Strategic Plan
2016-2021
Strategic Plan
2016-2021
Developing the Future
Sapienza University was one of the first Italian universities to initiate a strategic planning process, nearly ten years ago.

The first Strategic Plan (2007-2012) allowed the university to define the mission, vision and values that form the university's identity, while the second plan (2012-2015) reinterpreted its strategic role, aligning it with new changes introduced by legislative requirements and internal reorganisation.

The present Strategic Plan (2016-2021) has been developed during a period economic crisis that has witnessed the reduction of public funding for the university system. More than ever before, it is a fundamental tool to invest on the future and an opportunity to redefine the university's strategic outlook: excellence-level education and research, the international role of Sapienza University and the guarantee of an effective right-to-study for our students.

Over the course of its long history, Sapienza University has faced profound changes that have transformed it into what the university is now. It is with this awareness, buttressed by our past, that we embark on a new journey to create the future. Strategic objectives must be renewed and updated to keep abreast of the times, but without forgetting the past or uncritically following current trends.

This is not an easy bet for Sapienza, which remains a large, generalist university that aims to provide everyone with a quality education, whilst pursuing scientific excellence and merit. The objective is to promote an idea of shared culture that is open to dialogue, not only with the scientific and academic community, but also to society and the country, in general, an inclusive and service vocation at large.

Eugenio Gaudio,
Rector, Sapienza University of Rome
1. Strategy Foundations

Sapienza's strategic decisions are deeply rooted in its history, its unique characteristics and the many local resources it can draw upon.

- It is a public university founded centuries ago. It is the largest university in Europe and has a prestigious and prominent cultural and scientific heritage.
- It is in Rome, the capital of Italy, a timeless city of art and history, and seat to the Italian Government.
- Its university campus is referred to as “a city in the city.”
- It has a museum network with 18 museums and other important structures (Theatres, Botanical Garden, etc.) that are part of the local cultural system.
- It has a library system composed of 55 libraries that allow the conservation, promotion and integrated management of Sapienza’s documentary heritage.
- It has 11 faculties, 63 departments and a School of Advanced Studies with interdisciplinary programmes for top-level students.
- It has a partnership with the “Unitelma Sapienza” on-line university.
- It has two university hospitals that are integrated into the university’s didactic, scientific and care activities.
1.1 Mission

Sapienza is a "research, study and educational community in which professors, administrators, technical/administrative staff and students participate fully in the context of their respective competences, functions and responsibilities…“
[Art. 1, Statute]

Thus, the mission of Sapienza University is defined as follows:

"Sapienza University contributes to the development of a knowledge society through research, high-quality education and international cooperation."
[Art. 1, General Regulations]

1.2 Vision

Sapienza is characterized by a rich historical heritage and identity. Its vast portfolio of competences allows it to provide excellence in education and research, at a national and international level, as well as to be a protagonist of local economic and social processes.

The vision of Sapienza University is worded as follows:

"Sapienza is a free and independent university that participates in the international scientific community as an institution of excellence and quality in education and research. It is at the centre of the economic development of the city and the country."
[Art. 1, General Regulations]

1.3 Values

The values that define the identity of Sapienza University include:

• Freedom of thought and research to ensure a plurality of cultures and ideas;
• Social responsibility (education and research that contribute to the civil and economic development of society, the city and the country);
• Independence in scientific, didactic and organisational matters, as well as in terms of finance and accounting;
• Competitiveness in the university system;
• Participation in all facets of the university community (professors, students, technical-administrative staff);
• Inseparable nature of research and teaching (educational activity can only be developed through adequate research activities);
• Orientation towards excellence and innovation in research and education as an investment in the future;
• Evaluation and merit through an assessment system based on merit for university activities;
• Transparency with special reference to the educational agreement between the university and students;
• Orientation towards continuous improvement as a guiding management criterion;
• Development of professional competences in educational processes;
• Orientation towards service of students and other interlocutors.
1.4 Stakeholders

The strategies of the university – conceived as a dynamic system of relations and values – must address all the stakeholders who, directly or indirectly, are involved in the activities of the organisation.

The identification of the individuals and groups who can influence or be influenced by Sapienza policy is a fundamental step to understand their needs and improve both the efficiency and efficacy of university operations.

