.100</b>	<b>0,2</b>	<b>479.885</b>	<b>0,3</b>	<b>E) ACCRUED EXPENSES AND DEFERRED INCOME AND INVESTMENT GRANTS</b>	31.487.223	13,5	31.111.875	16,5
					<b>F) DEFERRED INCOME FOR PROJECTS</b>	111.240.663	47,6	78.422.759	41,6
<b>TOTALE (D) ACCRUED INCOME FOR FINANCED OR CO-FINANCED PROJECTS AND RESEARCH IN PROGRESS</b>	<b>357.992</b>	<b>0,2</b>	<b>564.813</b>	<b>0,3</b>	<b>TOTAL LIABILITIES</b>	<b>233.907.331</b>	<b>100</b>	<b>188.419.007</b>	<b>100</b>
<b>TOTAL ASSETS</b>	<b>233.907.331</b>	<b>100</b>	<b>188.419.007</b>	<b>100</b>					

- The School is very solid, it has no onerous debts, with net assets it completely covers the fixed assets that have a value higher than the depreciation for the year
- Short-term loans and liquid assets ensure considerable liquidity and flexibility of investments. The self-financing capacity is significative.

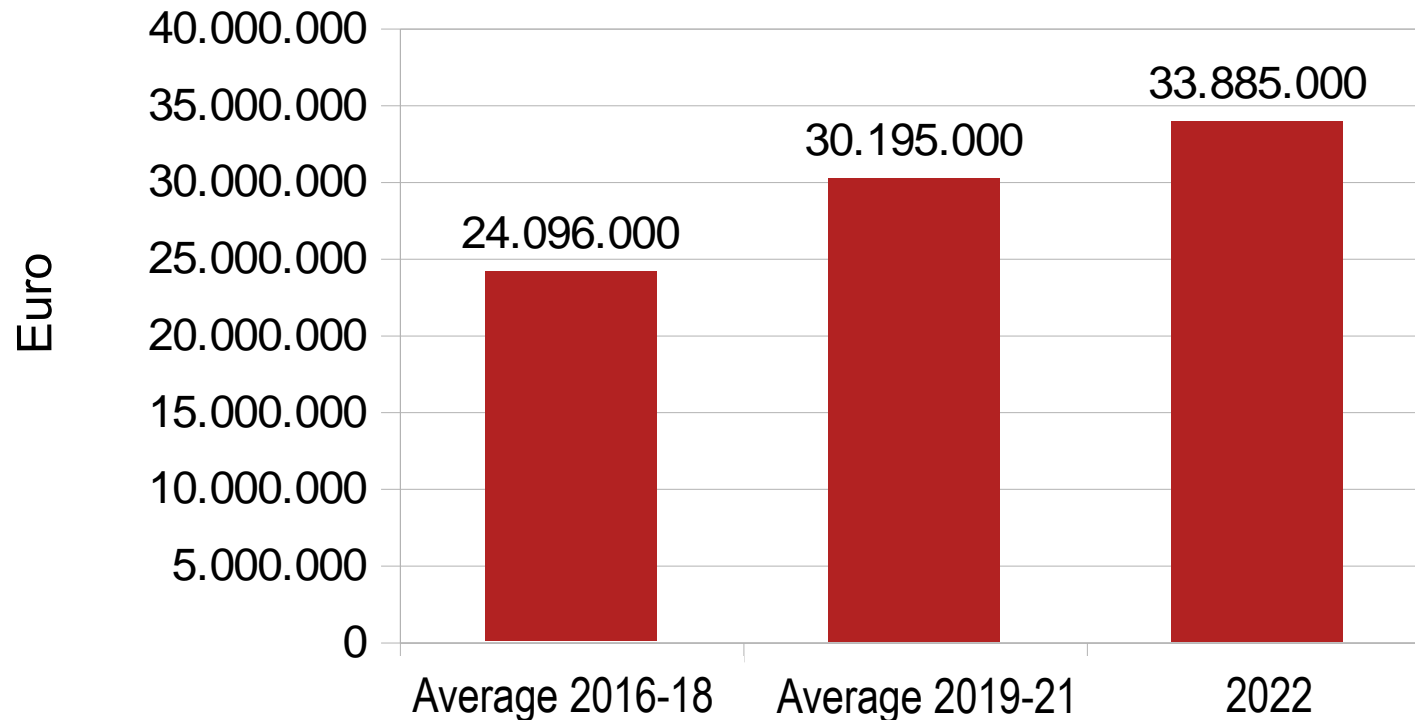
# The economic and financial functioning conditions of the School and the ability to produce economic value

The income statement is the financial statement that represents the School's ability to create value, i.e. to have income exceeding costs, the resources used to produce the income relating to the reference year in accordance with the accrual principle.

	31.12. 2022	31.12. 2021	Delta 2022 over 2021	Delta %
<b>A) OPERATING INCOME</b>	<b>76.603.690</b>	<b>67.261.305</b>	<b>9.342.385</b>	<b>13,9</b>
<b>I. OWN INCOME</b>	<b>24.942.984</b>	<b>24.108.272</b>	<b>834.712</b>	<b>3,5</b>
<i>(of which for partner estimate)</i>	<i>423.822</i>	<i>346.062</i>		
<b>II. CONTRIBUTIONS</b>	<b>49.883.862</b>	<b>40.983.860</b>	<b>8.900.002</b>	<b>21,7</b>
<i>(of which for partner estimate)</i>	<i>71.766</i>	<i>70.999</i>		
<b>V. OTHER INCOME AND MISCELLANEOUS REVENUES</b>	<b>1.776.844</b>	<b>2.169.173</b>	<b>-392.329</b>	<b>3,6</b>
<b>VI. CHANGE IN INVENTORIES</b>				
<b>B) OPERATING COSTS</b>	<b>64.632.859</b>	<b>59.090.788</b>	<b>5.542.071</b>	<b>9,4</b>
<b>VIII. STAFF COSTS</b>	<b>33.841.520</b>	<b>30.900.365</b>	<b>2.941.155</b>	<b>9,5</b>
<b>IX. CURRENT MANAGEMENT COSTS</b>	<b>26.345.237</b>	<b>22.933.523</b>	<b>3.411.714</b>	<b>14,9</b>
<b>X. DEPRECIATION AND WRITE-DOWNS</b>	<b>3.771.883</b>	<b>4.188.508</b>	<b>-416.625</b>	<b>-9,9</b>
<b>XI. PROVISIONS FOR RISKS AND CHARGES</b>	<b>238.381</b>	<b>200.959</b>	<b>37.422</b>	<b>18,6</b>
<b>XII. MISCELLANEOUS MANAGEMENT CHARGES</b>	<b>435.838</b>	<b>867.433</b>	<b>-431.595</b>	<b>-49,8</b>
<b>DIFFERENCE BETWEEN INCOME AND OPERATING COSTS (A - B)</b>	<b>11.970.831</b>	<b>8.170.517</b>	<b>3.800.314</b>	<b>46,5</b>
<b>C) FINANCIAL INCOME AND EXPENSES</b>	<b>-7.572</b>	<b>-17.974</b>	<b>10.402</b>	
<b>D) VALUE ADJUSTMENTS TO FINANCIAL ASSETS</b>				
<b>E) EXTRAORDINARY INCOME AND EXPENSES</b>	<b>61.369</b>	<b>407.310</b>	<b>-345.941</b>	
<b>Rresult before the taxes (A - B + - C + - D + - E)</b>	<b>12.024.628</b>	<b>8.559.853</b>	<b>3.464.775</b>	<b>40,5</b>
<b>F) CURRENT, DIFFERENTIATED, DEFERRED INCOME TAX</b>	<b>1.767.682</b>	<b>1.567.116</b>	<b>200.566</b>	<b>12,8</b>
<b>EXERCISE RESULT</b>	<b>10.256.946</b>	<b>6.992.737</b>	<b>3.264.209</b>	<b>46,7</b>

The School has significantly increased its ability to produce value (economic result) over the years thanks to the increase in FFO resources, acquired projects (40% of total revenues) and the overall ability to contain management costs.

## Proceeds for acquired projects: average data 2016-2018, 2019-2021 and 2022 net of the NRRP, which is worth another 34 mln approximately in 2022



The ability to acquire projects (European, under tender, institutional and on commission) by choice was calculated net of the NRRP (National Recovery and Resilience Plan) which is a temporary source of financing, even if the impact on management complexity is relevant.



## SCOPE INTERDISCIPLINARITY

**GOAL** Easing interdisciplinarity and collaboration between institutes, research centres, laboratories and research areas



## ACTIONS

- encourage **collaboration between institutes and disciplinary areas** in order to improve the impact of the School on complex issues that require an interdisciplinary approach, also promoting cross-disciplinary strategic projects of the School (e.g. Africa Connect)
- growth and **development of the two interdisciplinary Research Centers**: Health Science Center and Interdisciplinary Center on Sustainability and Climate (CISC), in terms of project initiatives, quality, volume of scientific production and Outreach and Impact
- consolidate existing research areas **encouraging projects and activities in interdisciplinary research fields**; support the planning of the two Departments of Excellence: on data science for social sciences, and on transversal themes for experimental and applied sciences



# INDICATORS – INTERDISCIPLINARITY

## I.01 Teachers and researchers assessment on the tendency of institutes and centres to collaborate between each other

**Starting point  
2021**

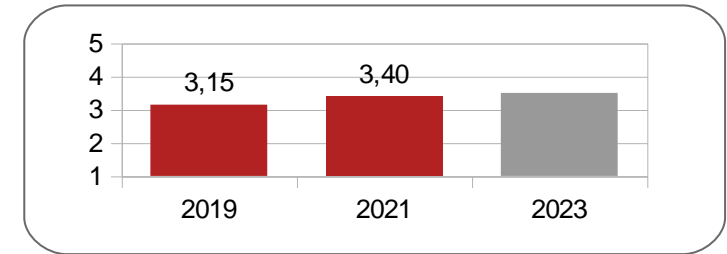
3,40/5

**Target  
2023**

growth

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*Rector  
Istitutes and research centers  
School  
Organizational well-being survey*



## I.02 Interest and willingness of teachers and researchers to be engaged in interdisciplinary initiatives

Average score of the questions L.01, L.02 and L.03, submitted on the organizational well-being questionnaire. It will be soon replaced by a specific question on the percentage of teachers involved in interdisciplinary centers

**Starting point  
2021**

4,33/5

**Target  
2023**

growth

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*Rector  
Istitutes and research centers  
School  
Organizational well-being survey*

# INDICATORS – INTERDISCIPLINARITY

## I.03 Development and acquisition of projects by interdisciplinary centers

**Starting point  
2021**

**Target  
2025**

Interdisciplinary projects on total of the acquired projects

11%

growth

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*Rector  
Interdisciplinary research centers  
School  
Accounting and budget department; U-GOV Cineca*

