STRATEGIC PLAN

2021 ▶ 2026
UNIVERSITY OF TURIN

STRATEGIC PLAN
2021 ➤ 2026
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Ever since its foundation, UniTo has proved its vocation for research. It has generated positive outcomes at a local and international level, and this has been highlighted by the establishment of the UNITA - *Universitas Montium* consortium, which brings together six European universities, coordinated by the University of Turin.

The consortium intends to propose a new model for the university of the future, which will contribute to the development of society and local areas at a European level, based on characteristics shared by the universities under the alliance in terms of geographical location, thematic areas of research, teaching innovation and affinity between the languages of the six participating universities. For our community, which has always been receptive to people's needs, aspirations and well-being, it is also essential that research responds to and develops teaching methods aimed at cultural growth and civil coexistence.

The Strategic Plan is the document in which the university declares how it intends to develop, outlining its strategies, objectives and how it aims to achieve them, in constant dialogue with its stakeholders. The Strategic Plan is the institution's guide for decision-making, starting from the choices made by the Governing body and ending with the Departments, which are called upon to translate the University's strategies into three-year plans. It is a document that shapes the whole organisation and guides its evolution over time and within its own community. The aim is constant improvement.

Evolution is a key word for our university: we have therefore chosen images that bring together the solidity of our ancient buildings and the people who give it life. Evolution also means ever greater interaction locally, with local institutions and businesses, sharing the results of our research through scientific and cultural initiatives. All of this is in line with the UN 2030 Agenda development strategy, the priorities of the EU 2021-2027 Cohesion Policy and the strategic guidelines of the PNRR National Recovery Plan - Next Generation Italy.
RESEARCH
UniTo focuses on research in synergy with teaching, replacing the title of research and teaching university

COMMUNITY
UniTo focuses on the needs of students, technical-administrative and teaching staff

EUROPE
UniTo focuses on internationalisation as a tool for growth and development

LOCAL ENGAGEMENT
UniTo focuses on constant dialogue with local stakeholders
1. MISSION, VISION AND CORE VALUE

**MISSION**
UniTo is

- a university dedicated to research. It makes a fundamental contribution to technological advance, cultural growth and civil coexistence, thus providing a basis for innovative and dynamic teaching.

- An Institution deep-rooted in Piedmont but at the same time endowed with an international vocation.
  - It is committed to innovation and the social, cultural and economic growth of Italy and the international community.

**VISION**
UniTo aims

- to be one of the most dynamic, innovative and attractive universities on the international scene

- to develop a study and research community that listens to the needs and aspirations of each individual, fostering a collaborative environment that is inclusive and open to dialogue, and where personal and professional growth are encouraged

- to help develop the local engagement and improve civil society by constant interchange with institutions and businesses, promoting research, scientific dissemination and cultural initiatives

- to promote sustainable growth in line with the development strategy expressed in the UN 2030 Agenda, the priorities of the EU Cohesion Policy 2021-2027 and the strategic lines of the PNRR National Recovery Plan - Next Generation Italy.

**CORE VALUE**
The way UniTo sees its future is guided by many principles. These also guide its activities today. The university has chosen one core value to describe it and that value unites the members of our community and is the cornerstone of our choices and our work: commitment.
Commitment at UniTo implies adhering to the following principles:

- freedom of thought and research;
- autonomy;
- participation;
- innovation;
- commitment;
- the university as a public institution;
- transparency;
- continuous improvement;
- safeguarding the right to study;
- health;
- cooperation.
2. CONTEXT AND CURRENT SITUATION

UniTo’s Strategic Plan 2021-2026 was created in 2020, at a time of many global challenges: it takes into account the new skills required to enter an increasingly diversified and competitive world of work and secondly, reflects our commitment to a fairer and more sustainable environment. This was the year in which the Covid19 pandemic took us by surprise, and our fragilities and weaknesses were exposed. Nevertheless, we adapted to change, facing complex and unexpected situations with determination, tackling challenges not only to overcome difficulties, but also to innovate and improve. UniTo’s Strategic Plan came into being precisely at this historic moment of profound change, in a context in which universities, today more than ever, play a fundamental role in an evolving society.