Sapienza is at the centre of a network of interactions, as well as modern and strategic values, that involve:

- **Students** – the foremost beneficiaries of the knowledge construction and transmission process are Italian and international students, including student workers and working students;
- **Alumni** – former students who also enjoy placement services and can create the university community, even after ending their studies;
- **Families** – all those who are interested in the professional future of their children, but also are potential beneficiaries of lifelong learning processes;
- **Civil Society** – everyone who is interested in participating and sharing in sharing science and knowledge;
- **Secondary School** – which is in constant contact with the university to inform and orient future students;
- **Italian and foreign universities** – partners that strengthen the virtuous relationship between society and academia, as well as competitors on the global market for education and scientific production;
- **Agencies** – associations, foundations and consortiums that promote education and research;
- **Local, national and international institutions** (Region, Metropolitan City, Municipality, Ministries, European Union, etc.) – with which relations are fundamental both to abate the risk of becoming self-referential and to access all opportunities to share new policy;
- **National Government** (particularly the Ministry of Education, University and Research) – as our main source of financing and legislation;
- **Productive world** (enterprise, non-profits) – as a destination for the professional competences and skills developed through study and an interlocutor interested in the development of human capital and the results of scientific and applied research;
- **Service and product providers** – for the relevant effects on the local economy;
- **Media and communications** – the press and all other media that transmit information;
- **National and international scientific community** – interested in the evolution of knowledge.
The university community is composed of solidary actors in a process that aims to promote knowledge, research, innovation and education:

- **Academic staff** – as promoters of an extraordinary trove of knowledge and know-how:
  - Professors
  - Researchers
  - Faculty Deans
  - Department Directors

- **Technical, Administrative and Library staff** – a wealth of operative, technical-specialist and management know-how in the central administration and structures of the university:
  - Directors
  - Office Managers
  - Sector Managers
  - Deputy Administrative Directors
  - Managers

- **University Governance**
  - Rector
  - Academic Senate
  - Management Board
  - Director General
  - Audit Committee
  - Assessment Committee
  - Deputy Rectors and Delegates
  - Quality Committee
  - Peer Commissions
  - Monitoring Committees
  - Guarantee Committee
  - Degree Programme Committees
  - Trade Unions and Student Representatives

**Internal Stakeholders**
1.5 Sapienza @ Glance

1303 year of foundation

1 main campus

16 campuses in Rome

14 campuses outside Rome

63 departments

11 faculties

1 school of advanced studies

1 school of aerospace

2 university hospitals

2 decentralised campuses: Latina & Rieti

13 management areas

55 libraries

18 museums

25 research centres

111,602 students enrolled in all educational programmes

102,048 students enrolled in bachelors and masters programmes

27,095 first-year students

9,554 graduate students enrolled in PhD programmes

18,144 graduates in 2015
To invest resolutely in the future, Sapienza must act as a protagonist in the process of continuous innovation of the university system and in the overall framework of the knowledge society.

Indeed, Sapienza aims at increasingly higher levels of quality, promoting and catalysing a fruitful synergy between education and research that will make Sapienza the driving force behind policies for development and innovation, as well as a reference point for enterprise and local activities.

In this sense, this strategic plan is an essential tool to outline the areas for development that the university intends to pursue and the strategy to accomplish these objectives.

This update began with an analysis of the previous strategic outlook based on the results obtained over 2012-15 and the university policy documents. A committee, formed by political and administrative directors, provided the elements necessary to update this document.

This third strategic plan builds upon previous plans and arises as a natural evolution of the university strategic outlook that has been updated to reflect the new social, legislative and evolutionary context.
In addition to the institutional educational mission, the key issues that inspired the process of strategic planning focused on:

- the central role of students
- the international dimension
- the third mission – greater attention to the social role of the university through quality, transparency, participation and simplification.

Moreover, the document also incorporates all the strategic guidelines indicated by the Ministry of Education, University and Research (MIUR), with special attention to making the university increasingly competitive on the international level.

2.1 Positioning Analysis

A new SWOT Analysis was conducted to focus on the new strategic planning process and identify the pros and cons of the internal context and the opportunities and threats deriving from external factors. The results highlighted the most promising strategic actions, associated with reference indicators, that will represent that starting point for the university’s activities.

The positioning analysis was based on various university documents (see table) to implement policy coherent with the national strategy and the objectives of the European Higher Education Area.

In fact, pursuing objectives such as:

- Developing good quality higher education for everyone,
- Increasing the employment prospects of graduates and strengthening international mobility as a tool for improving education

allows universities to implement significant changes and pursue the route undertaken with the Bologna Process.