	2021		2022 (excluded NRRP)		2022	
	euro	%	euro	%	euro	%
<b>INTERDISCIPLINARY RESEARCH PROJECTS</b>	<b>2.635.077</b>	<b>11,01</b>	<b>12.228.746</b>	<b>31,69</b>	<b>35.283.764</b>	<b>46,93</b>
<b>OF WHOM HEALTH SCIENCES</b>	-		<b>5.884.052</b>	<b>15,25</b>	<b>8.349.364</b>	<b>11,11</b>
<b>OF WHOM CLIMATE CHANGE AND SUSTAINABILITY</b>	-		-		-	
<b>OTHER</b>	<b>21.296.073</b>	<b>88,99</b>	<b>26.365.726</b>	<b>68,31</b>	<b>39.900.422</b>	<b>53,07</b>
<b>SUM</b>	<b>23.931.150</b>		<b>38.594.472</b>		<b>75.184.186</b>	

## I.04 Administrative support of Interdisciplinary Research Centers in the first half of 2023

**Starting point  
2021**

**Target  
2023**

achievement of the goal

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*Managing Director  
-  
Research promotion and coordination department  
Internal sources*

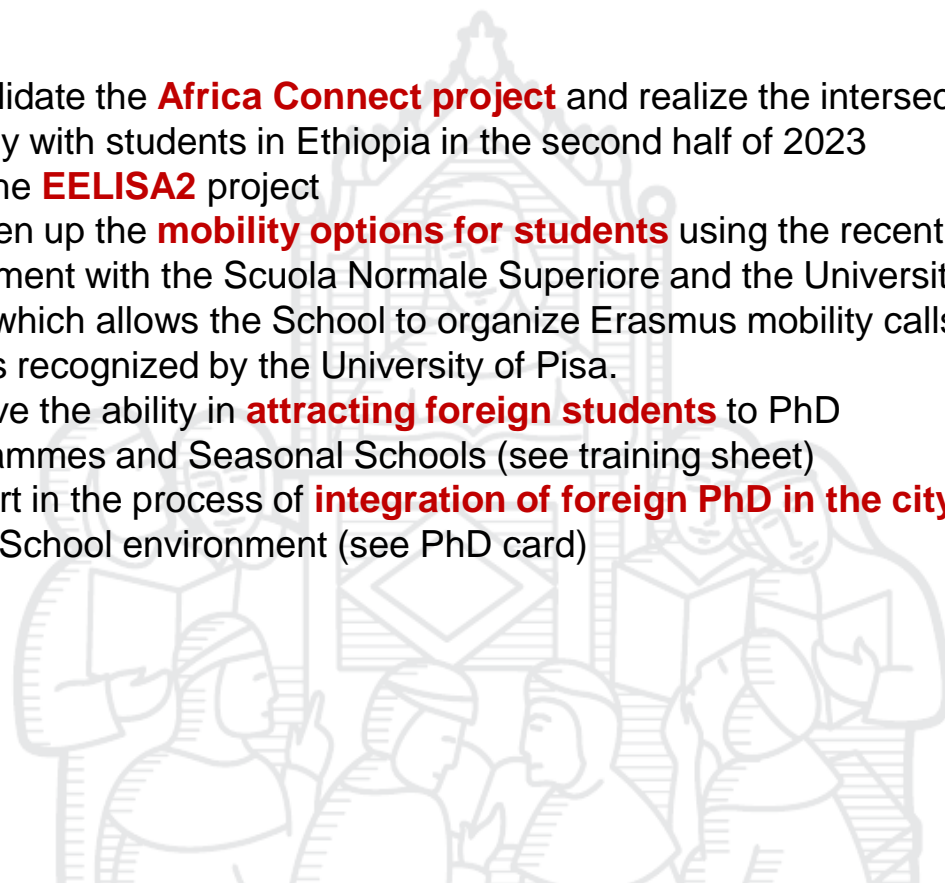
## SCOPE INTERNAZIONALIZATION

**GOAL** Increase the network of the School's relations at European level; broaden up the range of mobility options for students; strengthen the position of the School in the global context with the implementation of the strategic project Africa Connect



## ACTIONS

- consolidate the **Africa Connect project** and realize the intersectoral journey with students in Ethiopia in the second half of 2023
- start the **EELISA2** project
- broaden up the **mobility options for students** using the recent agreement with the Scuola Normale Superiore and the University of Pisa, which allows the School to organize Erasmus mobility calls, with credits recognized by the University of Pisa.
- improve the ability in **attracting foreign students** to PhD programmes and Seasonal Schools (see training sheet)
- support in the process of **integration of foreign PhD in the city** and in the School environment (see PhD card)



# INDICATORS – INTERNAZIONALIZATION

## N.01 Developing Africa Connect Project

Research activities in Ethiopia, Ghana, Kenya, Mozambique, Niger and Tanzania (by 2023)  
Consolidation of existing partnerships with African institutions and universities, international African research institutions and NGOs (by 2023),  
**intersectoral journey of the students** with the presence of the governance of the School  
Organization of interdisciplinary study days and cultural initiatives focused on Africa (2023 and 2024)  
School involvement in the Mattei plan

**Starting point  
2021**

**Target  
2023**

fulfillment of  
planned activities

<i>Political referent</i>	<i>Rector, Pro Rector for international relations, Africa Connect professor team</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>Training department/External relations and communication department</i>
<i>Data source</i>	<i>Internal Sources</i>

## N.02 Consolidation of the EELISA alliance

approval of the EELISA2 project and its financing (by 2023)

**Starting point  
2021**

**Target  
2023**

approval  
by the EU

<i>Political referent</i>	<i>Rector and Pro Rector for international relations</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>International relations department</i>
<i>Data source</i>	<i>Internal Sources</i>

## SCOPE RESEARCH

**GOAL** Increase the quality of scientific production maintaining high volumes of scientific production



## ACTIONS

- **share the results of the performance** on the quality of scientific production with the Institute Directors and the Research Centers Coordinators as well as with the Academic Senate, in order to attract interest among teaching staff and researchers
- monitor **scientific production quality** among young researchers (tenure track researchers)
- adopt **reward policies for the quality of research**, considering the type of scientific journals
- maintain the **attractiveness of funding** for calls for proposals and third parties projects
- provide **support actions for the design phase** by technical and administrative staff



# INDICATORS – RESEARCH

## R.01 Scopus National average percentile positioning

average percentile positioning with respect to the Italian peers for the sum of the number of Scopus products (quantity) and the number of products in the top 25% of the SJR (quality), with weights of 40% and 60% respectively

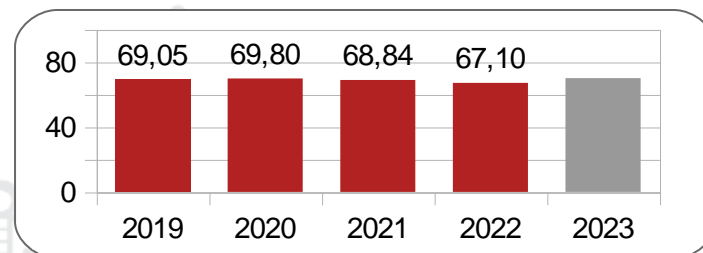
**Starting point  
2019**

69,05/100

**Target  
2025**

70/100

<i>Political referent</i>	<i>Institute directors and research centers coordinators; Research Pro Rector</i>
<i>Declinable for Structure of Reference</i>	<i>Institute and research centers Staff department</i>
<i>Data source</i>	<i>SciVal; Cineca</i>



The 2020-2022 assessment without non tenure track researchers amounts to 71,85

## R.02 Variability of Scopus national positioning

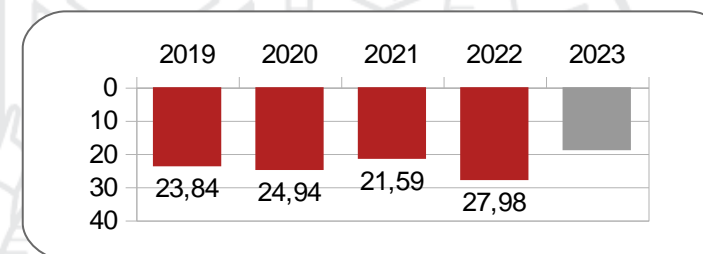
<i>Political referent</i>	<i>Institute directors and research centers coordinators; Research Pro Rector</i>
<i>Declinable for Structure of Reference</i>	<i>Institute and research centers Staff department</i>
<i>Data source</i>	<i>SciVal; Cineca</i>

**Starting point  
2019**

23,84

**Target  
2025**

reduction



The 2022 value (average 2020-2022) without non tenure track researchers amounts to 23,93

[Link to methodological note](#)

# INDICATORS – RESEARCH

## R.03 Number of ERC

ERC: January 2016 Christian Cipriani (expiring in 2023); January 2021 Stefano Palagi; January 2021 Recchia (expired on March 31, 2023); January 2022 Alessandro Lucantonio; January 2023 Kevin Koehler; 2023 Tommaso Andreussi

**Starting point  
2021**

2

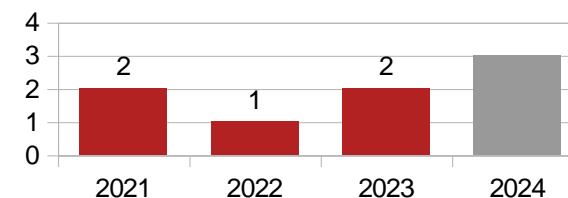
**Target  
2025**

growth

*Political referent  
Declinable for  
Structure of Reference*

*Data source*

*Institute directors and research centers coordinators  
Institute and research centers  
Outreach and Impact department/  
Research support structures  
Research coordination and support department*



## R.04 Number of ERC still active

**Starting point  
2021**

3

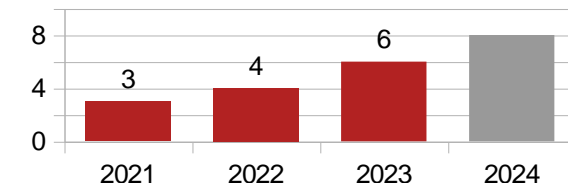
**Target  
2025**

growth

*Political referent  
Declinable for  
Structure of Reference*

*Data source*

*Institute directors and research centers coordinators  
Institute and research centers  
Outreach and Impact department/  
Research support structures  
Research coordination and support department*





# INDICATORS – RESEARCH

## R.05 Research funding by weighted staff unit

**Starting point  
2022**

**Target  
2025**

School share for acquired projects by weighted staff unit, excluded  
NRRP projects