UNITO TODAY

With almost 82,000 students and more than 3,900 teaching and technical-administrative staff, UniTo is today one of the largest universities in Italy, with 120 locations spread over seven main sites. Our university is characterised by high-level scientific research and high-quality teaching, which rank it among the most important universities in Italy. This has led to the desire to strengthen a number of areas considered fundamental for harmonious and profitable growth: namely, sense of community, reducing inequalities, adapting spaces to current educational and research needs, attracting international students and technological innovation in teaching and research.

POSITIONING ANALYSIS

The strategic positioning analysis is fundamental for defining strategy, as it enables us to understand the current situation starting from an examination of the context. Thanks to an up-to-date picture of the internal limits and external constraints, as well as the strengths and opportunities to be seized, it is possible to identify the critical success factors in order to define strategic planning based on concreteness and feasibility.
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<thead>
<tr>
<th>INTERNAL FACTORS</th>
<th>EXTERNAL FACTORS</th>
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<tr>
<td><strong>STRENGTHS</strong></td>
<td><strong>WEAKNESSES</strong></td>
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<tr>
<td>▶ Large, lively, dynamic community of students</td>
<td>▶ Limited exploitation of the UniTo brand</td>
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<td>▶ Qualified staff to be valued and supported</td>
<td>▶ Inadequate visibility of tertiary education</td>
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<td>▶ Synergies with institutions and companies</td>
<td>▶ Lack of a cohesive Alumni community</td>
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<tr>
<td>▶ Excellent research results</td>
<td>▶ Sense of belonging to the institution to be strengthened</td>
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<td>▶ Increasing attractiveness of UniTo to Italian and foreign students</td>
<td>▶ Gender Gap</td>
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<td>▶ Excellent results in the Green sector</td>
<td>▶ Attractiveness of students with foreign qualifications below the national average</td>
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<td></td>
<td>▶ Slightly inadequate premises and facilities, also in terms of digital spaces</td>
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<tr>
<th><strong>OPPORTUNITIES</strong></th>
<th><strong>THREATS</strong></th>
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<tr>
<td>▶ New focus on e-learning</td>
<td>▶ Economic and social crisis triggered by the Covid19 pandemic</td>
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<td>▶ International calls and framework programmes</td>
<td>▶ Safety criteria in resource allocation</td>
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<td>▶ UNITA Universitas Montium project</td>
<td>▶ Uncertainty about the new ministerial planning 2021-2023</td>
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<td>▶ Mechanisms and criteria for allocating resources</td>
<td>▶ Excessive bureaucracy in university legislation</td>
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<td>▶ Growing attention to wellness at work</td>
<td>▶ Political and national government instability</td>
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3. PARTICIPATORY PLANNING PROCESS

UniTo has adopted an innovative approach to the strategic planning process, fostering dialogue and discussion with the academic community. The new UniTo Strategic Plan has been developed by listening to the needs of stakeholders and will be a guide for the university’s future policies. The proposals and suggestions of the various UniTo components have been crucial in identifying concrete strategies to allow the university grow harmoniously, whilst maintaining its identity. In May 2020 the Rector and a technical team began work on the new Strategic Plan. Once the structure and the scopes of reference for the new Plan had been identified, periodic meetings were held between the Rector and the main institutional stakeholders. They gathered suggestions and shared ideas to establish priorities,
goals, actions, resources and indicators. This discussion continued from July to December 2020.

The Vice-rectors and the Rector’s delegates played a crucial role in identifying the strategic goals, actions and indicators of the new 2021-2026 Plan. The constant involvement of the Governing body, the Academic Senate and the Board of Directors, who were updated on a monthly basis by sharing and discussing the progress of the work with their respective committees, was also very fruitful. The contributions made by the Assessment Committee, the Quality Committee and the Guarantee Committee were also very important.