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<th>Relevant Ministerial Documents</th>
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<td>National Research Programme 2015-2020</td>
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<td>EU Horizon 2020 Framework Programme</td>
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<td>ANVUR Report on State of University and Research System 2016</td>
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<td>Ministerial Decree 335/2015 – Criteria for Assignment of Funding 2015</td>
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<td>AVA System (ANVUR &amp; DDMM documents)</td>
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<td>Programme 2013-2015</td>
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<td>Rector’s Electoral Programme (2014-2020)</td>
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<td>Budget 2015</td>
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<td>Quality Policy and Objectives 2016</td>
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Specific attention was paid to university orientation documents, including the MIUR document that identified \textbf{policy priorities for 2016 and relative activity areas}. The most significant of these are:

- increase the number of courses and programmes to provide students with a vast choice of knowledge and competences that are attractive to employers;
- provide concrete work experience through \textit{School-Work Programmes};
- promote a \textbf{culture of evaluation} directly related to educational priorities and management objectives;
- develop orientation programmes to \textbf{reduce the number of students who do not finish their degree programme as scheduled and/or who drop out};
- develop \textbf{“right to education”} policy to promote merit;
- promote the \textbf{attractiveness and internationalisation} of the university through global mobility of students, researchers and professors and a flexible and inter-disciplinary educational offer.

The \textbf{General Planning Outline for the University System} decree is another policy document that identifies the objectives, actions and areas for which each university is called to adopt coherent programmes. Over 2016-18, besides improving the previous results obtained through strategic actions, the decree indicates further objectives such as modernization of study and research environments, innovation of didactic methodologies, recruitment of young researchers and merit-based awards for academic staff. Moreover, for the first time, an explicit connection has been drawn between first-cycle degrees and the merit-based quota of university FFO funding (“Fondo di finanziamento ordinario”) with the objective of promoting independence, revealing the growing interconnection between planning, obtaining objectives and rewards.

Last, but not least, are the \textbf{decrees regulating the allocation of FFO funds and staff management over the past years} to identify the best actions to implement to optimise the assignment of resources, both in terms of funding and human resources, based on the increasing merit-based character of these allocations.

The results of the positioning analysis are illustrated below.
**Strengths**

**Attractiveness of the university in terms of prestige and geographical location**

**Excellent reputation and scientific credibility of the university and its teachers, as also confirmed by international rankings**

**Wide range of educational programmes at all levels, including post-degree programmes and several programmes not offered in other regional universities**

**University campus spread over 35,000 square metres and prestigious historical buildings throughout the city of Rome**

**School of Advanced Studies Partnership with the Unitech Sapienza Online University**

**Advanced level of digitalized services for students**

**University collective agreement contracts with most of the resources linked to personnel merit and productivity to promote the achievement of institutional objectives**

**Active participation in major international networks**

**Significant funds available for international mobility (studies and traineeships)**

**Economic-financial structural equilibrium**

**Consistent presence of human capital in post-degree programmes (doctorates, specialization programmes) and beginning research (post-doctoral researchers and scholarship holders)**

**A wide range of sports facilities that also host multi-disciplinary activities**

**Performance cycle extended to department structures**

**Great interest and resources dedicated to lifelong learning**

**Fully functional system for economic and assets accounting and single budget**

**Management complexity due to size of university**

**Limited number of courses and programmes held in English**

**Percentage of foreign students out of total student population is below the average of similar universities**

**Reduction of public funding and instability of resource allocation model**

**Unfavourable national economic conditions with a reduction of private investments in partnership activities with the university**