281 thousands  
of Euros

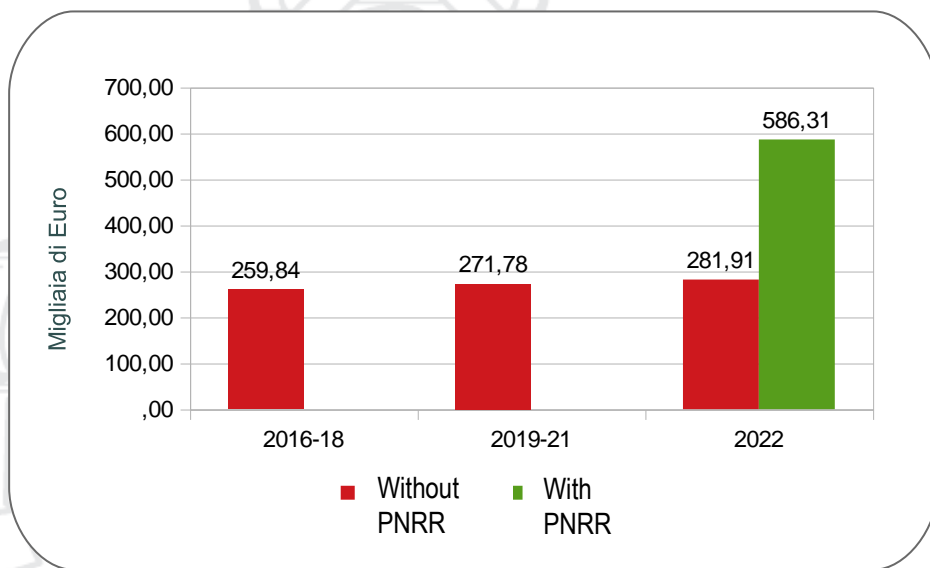
increase

School share for acquired projects by weighted staff unit, included  
NRRP projects

586 thousands  
of Euros

increase

<i>Political referent</i>	<i>Institute directors and research centers coordinators; Pro Rector for research</i>
<i>Declinable for Structure of Reference</i>	<i>Institute and research centers Staff department</i>
<i>Data source</i>	<i>U-GOV Cineca</i>



# INDICATORS – RESEARCH

## **R.06 Unpaid invoices (value of opened credits) for more than 12 months for activities on behalf of third parties**

**Starting point  
2021**

**Target  
2023**

The 2021 value is calculated as the outstanding issue for 12 months to 31 December 2022 (which includes invoices issued by December 31<sup>st</sup> 2021 not collected as of December 31<sup>st</sup> 2022)

231.613 euro

reduction

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*Institute and research centers directors  
Institute and research centers  
Accounting and budget department  
U-GOV Cineca*



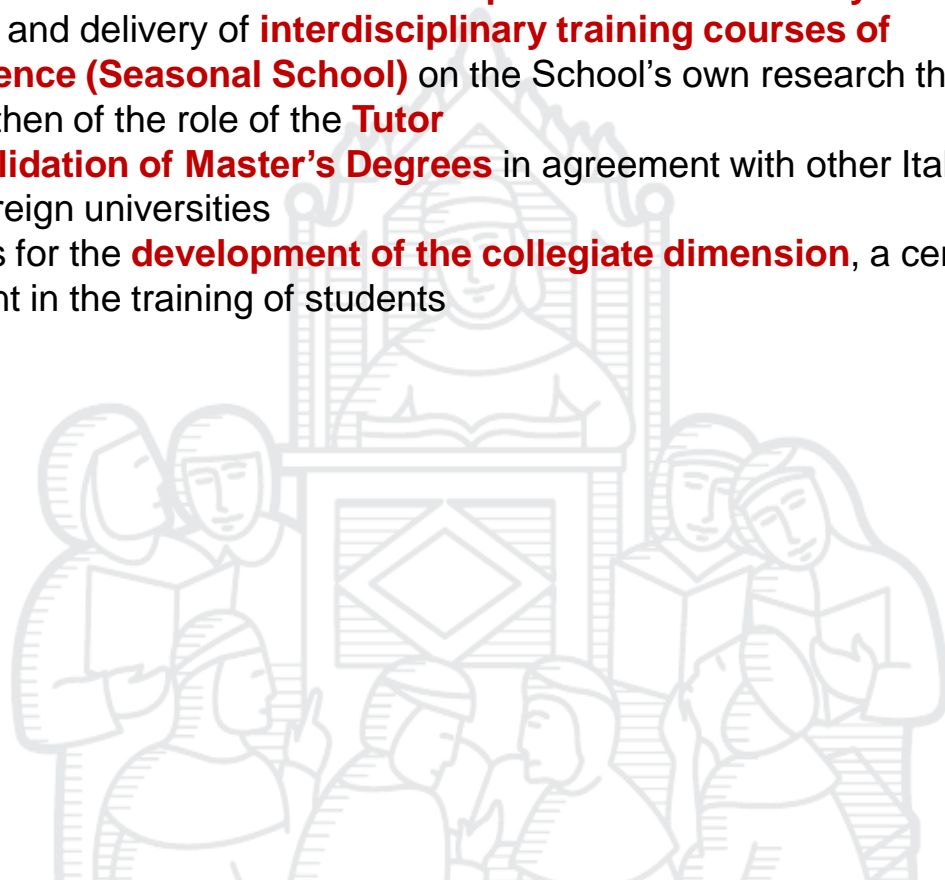
## SCOPE TRAINING (UNDERGRADUATE)

**GOAL** Increase the educational impact, in line with the growth trend of the School, from orientation to higher education



### ACTIONS

- Strengthening of the **social mobility and merit** project and its declinations (STEM for girls and other initiatives)
- increment of the number of **student positions for ordinary courses**
- design and delivery of **interdisciplinary training courses of excellence (Seasonal School)** on the School's own research themes
- strengthen of the role of the **Tutor**
- **consolidation of Master's Degrees** in agreement with other Italian and foreign universities
- actions for the **development of the collegiate dimension**, a central element in the training of students



SDGs



PNRR



# INDICATORS – COUNSELLING

## Fo.01 Number of attendees to ME.MO initiatives

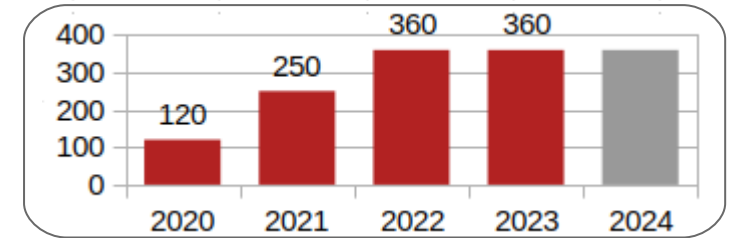
**Starting point  
2022**

360

**Target  
2025**

maintaining

<i>Political referent</i>	<i>Delegate for social mobility</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>External relations and communication department</i>
<i>Data source</i>	<i>Internal Sources</i>



## Fo.02 Number of ME.MO initiatives

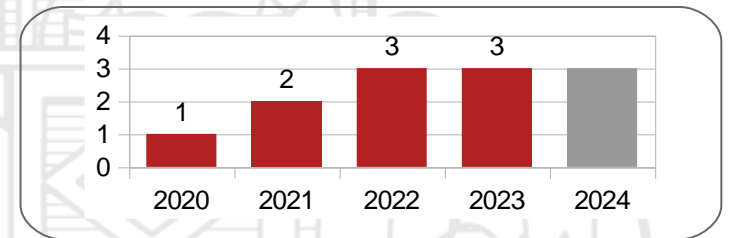
**Starting point  
2022**

3

**Target  
2023**

maintaining

<i>Political referent</i>	<i>Delegate for social mobility</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>External relations and communication department</i>
<i>Data source</i>	<i>Internal Sources</i>



# INDICATORS – COUNSELLING

## Fo.03 Number of STEM initiatives

*Political referent*  
*Declinable for*  
*Structure of Reference*  
*Data source*

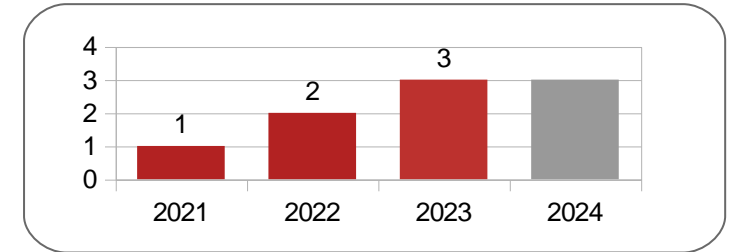
*Delegate for social mobility*  
*-*  
*Training department*  
*Internal Sources*

**Starting point  
2021**

1

**Target  
2025**

3



## Fo.04 Number of attendees to STEM initiatives

*Political referent*  
*Declinable for*  
*Structure of Reference*  
*Data source*

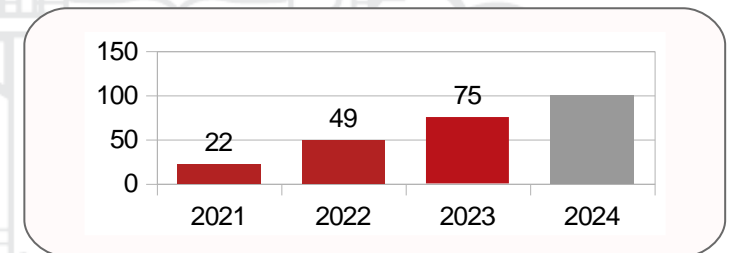
*Delegate for social mobility*  
*-*  
*Training department*  
*Internal Sources*

**Starting point  
2021**

22

**Target  
2023**

75



# INDICATORS – COUNSELLING

## Fo.05 Number of students involved in orientation activities

**Starting point  
2022**

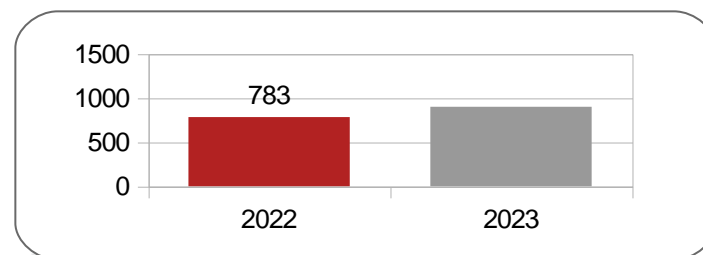
783

**Target  
2025**

growth

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*Delegate for university orientation  
-  
Training department  
Internal Sources*



# INDICATORS – HONOR STUDENTS

## Fu.01 Positions for Honors Student (I level)

**Starting point  
2020/21**

**Target  
2025**

50

growth

*Political referent  
Declinable for  
Structure of Reference*

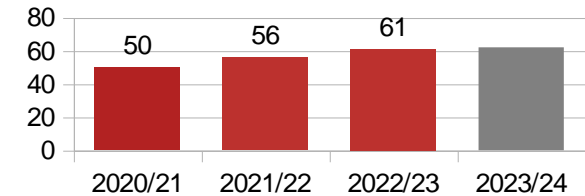
*Deans of faculty councils*

-

*Training department/ External relations and  
communication department*

*Data source*

*ESSE3 Cineca*



## Fu.02 Positions for Honors Student (I level) funded by private sector

**Starting point  
2020/21**

**Target  
2025**

0

7

*Political referent  
Declinable for  
Structure of Reference*

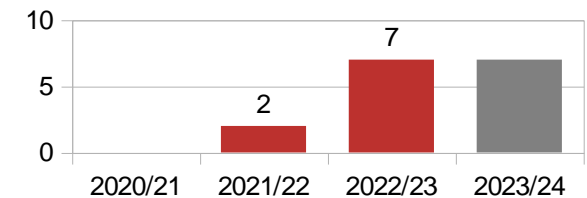
*Deans of faculty councils*

-

*Training department/ External relations and  
communication department*

*Data source*

*ESSE3 Cineca*



# INDICATORS – HONOR STUDENTS

## Fu.03 Positions for Honors Student (II level)

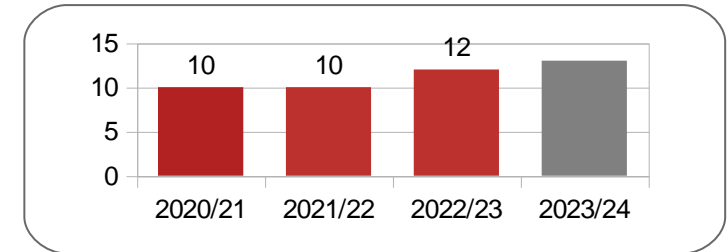
<i>Political referent</i>	<i>Deans of faculty councils</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>Training department/ External relations and communication department</i>
<i>Data source</i>	<i>ESSE3 Cineca</i>