Political sensitivity was flanked by the technical expertise offered by the General Director and by the Director of the Administrative Areas who, in the course of dedicated meetings, offered the management point of view for the strategy being defined.

Before approval, the Rector insisted on involving the Student Council, which coordinates student representatives, and disseminates information on the activities of the Governing body, as well as the staff trade union delegation.

The new UniTo Strategic Plan for the period 2021-2026 was therefore approved by the Board of Directors, on the advice of the Academic Senate, with resolution no. 13/2020/III/1 of 18 December 2020.
4. INNOVATION

The new 2021-2026 Strategic Plan boasts three innovative features that make it up-to-date and flexible. It reflects our identity as a great university that wants to address present and future challenges and seek solutions for a changing world by abandoning static traditional planning models that are not accessible to all.

TRANSVERSALITY

To start with the University was analysed from inside and out to understand how to structure and organise the strategic document. The Rector favoured replacing the traditional subdivisions of Teaching, Research and “Third Mission” with a more up-to-date structure of strategies, thus making the document more transversal. Teaching, Research and “Third Mission” activities are still today central our university, but they are not three remote islands cut off from each other and the outside world. We are therefore creating a **multidimensional interpretation** of the three fundamental functions of the university, in three connected scopes: PEOPLE, PLACES and PROCESSES.

It is a system that identifies the transversal axes that affect all of its sectors, and which activates a mechanism of **communicating vessels** in which the individual sectors are profiled as operational perimeters open to the flow (of practices, policies and data). Through this mechanism, the sectors interlock at all levels and in every part (scopes, priorities and goals). In this way, a synergistic macro-mechanism is created in which each sector is interrelated and which, on the whole, functions osmotically, guaranteeing - by virtue of its internal coherence - cohesion and constant exchange between its components. This demonstrates the correctness of the initial feasibility study, the conception and subsequent planning. These aspects prove the effectiveness of the implementation and the suitability and congruence at operational level of the design, making it possible to move from the idea to its implementation and to build an open system in which transversality is fundamental for planning.
MEASURING INSTRUMENTS FOR A DYNAMIC MODEL

Measurement tools play a central role in all phases of the strategic planning process. Data and indicators related to the primary and support processes for the University’s missions are functional:

- to the decisions taken when defining the Plan;
- to the analyses made while monitoring the implementation of the Plan and its progress towards its goals;
- to the actions taken towards continued improvement having achieved results.

Three tools were identified to better calibrate the strategy into goals and actions: measurements of the economic and human resources put in place to implement the Plan (used in internal monitoring), action indicators, which measure the implementation and progress, and impact indicators, which measure the final effect of the strategy focusing on the achievement of the set goals.

The aim is to guarantee objectivity and prioritise any intervention. This is achieved through integrated planning that pays heed to economic-financial, human and instrumental resources, and allows the progress of initiatives and the achievement of results and strategic goals to be monitored using performance and impact indicators.

In addition UniTo receives national public funds, which are distributed also on the basis of the performance of individual universities. It is therefore essential to incorporate the measuring tools used in national policies into the University control system, so as to monitor trends and anticipate corrective action to maximise results.

With reference to the measurement tools and the monitoring of the periodic results, a dynamic model has been chosen. The Strategic Plan will be periodically updated by the university’s Governing body in order to keep it up-to-date and focused. The Strategic Plan, therefore, is dynamic and responsive to any need to adapt to change. Moreover, data and information will be made available to the entire academic community, keeping everyone involved and informed.
COMMUNICATION

The third innovative feature is developing a communication strategy and graphic concept, fundamental elements of a Plan that aims at effectively communicating strategic policy not only internally, but also to society at large.

As far as the communication strategy is concerned, the aim is to disseminate the Plan through two channels: a printable format that is clear, communicative and easy to use by any reader, and an interactive thematic website that can be navigated on several levels, depending on the needs of the user (pianostrategico2026.unito.it).