**Lack of a dynamic regional industrial system**

**Legislative barriers typical of public administrations**

**Lack of stable reference points for national university policy with often uncertain legislation**

**Public nature of the university and partial reduction of university autonomy by recent legislative action**

**Centralized standard ministerial procedures devised for small universities**

**Threats**

**Lack of policy for managing documentation which delays the digitalization of administrative procedures**

**Data management is not completely centralized**

**Average age of academic staff and technical-administrative personnel is quite high**

**Absence of incentives for academic staff**

**Reduction of turnover due to legislative barriers that limit the use of resources**

**Delays and lack of clear rules that limit the use of resources due to legislative barriers**

**Public nature of university and partial reduction of university autonomy by recent legislative action**

**Block of national collective agreement contracts for technical-administrative personnel**

**Opportunities**

**Presence of the central government**

**Presence of several national and international, scientific and cultural institutions, agencies and organizations**

**Presence of Sapienza representatives in national and international organisms**

**Presence of the central government**

**Proximity of national and international universities, agencies and networks**

**Opening of new university office in Brussels to promote relations with the European Institutions**

**Large non-resident student population**

**Extension of university housing with national co-financing**

**Extension and improvement of sports facilities**

**Sapienza brand**

**Improvement of planning, control and management system**

**Use of anti-corruption and transparency tools for management control and resources**

**Technological and organizational improvement of document flow**

**Implementation of archive simplification, organization and digitalization, also to gain space**

**Important funding opportunities under Horizon 2020**
3. Strategic Objectives

Based on our analyses, we have defined the following strategic objectives:

- **Ensure a sustainable, quality education, even at the international level**
- **Improve the productivity and quality of research, even at the international level**
- **Pursue socially responsible development**
- **Guarantee sustainable space, structures and construction**
- **Ensure quality and transparency, simplification and participation**

These objectives are directly related to the strategic actions that define their application. Each group of strategic actions provides impact indicators that can be used to monitor the development of the university’s strategic activities throughout the reference period of the current plan.
3.1. Ensure Sustainable, High Quality Education, even at the International Level

A modern university that faces the challenges posed by the job market must plan and relaunch, with the full involvement of all subject areas, a sustainable and high quality range of courses and programmes, characterized by innovative degree programmes that correspond to changes in society, new international programmes, adequate services structures for students (lecture halls and libraries, study rooms open 24H following the best international practices).

The quality of the courses and programmes certifies the quality of our graduates and, consequently, their attractiveness to the labour market. Moreover, students who pursue a well-designed programme with a clear objective are further aided in their careers.

In this sense, it is fundamental to guarantee adequate orientation and tutoring policies to help all students both in their initial choices and throughout their studies, minimizing wrong choices or difficulties that can lead to students abandoning the knowledge challenge. Moreover, students need not only be carefully supported and guided, but also listened to: identifying their opinions is the best tool to identify critical issues. Naturally, these issues must then be acted upon with corrective measures.

Educational internationalisation is a fundamental strategic objective for any university and Sapienza intends to be a leader in this process. To achieve an international dimension, the university must intensify its commitment to increase the number of courses and programmes held in English and promote the mobility of students and professors so that the university will become even more attractive and stimulating to both Italian and foreign students, who are equally global citizens.
3.2. Improve the productivity and quality of research, even at the international level

Scientific research is one of the fundamental elements of added value for the university. Therefore, supporting basic research with concrete help and driving its continuous improvement is a basic strategic objective, including the scientific monitoring of academic staff that will allow us to reward excellence and activate support measures for less active members and reduce their numbers.

The definition of a shared scientific project requires a policy for the purchase of major international-level scientific tools for the university that can be used by researchers from Italian and foreign universities. Moreover, an optimal management of the research catalogue is necessary to access European funds to support competitive calls. In this framework, it is essential for Sapienza to be present in Brussels, to support the university’s areas of scientific excellence and to undertake joint actions and collaborate on research projects with other prestigious, international renowned universities.

As such, Sapienza is a protagonist of both European and international events. It promotes research mobility and collaboration through university funds to attract visiting professors.

A special place is reserved for the education of young researchers and to promote doctoral programmes. Moreover, the university supports student and graduate self-employment and the signature of agreements with crowdfunding platforms to promote research results and their transfer through the creation of spin-offs and start-ups.
3.3. Pursue socially responsible development

The right to study is a strategic guiding value that must be guaranteed throughout Sapienza University to attract both Italian and foreign students and accompany them along a process that is not only educational, but also one of personal growth.

This strategy must be implemented by improving services dedicated to students, including a tuition fee reduction policy based on family income and the continuation of support policies started in the past that will continue to make university a “social elevator” and multiplier of job opportunities for our graduates.

Moreover, Sapienza’s vast cultural and scientific heritage, and rich multidisciplinary system, represent a crucial resource for the knowledge society, which must play a key role in growth, development and progress. The university must act as a promoter of innovation, development and higher education for the country, the region and the city.

This has led to the development of a far-reaching cultural project in which Sapienza is at the forefront in the promotion of a European knowledge society, advancing equal opportunities at all levels, contrasting all forms of discrimination, and encouraging events, public meetings and educational activities that involve the entire community.

We need commitment and systemic action to create the conditions for a fertile and continuous relationship with the external world, improving our communication channels and strengthening the university’s reputation, at the international level, too.