**Starting point  
2020/21**

10

**Target  
2025**

growth



## Fu.04 Positions for Honors Student (II level) funded by private sector

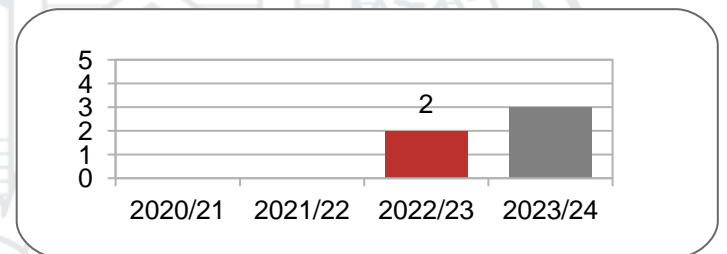
<i>Political referent</i>	<i>Deans of faculty councils</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>Training department/ External relations and communication department</i>
<i>Data source</i>	<i>ESSE3 Cineca</i>

**Starting point  
2021/22**

0

**Target  
2025**

growth





# INDICATORS – HONOR STUDENTS

## Fu.05 Gender balance in the Honors Student commissions

**Starting point  
2022/23**

**Target  
2025**

35,04%

growth

<i>Political referent</i>	<i>Deans of faculty councils</i>
<i>Declinable for</i>	<i>-</i>
<i>Structure of Reference</i>	<i>Training department</i>
<i>Data source</i>	<i>ESSE3 Cineca</i>

## Fu.06 Honors Students quality of education assessment

Average of teaching assessment

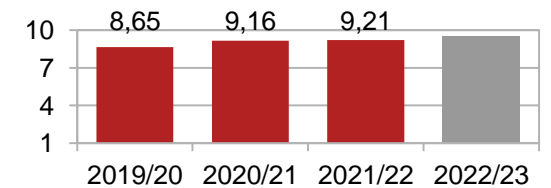
**Starting point  
2021/22**

**Target  
2025**

9,21/10

> 9/10

<i>Political referent</i>	<i>Deans of faculty councils</i>
<i>Declinable for</i>	<i>-</i>
<i>Structure of Reference</i>	<i>Training department</i>
<i>Data source</i>	<i>Quality Enhancement Committee</i>



# INDICATORS – HONOR STUDENTS

## Fu.07 Percentage of internships activated for Honors Students

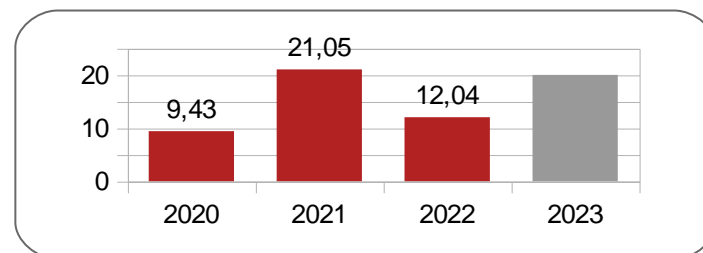
**Starting point  
2021**

**Target  
2025**

21,05%

growth

<i>Political referent</i>	<i>Pro Rector for Outreach and Impact and Deans of faculty councils</i>
<i>Declinable for Structure of Reference</i>	-
<i>Data source</i>	<i>Outreach and Impact department ESSE3 Cineca</i>



## Fu.08 Honor Students gender balance

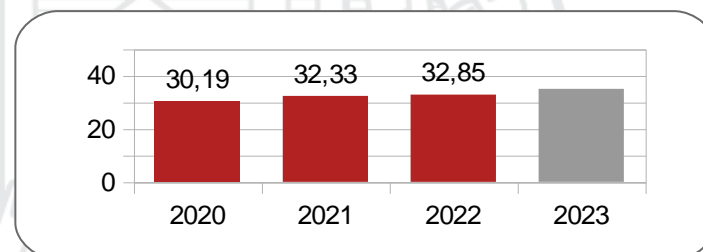
**Starting point  
2021**

**Target  
2025**

32,33%

growth

<i>Political referent</i>	<i>Deans of faculty councils and Delegate for disability and inclusion</i>
<i>Declinable for Structure of Reference</i>	-
<i>Data source</i>	<i>Training department Quality Enhancement Committee</i>



# INDICATORS – HONOR STUDENTS

## Fu.09 Dropout Honors Student

*Dropouts in the year*

*Political referent  
Declinable for  
Structure of Reference  
Data source*

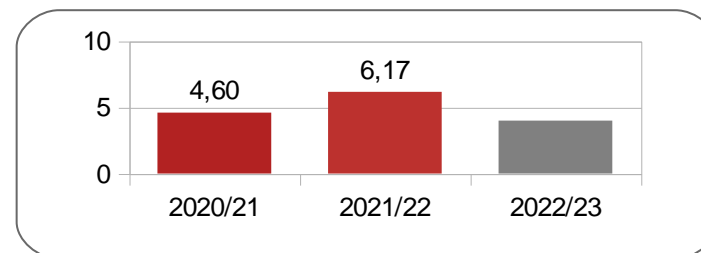
*Deans of faculty councils  
-  
Training department  
ESSE3 Cineca*

**Starting point  
2021/22**

6,17%

**Target  
2025**

reduction



# INDICATORS – SEASONAL SCHOOL

## Fs.01 Seasonal School students

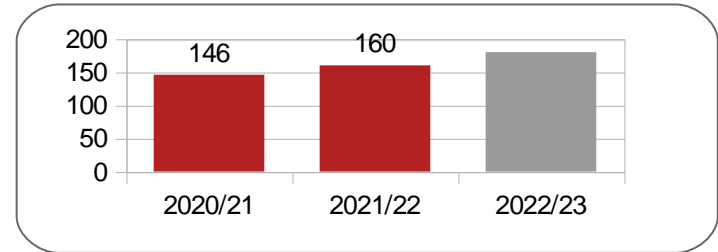
**Starting point  
2020/21**

146

**Target  
2025**

growth

<i>Political referent</i>	<i>Deans of faculty councils</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>Training department</i>
<i>Data source</i>	<i>Secretariats</i>



## Fs.02 Seasonal School students from foreign countries

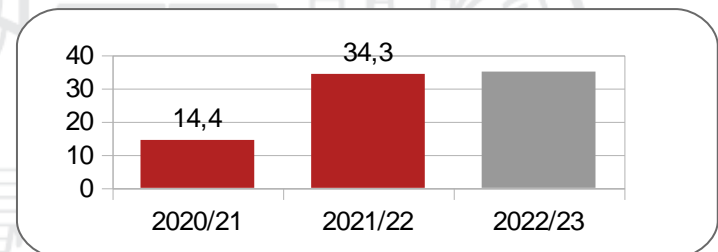
**Starting point  
2021/22**

34,3%

**Target  
2025**

> 30%

<i>Political referent</i>	<i>Deans of faculty councils</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>Training department</i>
<i>Data source</i>	<i>Secretariats</i>



# INDICATORS – SEASONAL SCHOOL

## Fs.03 Seasonal Schools teaching assessment

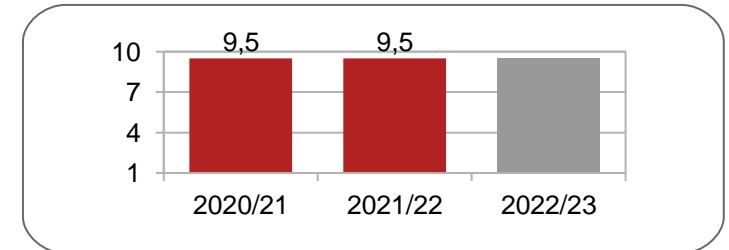
**Starting point  
2021/22**

**Target  
2025**

9,5/10

> 9/10

<i>Political referent</i>	<i>Deans of faculty councils</i>
<i>Declinable for</i>	<i>-</i>
<i>Structure of Reference</i>	<i>Training department</i>
<i>Data source</i>	<i>Secretariats</i>



## Fs.04 Percentage of students requesting ISEE reduction

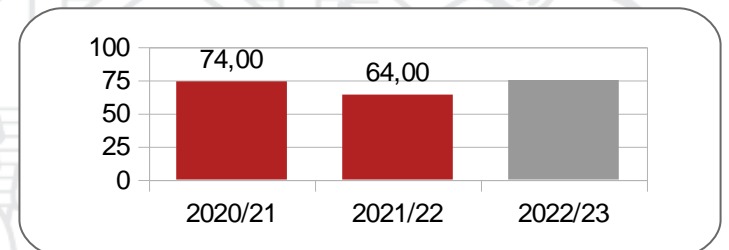
**Starting point  
2021/22**

**Target  
2025**

64%

growth

<i>Political referent</i>	<i>Deans of faculty councils</i>
<i>Declinable for</i>	<i>-</i>
<i>Structure of Reference</i>	<i>Training department</i>
<i>Data source</i>	<i>Secretariats</i>



# INDICATORS – MASTER DEGREES

**Fm.01** Master Degrees teaching assessment

**Starting point  
2021/22**

**Target  
2025**

6,2/10

growth

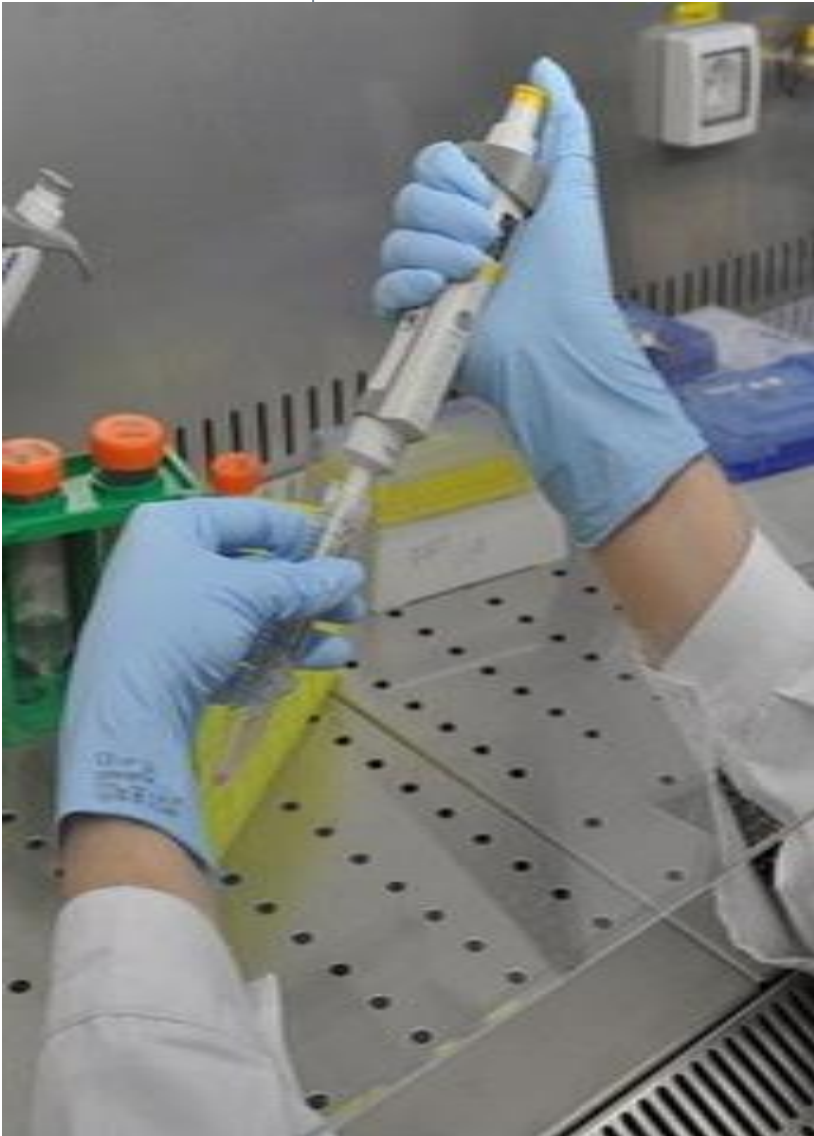
*Political referent  
Declinable for  
Structure of Reference  
Data source*

*Master degree courses coordinators, Deans of faculty councils  
-  
Training department  
Quality Enhancement Committee*



**SCOPE** TRAINING (POSTGRADUATE)

**GOAL** Improving the integration of teaching and empowering the School's PhD programmes



## ACTIONS

- activation of a pilot experience, which combines PhD students of the School interested in collaborating in the definition of thematic paths (with "composite" Syllabi) oriented to design, formalize and disseminate to PhDs a package of courses on innovative and strategic research contents
- definition of a coordinated **communication strategy on traditional and social media**
- organization of the **PhD day** that brings together all the PhD students of the School and promotes the interaction and exchange of experiences and content; definition of a vademecum for new PhD students
- study and implementation of a system that allows the possibility of **recruiting candidates throughout the year**
- empowering the **international partnership** strategy with prestigious foreign universities and improving of foreign PhD attraction strategies
- monitoring and proposal of possible innovations and changes in relations with **national doctorates**, also at the strategic level, in order to make the most of the School's investment in these initiatives
- **student accommodation for foreign PhD students** in the first year (see Internationalization card)

SDGs



PNRR



# INDICATORS – POST GRADUATE

## Fp.01 Number of PhD Students

**Starting point  
2020**

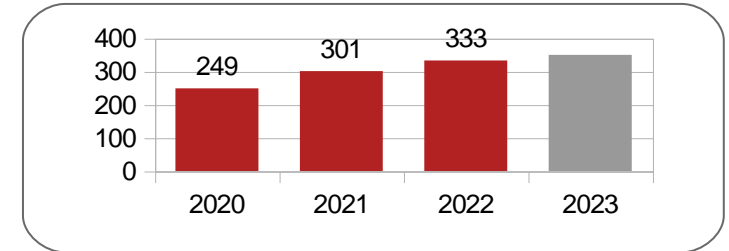
249

**Target  
2025**

growth

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*PhD courses coordinators  
PhD courses  
Training department  
ESSE3 Cineca*



## Fp.02 Percentage of PhD Students from foreign countries

**Starting point  
2022**

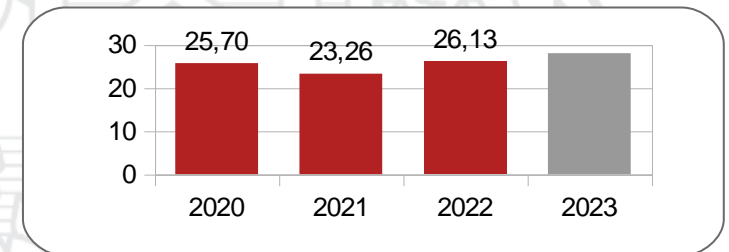
26,13%

**Target  
2025**

growth

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*PhD courses coordinators  
PhD courses  
Training department  
ESSE3 Cineca*





# INDICATORS – POST GRADUATE

## Fp.03 Percentage of financing from internal resources

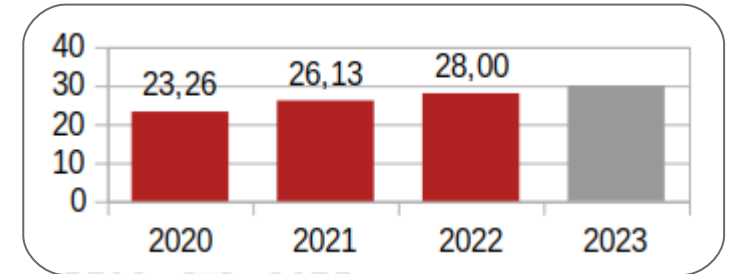
**Starting point  
2020**

23,26%

**Target  
2025**

growth

<i>Political referent</i>	<i>PhD courses coordinators</i>
<i>Declinable for</i>	<i>PhD courses</i>
<i>Structure of Reference</i>	<i>Training department</i>
<i>Data source</i>	<i>Segretariats; U-GOV Cineca</i>



## Fp.04 PhD students training assessment

Source: short survey of PhD's customer satisfaction

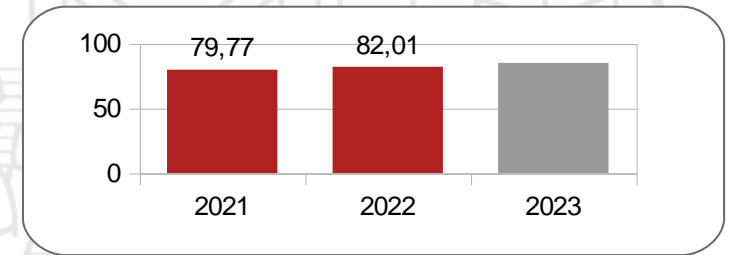
**Starting point  
2021/22**

82,01/100

**Target  
2025**

> 80/100

<i>Political referent</i>	<i>PhD courses coordinators</i>
<i>Declinable for</i>	<i>PhD courses</i>
<i>Structure of Reference</i>	<i>Training department</i>
<i>Data source</i>	<i>Quality Enhancement Committee</i>



# INDICATORI – POST GRADUATE

## Fp.05 PhD courses gender balance

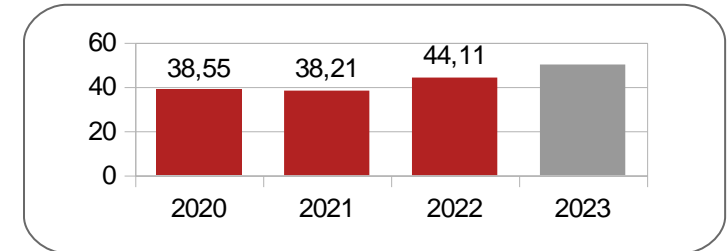
**Starting point  
2021**

38,21%

**Target  
2025**

growth

<i>Political referent</i>	<i>PhD courses coordinators, Delegate for disability and inclusion, Committee for the Guarantee of equal opportunities</i>
<i>Declinable for</i>	<i>PhD courses</i>
<i>Structure of Reference</i>	<i>Training department</i>
<i>Data source</i>	<i>ESSE3 Cineca</i>



## Fp.06 Gender balance in the composition of committees for doctoral theses

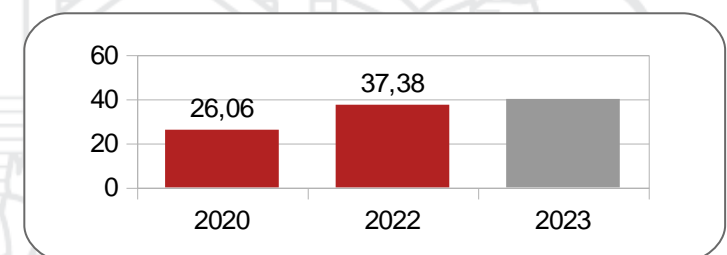
**Starting point  
2020**

26,06%

**Target  
2025**

growth

<i>Political referent</i>	<i>PhD courses coordinators, Delegate for disability and inclusion, Committee for the Guarantee of equal opportunities</i>
<i>Declinable for</i>	<i>PhD courses</i>
<i>Structure of Reference</i>	<i>Training department</i>
<i>Data source</i>	<i>Secretariats</i>



## SCOPE TRAINING (HIGHER EDUCATION)

**GOAL** Reorganization and review of training activities goals for the higher education



## ACTIONS

- activation of a working team to collect evidence on successful organizational models and identify solutions for an **empowerment and relaunching of higher education**, also considering the possibility of establishing a dedicated University Foundation
- establishment of a "technical-scientific committee" to support the Pro Rector both for the **definition of the guidelines and strategies for the development** of higher education, and for the scientific and economic evaluation of the new proposals for the activation of Master's Diplomas and Higher Education Courses
- **simplification and dematerialization** of processes in order to increase efficiency in management



# INDICATORS – HIGHER EDUCATION

## Fa.01 Strategy and organizational model of higher education review

**Starting point  
2022**

**Target  
2023**

achievement of the goal

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*Pro Rector for training and higher education programmes, Reorganization  
-  
Training department  
Secretariats*

## Fa.02 I and II level Master's Diploma teaching assessment

**Starting point  
2020/21**

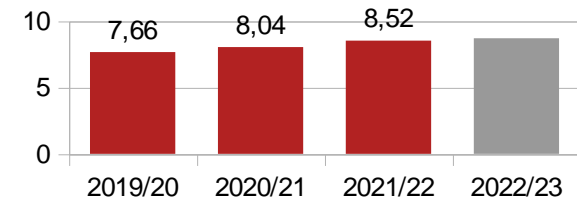
**Target  
2025**

8,04/10

growth

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*Pro Rector for training and higher education programmes  
-  
Training department  
Quality Enhancement Committee*