Finally, we must not forget that Sapienza is also university hospitals, a peculiar, added value for our university. Our commitment is to strengthen their role, even through the extension and improvement of existing infrastructure, and to implement the actions defined by the Memorandum of Understanding with the Lazio Region.
3.4. **Guarantee sustainable space, structures and construction**

A large university such as Sapienza must also enact a precise construction development policy. Infrastructure and space are a strategic resource for a university with myriad activities and competences. They are fundamental to improve the quality of research and education and to support the right to study, in terms of the **quality of areas for study and work** and for residential housing. The promotion of an infrastructural development policy is an important objective that must be accompanied by a resolute drive to reduce consumption and improve energetic efficiency.

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**Strategic Actions**

1. Improve **lecture hall capacity**
2. Erect new infrastructure exploiting available **funding opportunities**
3. **Modernise** lecture halls, laboratories, and offices
4. Implement measures for **risk prevention** and safety of university buildings and areas
5. **Reduce consumption and invest in energetic efficiency**
6. **Increase university housing and student rooms**

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**Impact Indicators**

- Square metres per enrolled student
- Number of seats available in lecture halls per enrolled student
- Percentage of positive comments by graduates on educational tools
- Resources dedicated to development of infrastructure
- Number of operations to restructure, expand and provide buildings with security measures
- Number of new places available to students in university housing.
3.5. Ensure quality and transparency, simplification and participation

University governance must be shared and must act transparently to ensure the availability and access to all information.

To stay abreast of the new challenges raised by Europe and internationalisation, the complexity and subdivisions of Sapienza’s administrative organisation require precise, aimed and efficient answers via actions that identify service standard quality and the simplification of university procedure and regulations.

Special attention must be paid to personnel, notwithstanding the dearth of resources, for educational and research activities via merit-based recruitment procedures.

In the greater context oriented towards the promotion of each university sector, Sapienza carefully weighs all specific needs related to strategic activities for academic staff, technical-administrative personnel and health/care personnel through specific and inclusive educational plans.

Moreover, insofar as possible, it is also necessary to promote Sapienza’s participation in institutional negotiations that will safeguard the interests of the University of Rome at the highest levels.

Strategic Actions

1. Identify and guarantee service quality standards
2. Ensure the quality and transparency of all information
3. Capitalise on the role and capabilities of personnel, both academic and technical administrative, even through further education
4. Simplify procedures and regulations of the university
5. Promote a culture of user satisfaction
6. Guarantee accessibility to and availability of data and information on university website
7. Complete activation of organisation and digitalisation processes to develop a truly open and digital administration
8. Promote university participation in definition of policy

Impact Indicators

- Percentage of technical-administrative personnel taking courses
- Percentage of academic staff recruited from outside university
- Results of Good Practice monitoring
- Percentage of positive and satisfactory evaluations in customer satisfaction assessments
- Reduction of average time for completion of calls (as per new regulations)
- Percentage of documentation produced and transmitted electronically
- Use of certified e-mail (PEC)
The initial strategic guideline indicated by this document is contained in its title: the extension of the period to 2021. In fact, we believe that this is necessary – unless future decisions alter this – to cover the period between the end of the current Rector’s mandate and the beginning of a new one to ensure the continuity of the university’s strategic and operative actions and avoid any misalignment with performance cycle documents.

The university is committed to implement the new plan, consolidate the results obtained over recent years, and improve its performance, in continuity and coherently with the strategies by Sapienza and nationally. Moreover, with a view to perfection the integration and simplification of university procedures, the Strategic Plan 2016-2021 also represents the first milestone in a process of documentary harmonization that, once completed, will allow users to easily consult university documents and find all the information they require.

A further step in this direction will be to re-enforce the real and potential synergy between academic and administrative units, even in decentralized structures such as faculties and departments, to complete the process of integration envisaged by ANVUR.

The future begins at Sapienza.
Strategic Plan 2016-2021
Sapienza University of Rome

- "Arcobaleno" Building on Circonvallazione Tiburtina – Renovated in 2016
- Dinosaur Exhibition (January – March 2015)
- "Trees of Life" – A New Virtual exhibition
- New Sapienza Merchandising Store
- Festival of Japanese Culture (November 20, 2015)
- "MuSa Classic Orchestra"
- "Sapienza Literary Café"
- Festival of Japanese Culture (November 20, 2015)
- "Maker Faire 2015 on the Sapienza Campus"
Accreditation
The process through which a third party officially recognises that an organisation has the competences and tools to perform certain tasks.