# INDICATORS – HIGHER EDUCATION

## Fa.03 Higher education revenues

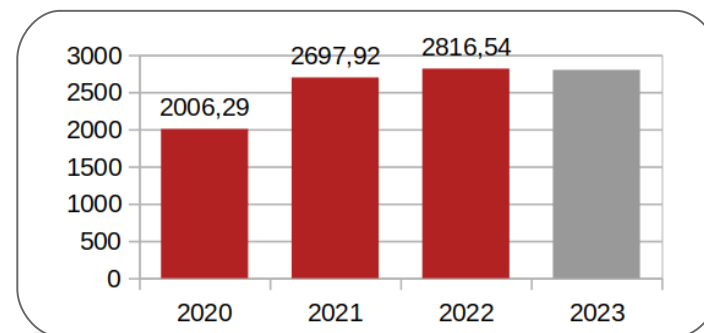
**Starting point  
2021**

**Target  
2025**

2.698 thousands of Euros

growth

<i>Political referent</i>	<i>Pro Rector for training and higher education programmes</i>
<i>Declinable for</i>	<i>-</i>
<i>Structure of Reference</i>	<i>Training department</i>
<i>Data source</i>	<i>Accounting and budget department; U-GOV Cineca</i>



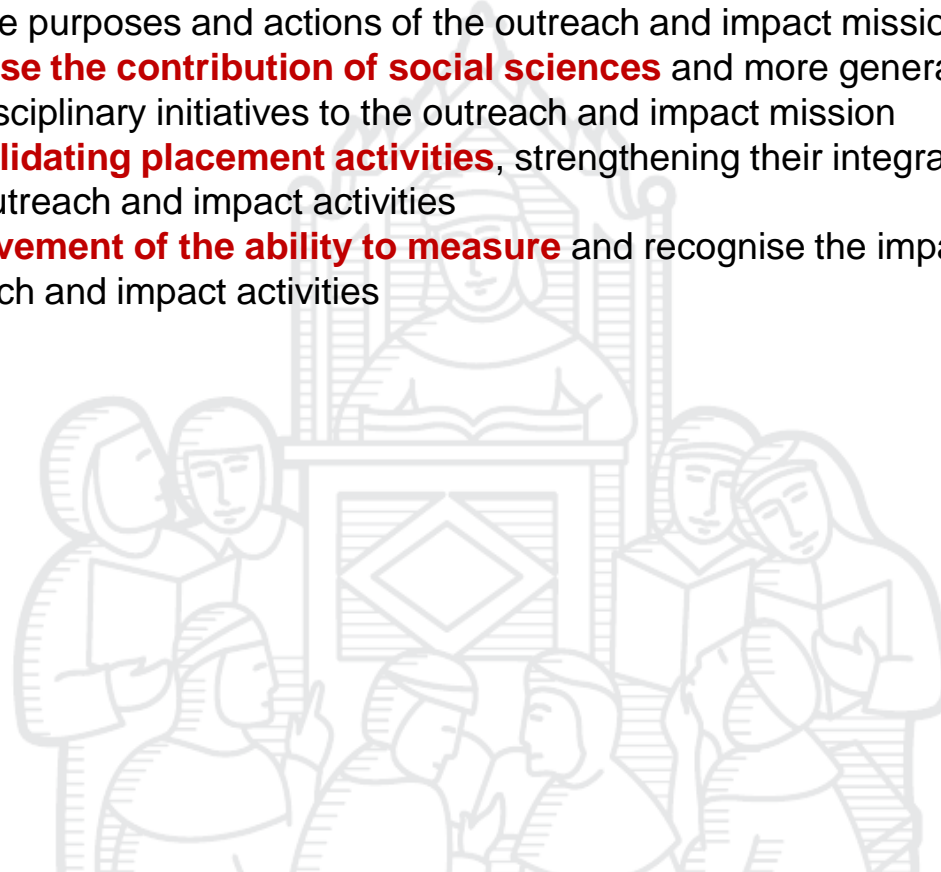
## SCOPE OUTREACH AND IMPACT

**GOAL** Increase the ability to produce value for the community



## ACTIONS

- **promotion of patents** also in an international perspective
- **increase the impact** generated in a system logic, investing in some networks in which the School has a pivotal role, improving the synergy with the purposes and actions of the outreach and impact mission
- **increase the contribution of social sciences** and more generally interdisciplinary initiatives to the outreach and impact mission
- **consolidating placement activities**, strengthening their integration with outreach and impact activities
- **improvement of the ability to measure** and recognise the impact of outreach and impact activities



# INDICATORS – OUTREACH AND IMPACT

## T.01 Acted Patents out of total Active Patents

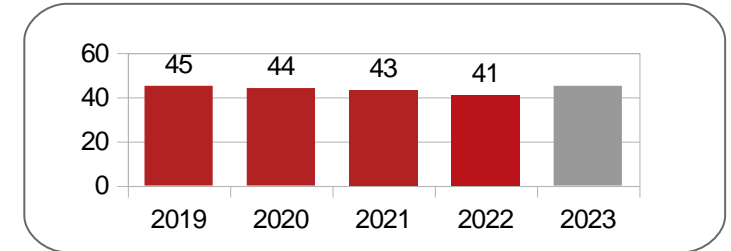
**Starting point  
2021**

43%

**Target  
2025**

growth

<i>Political referent</i>	<i>Pro Rector for Outreach and Impact</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>Outreach and Impact department</i>
<i>Data source</i>	<i>Outreach and Impact department</i>



## T.02 Proportion between the cost for patenting and revenues from the patent exploitation

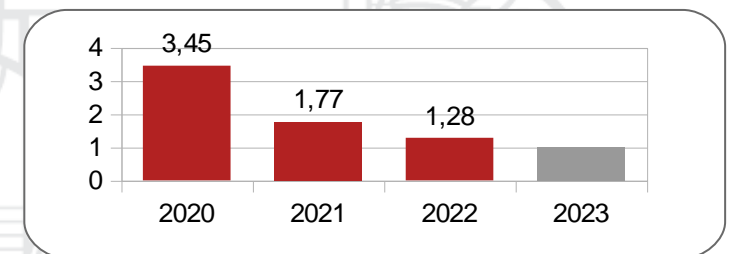
**Starting point  
2022**

1,28

**Target  
2025**

reduction

<i>Political referent</i>	<i>Pro Rector for Outreach and Impact</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>Outreach and Impact department</i>
<i>Data source</i>	<i>Outreach and Impact department</i>



# INDICATORS – OUTREACH AND IMPACT

## T.03 Spin-off Companies in service

**Starting point  
2021**

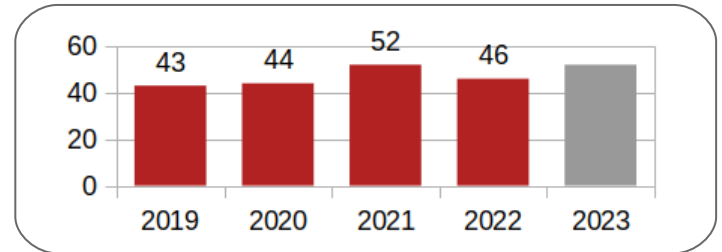
52

**Target  
2025**

Growth or  
maintainance

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*Pro Rector for Outreach and Impact  
-  
Outreach and Impact department  
Outreach and Impact department*



## T.04 Spin-off Companies Employees

**Starting point  
2019**

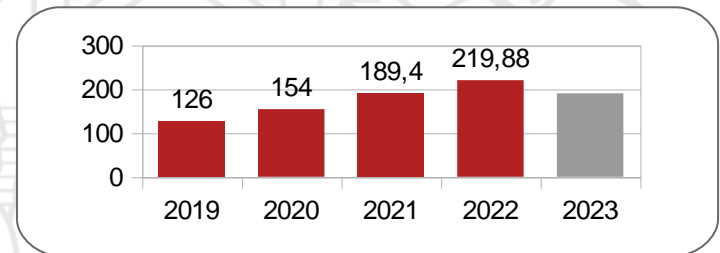
126 AWU (Annual  
Working Units)

**Target  
2025**

growth

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*Pro Rector for Outreach and Impact  
-  
Outreach and Impact department  
Outreach and Impact department*





# INDICATORS – RESEARCH, TRAINING, OUTREACH AND IMPACT

## T.05 Spin-off Companies revenues

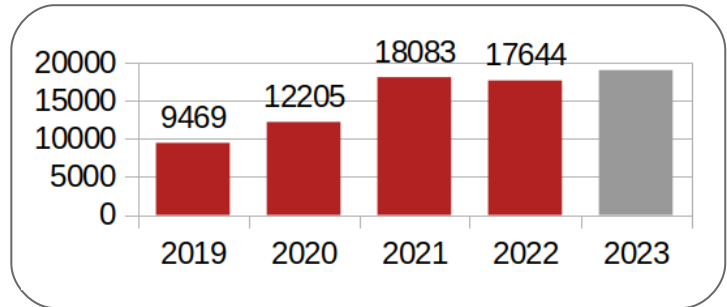
**Starting point  
2019**

**Target  
2025**

9.469 keuro

incremento

<i>Political referent</i>	<i>Pro Rector for Outreach and Impact</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>Outreach and Impact department</i>
<i>Data source</i>	<i>Outreach and Impact department</i>



## T.06 Public Engagement initiatives

Public Engagement initiatives relating to outreach and impact

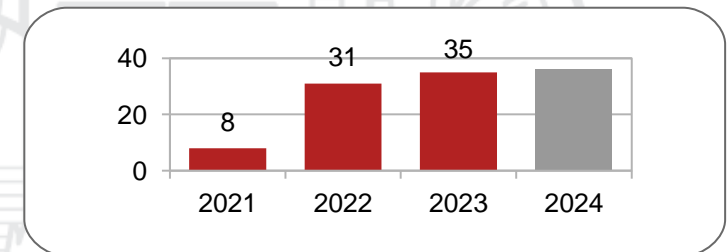
**Starting point  
2021**

**Target  
2025**

8

growth

<i>Political referent</i>	<i>Pro Rector for Outreach and Impact</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>Outreach and Impact department</i>
<i>Data source</i>	<i>Outreach and Impact department</i>



# INDICATORS – RESEARCH, TRAINING, OUTREACH AND IMPACT

## T.07 Media presence

DataStampa certified data source: number of mentions

<i>Political referent</i>	<i>Pro Rector for Outreach and Impact</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>O. U. Communication and Information</i>
<i>Data source</i>	<i>DataStampa</i>

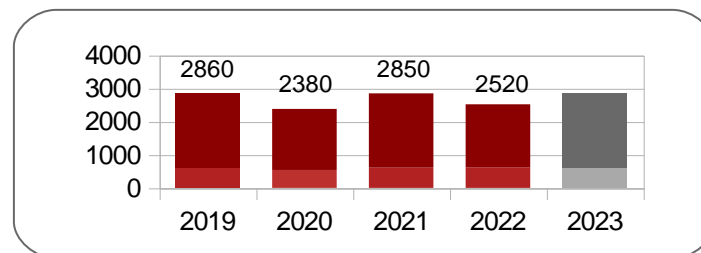
**Starting point  
2019**

2860

**Target  
2025**

maintenance

■ Newspapers and periodicals ■ Radio and TV



## T.08 Job Placements for PhD Students

Employment status one year after graduation, Almalaurea data

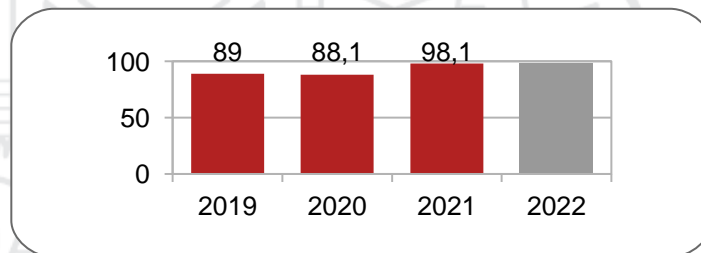
<i>Political referent</i>	<i>PhD Courses Coordinators, Pro Rector for Outreach and Impact</i>
<i>Declinable for</i>	<i>PhD Courses</i>
<i>Structure of Reference</i>	<i>Outreach and Impact department</i>
<i>Data source</i>	<i>Segretariats; Almalaurea survey</i>

**Starting point  
2019**

89%

**Target  
2025**

maintenance



# INDICATORS (Research, Training and Outreach)

## T.09 Job Placements for Honors Student

Percentage of employed students out of total graduates one year after graduation, Almalaurea survey data

**Starting point  
2020**

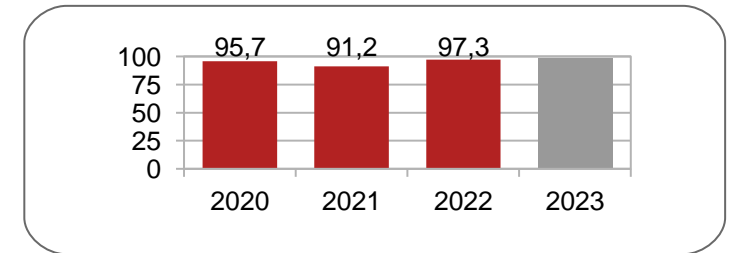
95,7%

**Target  
2025**

growth

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*Pro Rector for Outreach and Impact  
-  
Outreach and Impact department  
Segretariats; Almalaurea survey*



## SCOPE ORGANIZATION

**GOAL** Ensure continuous organizational improvement so that the School is a workplace "by choice"



## ACTIONS

- Conducting the **Organizational well-being survey** to monitor the perception of its employees with respect to the dimensions that affect the quality of life and relationships within the working environment
- implementation of the actions foreseen in the **Gender Equality Plan (GEP) 2022-2024** for gender equality in research and innovation
- **Computerisation plan** to streamline administrative processes
- **Revision of all regulations** in line with the Statute
- **Improvement of internal communication** and intranet
- Upgrading of the **KDB** (Knowledge Data Bank)
- Activation of **health promotion initiatives**: Health at School



# INDICATORS – ORGANIZATIONAL WELL-BEING

## O.01 Organizational Well-Being survey response rate

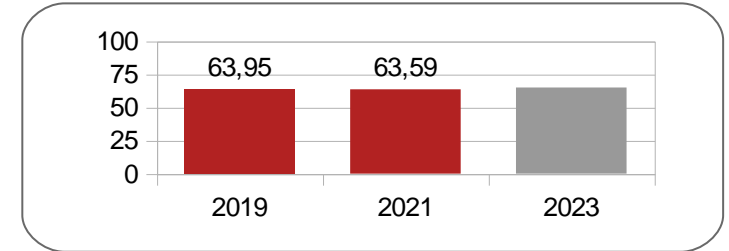
**Starting point  
2019**

63,95%

**Target  
2025**

growth

<i>Political referent</i>	<i>Managing Director</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>Staff Area</i>
<i>Data source</i>	<i>Organizational Well-being survey</i>



## O.02 School overall satisfaction

Indicator based on the question "I am proud to work at the School"

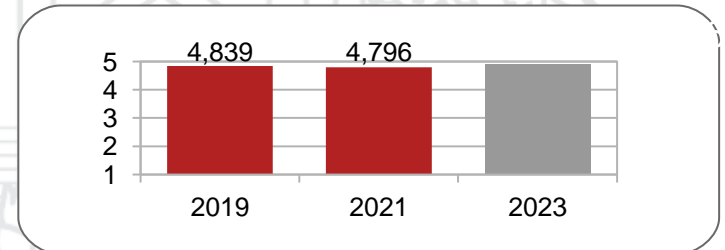
**Starting point  
2019**

4,84/5

**Target  
2025**

growth

<i>Political referent</i>	<i>Managing Director</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>Staff Area</i>
<i>Data source</i>	<i>Organizational Well-being survey</i>



# INDICATORS – ORGANIZATIONAL WELL-BEING

## O.03 Customer satisfaction on Internal communication

Indicator based on the question of the Good Practice questionnaire turned to technical and administrative staff, Professors, Researchers and Research Fellows: "in reference to communication services, indicate the level of satisfaction"

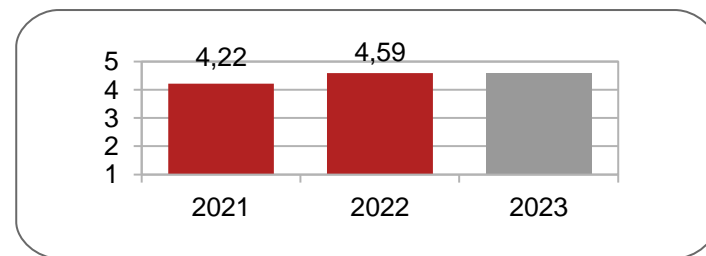
<i>Political referent</i>	<i>Managing Director</i>
<i>Declinable for</i>	<i>-</i>
<i>Structure of Reference</i>	<i>Staff Area</i>
<i>Data source</i>	<i>Good Practice survey</i>

**Starting point  
2021**

4,22/5

**Target  
2025**

growth



## O.04 Services assessment and benchmarking (Good Practice)

Indicator based on the question of the Good Practice questionnaire turned to PhD Researchers and Research Fellows: "With reference to all the aspects considered, with regard to the support provided by the Central Administration and Decentralized Structures in the technical and administrative services, do you feel satisfied overall?"

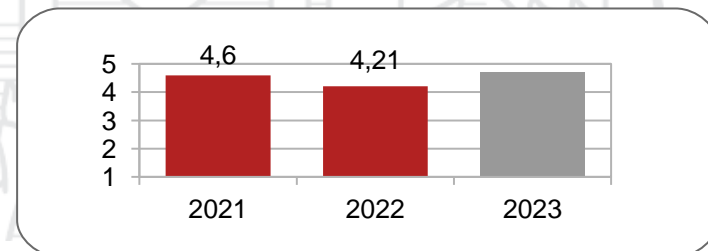
<i>Political referent</i>	<i>Managing Director</i>
<i>Declinable for</i>	<i>-</i>
<i>Structure of Reference</i>	<i>Staff Area</i>
<i>Data source</i>	<i>Indagine Good Practice</i>

**Starting point  
2021**

4,6/5

**Target  
2025**

growth



# INDICATORS – GENDER EQUALITY

## O.06 Percentage of top positions held by staff of the less represented gender

**Starting point  
2021**

**Target  
2025**

Rector, pro rectors, deans, institute directors, coordinators of research centers and managing director

33%

growth

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*Rector, Academic Senate, Institute directors and research center coordinators  
-  
Human resource department  
Human resource department; CSA Cineca*

## O.07 Percentage of full professors of the less represented gender compared to the total number of full professors

**Starting point  
2022**

**Target  
2025**

17,8%

growth

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*Rector, Academic Senate, Institute directors and research center coordinators  
Intitute, Research Centers, Classes  
Human resource department  
Human resource department; CSA Cineca*

# LOGISTICS





**SCOPE**  
**LOGISTIC**

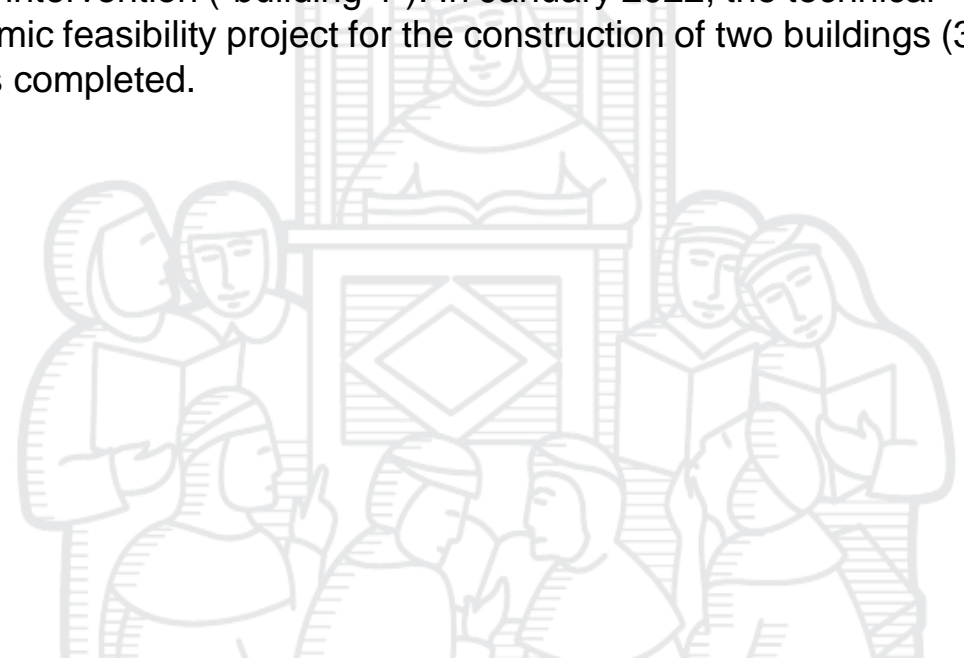
**RESEARCH**

**Complete the San Giuliano Terme Scientific Technologic Park**



## **ACTIONS**

- Science and Technology Park in San Giuliano Terme, 1 phase intervention. The School has restarted the iter of the plan, after the critical phase determined from the necessity of update of the planning documents caused from the long suspension produced by the appeal to the Regional Administrative Court of 2018.
- Science and Technology Park in San Giuliano Terme, 2 phase intervention. The School has started the project activities of the 2 phase intervention ("building 4"). In January 2022, the technical-economic feasibility project for the construction of two buildings (3 and 4) was completed.