Assessment (or evaluation)
It is based on the formulation of value judgements concerning an organisation or the activity of an individual, based on standard, explicit criteria.

AVA System
Periodic self-evaluation, evaluation and accreditation process performed by the Italian National Agency for University and Research (ANVUR) to introduce an initial accreditation system and periodic review of degree programmes and university offices; quality, efficiency and results assessment of universities; development of self-evaluation systems for quality and efficiency of education and research.

Benchmarking
Standardized process for measuring and comparing organisational processes and results with leading or best-in-class standards of organisations operating in the same sector to identify useful elements.

Bologna Process
In June 1999, a number of European Education Ministers met undersigned an agreement at the University of Bologna. The Bologna Process developed following this historical agreement aiming to reform and harmonise higher education systems throughout Europe. The main objective of the process was to develop, by 2010, a European Higher Education Area (EHEA).

Crowdfunding
It is a form of grassroots micro-funding, usually conducted on-line, for specific projects. In the university context, crowdfunding is an innovative method for funding scientific research, start-ups, etc.

E-learning
Learning methodology that is based on the use of ICT for distance learning.

European Higher Education Area
It is the result of a series of ministry-level agreements reached between 1998 and 2010 on the European dimension of higher education policy as developed in the context of the Bologna Process.

Fund for Ordinary Funding
(FFO - Fondo per il finanziamento ordinario) This is the main source of funding for public universities in Italy. It funds university operation and activities, including expenses for personnel, ordinary maintenance and scientific research.

Glossary
and the aims that will be pursued. Spells out the raison d’etre of organisations and established objectives. The mission for relations with social interlocutors which provides a reference framework Permanent description of the context Mission

and personally. Resources These include work, capital, infrastructures, technology and knowledge that an administration employs to pursue its mission. Social Responsibility This is a commitment that public and private sector organisations perform to contribute to sustainable development with the involvement of employees, their families, local communities and society to improve life quality. Spin-off (university) It refers to the development of a new entrepreneurial activity through the active involvement of human resources that belong to a given organisation to promote knowledge and professional experience. In the university context, this type of enterprise provides an important professional opportunity for graduates and researchers, as well as a tool for technology transfer that helps to promote university research knowledge on the market. Governance

Refers to the responsibilities and processes through which public and private organisations and their policies are implemented. Performance

The result obtained by individuals, groups, organisations, processes or activities. Performance Assessment (or evaluation) It is an integral part of organisational management. The assessment system includes the evaluation of the personnel who contribute to the global assessment of the administration by aggregating individual performance at various levels

Quality

The term is used to indicate the ability to transform, increase or add value to a given good or service (quality as added value) or to reach results above the reference standard (quality as excellence). Specifically, it refers to the degree to which education and research system characteristics satisfy given requisites (i.e., vicinity to pre-established objectives and obtained results). Quality assurance in the public sector promotes the value of services and products for all stakeholders. Outcome

Impact of final result of an activity. In assessing organisational performance, this term is used to indicate the result of an activity or process from the point of view of the user or, more in general, the stakeholder.

Lifelong Learning

Permanent ongoing didactic activities at all levels of education and in all phases of life to keep abreast of new social and business needs both professionally and personally. Information and Communication Technology

It refers to all activities related to the use of technology to exchange information. It is an essential resource for organisations to share qualitative data and information and efficiently manage relations with users, suppliers and other organisations. Third Mission

This term includes a series of activities that involve university research and society. The first fundamental type is technology transfer related to evaluation, protection, marketing, and commercialization of technology developed through academic research and, more in general, the management of intelectual property. A second type concerns the production of public goods that improve the general level of well-being through cultural, social, educational and civil awareness-raising activities.

Transparency

A synonym of clarity, comprehensibility and simplicity, this term is also used to indicated aperture, reliability and communication. Administrations must orient all their procedures towards transparency, including open meetings, free access to financial information, free flow of information, etc. Turnover (personnel)
The rate at which an organisation changes staff and increases/decreases human resources. Third Mission

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Values
These are the fundamental principles underlying the behaviour of an organisation and of its personnel. The values reflect and strengthen the organisation's identity. The respect of these values is fundamental to pursue an organisation's mission and vision.

Vision
It indicates the final goal of an organisation, the direction in which it intends to head and how it aims to be perceived.