## SCOPE RESEARCH AND ORGANIZATION

## LOGISTIC Increase research space and improve logistics



### RESEARCH

- relaunch of the **San Giuliano science center** project with doubling of spaces (from 2 to 4 buildings for a total of about 20,000 square meters) through public-private partnership (total value of the operation, including management for 20 years = 118 mln euros)
- acquisition of new spaces in Pontedera for research activities with specific reference to the **BRIEF infrastructureproject** (NRRP)
- expansion of the spaces for social sciences in the city centre (**Palazzo Boyl**)
- purchase of the two buildings already in use as headquarters of laboratories **PercRo and PlantLab** (previously on lease)
- new spaces for the **Plant Sciences** research centre (Cavallini Foundation, via Crispi)

### ORGANIZATION

- monitoring renovation works and purchase of furnitures for **Palazzo Boyl**

**SCOPE** TRAINING  
**LOGISTIC** Increase beds and training facilities



## ACTIONS

- Loan acquisition of the compound of the **former Convent of Santa Croce in Fossabanda** as a new residential campus extended for about 3,400 square meters of covered spaces, with **69 beds**, and outdoor spaces. The duration of the loan is of 28 years. The purchase of the property will be possible in the event of obtaining the contribution ex D.M. 1257/21. The new campus is scheduled for opening at the beginning of a.y. 2024/25.
- acquisition and commissioning of the **Relais dei Fiori** (21 beds)
- acquisition and commissioning of the **Relais dell'Orologio** (40 beds)
- renovation of the **Central Library** and increase of seats for students from 60 to 110



# INDICATORS – LOGISTIC

**L.01** Spaces (sqm) for research activities of tenured professors of the School (indicator envisaged by the three-year planning of the university system – Pro 3)

**Starting point  
2021**

27,341

**Target  
2025**

Aumento

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*Institute directors and research centers coordinators; Pro Rector for research  
Istitutes and research centers  
Staff Area  
Cineca*

**L.02** Timetables Compliance for the growth of spaces

**Starting point  
2021**

**Target  
2024**

tender for San Giuliano Terme Park  
start of works San Giuliano Terme Park  
installation and testing of Palazzo Boyl  
racetrack with the Municipality of Pisa  
definition of the protocol and activation of the BRIEF project tender

✓ By March 2023  
By february 2024  
By January 2024  
by the first half of 2024  
by the first half of 2024

*Political referent  
Declinable for  
Structure of Reference  
Data source*

*Managing Director  
-  
Technical department / Purchasing department  
Internal Sources*

# INDICATORS – LOGISTIC

## L.03 Space increasing

**Starting point  
2021**

**Target  
2023/24**

Installation ready for use of Santa Croce in Fossabanda  
Setting up of beds in Relais dei Fiori  
Relais dell’Orologio starting up  
Library upgrading  
Spaces for honour students (gym)  
Spaces for honour students (loft)

June 2024  
✔ February 2023  
September 2023  
December 2024  
✔ December 2022  
June 2023

<i>Political referent</i>	<i>Managing Director</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>Technical department / Purchase department</i>
<i>Data source</i>	<i>Internal Sources</i>

## L.04 Available spaces (sqm) for teaching compared to students enrolled within 1 year beyond the normal duration of the courses (indicator envisaged by the three-year planning of the university system – Pro 3)

**Starting point  
2020**

**Target  
2023**

3,289

4,153

Square meters intended for the "Didactic function" (Classrooms, teaching laboratories, complementary spaces, departmental libraries) indicated in the spaces survey compared to those enrolled in ordinary courses and those enrolled in PhD courses

<i>Political referent</i>	<i>Managing Director</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>Tecnical Area</i>
<i>Data source</i>	<i>Cineca</i>

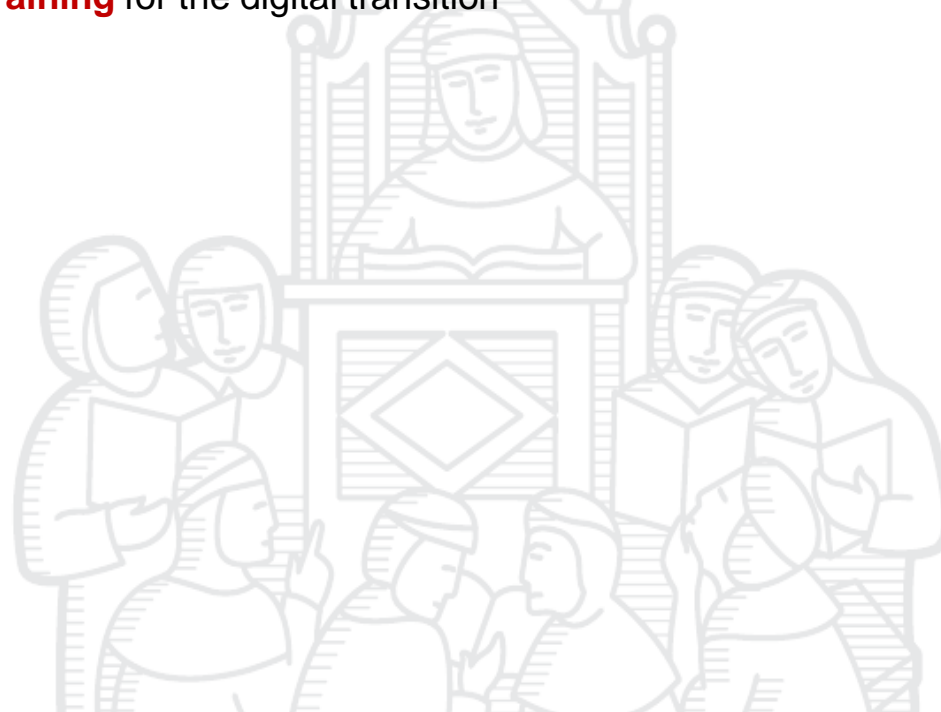
## SCOPE DIGITAL TRANSFORMATION

### GOAL Undertake the Digital Transformation



### ACTIONS

- **set up document management**, starting from the IT protocol service
- maintaining alignment with the strategic plan for ICT 2019-24 and with the general principles expressed in the three-year ICT plan for the P.A. 2020-22 that have affected the following areas: service renewal, cloud workgroup tools, strengthening and consolidation of the data and voice network, cyber security, digital knowledge spreading
- **staff training** for the digital transition



# INDICATORS – DIGITAL TRANSFORMATION

## D.01 Digital Transformation

Procedures/process mappings; Procedamus analysis; Classification System revision; Cultural diffusion; Document management manual (student file, staff, purchases); signature processes (Rector, Managing Director, others); Conservation manual.

**Starting point  
2021**

**Target  
2025**

deploy

<i>Political referent</i>	<i>Managing Director</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>ICT department / general affairs department / Ad hoc working group</i>
<i>Data source</i>	<i>Internal Sources</i>

## D.02 Lesson scheduling management tools; realisation of a platform to manage FTE project reporting

**Starting point  
2021**

**Target  
2023**

deploy

<i>Political referent</i>	<i>Managing Director</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>ICT department / general affairs department / Ad hoc working group</i>
<i>Data source</i>	<i>Internal Sources</i>

# INDICATORS – DIGITAL TRANSFORMATION

## D.03 Intranet review

Starting point  
2021

Target  
2025

deploy

<i>Political referent</i>	<i>Managing Director</i>
<i>Declinable for</i>	-
<i>Structure of Reference</i>	<i>ICT department / general affairs department / Ad hoc working group</i>
<i>Data source</i>	<i>Internal Sources</i>





## SCOPE RECRUITING

**GOAL** Ensuring excellence in the recruitment process of new professors and researchers



## ACTIONS

- **strengthen recruitment** for established research areas and new areas that respond to the training needs of students and to cross-disciplinary developments of existing research themes at the School
- **encouraging the internationalisation** of the teaching staff
- **encourage ERC** calls for associate and full professors
- encourage the recruitment of **female teachers in STEM** subjects, especially through direct calls from abroad
- identify the most effective actions to ensure a **balance of internal/external recruitment**
- **prioritize direct calls of tenure track researchers** over tender positions
- pay attention to the new figure of **permanent contract technologist**, once the national contract will be defined



# INDICATORS – RECRUITING

## Re.01 Scopus average percentile positioning of staff with advancement in the last year

average percentile positioning with respect to the same role, equal national Scientific Disciplinary Sector for the weighted sum with respect to the number of Scopus products (quantity) and the number of products in the top 25% of the SJR (quality), with weights of 40% and 60 respectively %

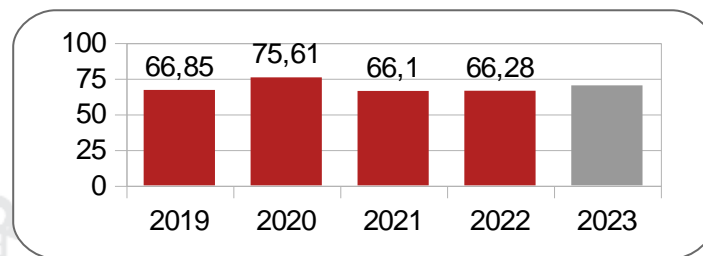
**Starting point  
2019**

66,85/100

**Target  
2025**

70/100

<i>Political referent</i>	<i>Institute directors/research centers coordinators; Pro Rector for research</i>
<i>Declinable for Structure of Reference</i>	<i>Institute and research centers Staff Area</i>
<i>Data source</i>	<i>SciVal, Cineca</i>



## Re.02 Variability of Scopus average percentile placement of staff with advancement in the last year

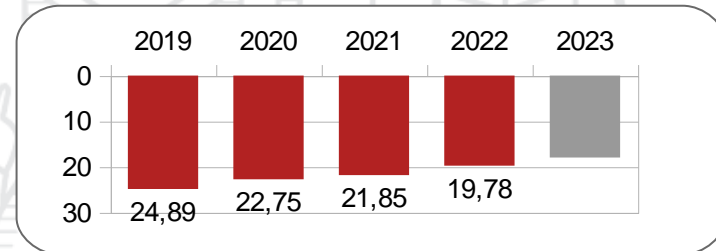
**Starting point  
2019**

24,89

**Target  
2025**

reduction

<i>Political referent</i>	<i>Institute directors/research centers coordinators; Pro Rector for research</i>
<i>Declinable for Structure of Reference</i>	<i>Institute and research centers Staff Area</i>
<i>Data source</i>	<i>SciVal, Cineca</i>



# Sources

For further information about the School visit the official site:

<https://www.santannapisa.it/en>



# Methodology indicator R.02

The bibliometric methodology provides for the analysis of scientific productivity on the bibliometric database Scopus, and in particular two elements selected from those proposed by Snowball metrics for the standardization of evaluation criteria of universities:

- **Scholarly Output:** measures the relative productivity of Scopus scientific production according to the number of products produced;
- **Publications in Top 25 Journal Percentiles:** measures the relative potential quality of scientific production, based on the number of publications in journals in the first quartile of the Scimago Journal Ranking.

For each of these two indices, the percentile positioning of the lecturer/researcher with respect to the performance of the benchmark is calculated, consisting of the Italian university staff equal in role and equal in the scientific sector at 31 December each year, on four different types of role: professors or professors of the first category; professors or professors of the second category; researchers or researchers of indefinite time; researchers or researchers of fixed time.

In the case of ex-aequo was used the procedure of the maximum between equals, then within the same category, the teacher/ researcher of the School will still occupy the leading position. The reference period of scientific production varies between the last three years for the Institutes of Biorobotics, TeCiP and Life Sciences or the last five years for the Institutes of Economics and Management.

The evaluation methodology involves the calculation of the weighted sum of the placement percentile with respect to the **Scholarly Output (weight 40%)** and the placement percentile with respect to the Publications in the **Top 25 Journal Percentiles (weight 60%)**.