From the point of view of identifying the concept, we started from the assumption that the graphic layout is cardinal to the best transmission of the contents. The MOVE concept was chosen in order to highlight the dynamism of the academic community that looks to the future, within a stable context that represents the solidity of UniTo both from an economic and financial, but also from a scientific and cultural point of view.
5. CONTINUOUS IMPROVEMENT: THE UNITO CORNERSTONE

At the basis of the three scopes of the UniTo Strategic Plan 2021-2026, a further cross-cutting goal for constant improvement will nurture those good practices of planning, implementation, constant monitoring and periodic review. The challenging innovative strategies, aim at increasing potential and solving critical issues. The process emphasises transversality in order to foster belonging, inclusiveness and sustainability, and improve training, research and public engagement, locally, digitally and internationally.

The prerogatives of the University’s Quality Assurance system are to promote quality by constantly improving processes and optimising resources, by consistent planning, taking action, monitoring results and evaluating any corrective actions needed to maintain or improve results. In accordance with the provisions approved by the Board of Directors, the coordination of the operations for monitoring the progress of the Strategic Plan is entrusted to the Quality Committee.
Continuous strategic improvement at UniTo starts from the **analysis of objective data** relating to teaching, research and "third mission". These processes are different in terms of input, output and resources used, but they all share a significantly long time frame: the minimum unit of measurement is the academic year or the calendar year, depending on the case. For this reason, the need to have consolidated and significant data has led to an annual window for data collection and analysis in order to measure and assess the results achieved during the year: starting each autumn, data referring to the academic year that has just ended (teaching and student careers) is collected and analysed, and at the beginning of the following year, data relating to the processes that can be measured during the calendar year that has just ended (research, "third mission" activities, economic and financial aspects) are collected and analysed. The following figure shows the timing of periodic monitoring over the six-year period of this Strategic Plan, with a detailed focus on institutional monitoring in 2022.

During monitoring, the Quality Committee, in constant dialogue with the Strategic Plan governance and management, will collect data and information on the indicators and the progress of each action. After assessing the documentation collected, the PQA will report the main evidence to the Rector and the Deputy-Rector, encouraging continuous improvement and timely corrective action to achieve the goals that have been set. At an institutional level, the Governing body of the University, the Academic Senate and the Board of Directors, shall be briefed once a year in April, at the closure of the final balance sheet for the previous year, on
the previous year’s results in relation to the goals of the Strategic Plan. State of the art impact indicators linked to the goals will also be used to document the progress of the actions collected in the last PQA operational monitoring, and any corrective actions already defined by the Rector and the Governing body team. The Governing body will also be involved whenever it is necessary to approve amendments relating to specific aspects of the 2021-2026 Strategic Plan, even outside the institutional monitoring in April.

In addition, a more in-depth **review** is planned every two years, which will also take into account changes in the reference context. The 2021-2026 Strategic Plan includes a number of prioritised strategic actions and indicators; the results of the constant monitoring and the biennial review, will allow continuous improvement of the current structure by changing actions and indicators when and where necessary. The whole university community must be involved in effectively implementing the Plan, not only through launching and disseminating the document and the website, but especially through governance and management leaders disseminating the culture of strategic actions and fostering the internal commitment of all those involved.
SCOPES

1. PEOPLE   2. PLACES   3. PROCESSES

GOAL

CONTINUOUS IMPROVEMENT

This goal seeks to install virtuous circle of best practices in planning, implementation, constant monitoring and periodic review, aimed at continuous improvement, supported by a challenging approach that, through innovative strategies, aims at increasing potential and solving critical issues. The process emphasises transversality in order to foster belonging, inclusiveness and sustainability, improve training, research and public engagement, locally, digitally and internationally.

ACTIONS

► Constant monitoring
► Periodic review
► Improvement actions
► Biennial review of the SP

ACTION INDICATORS

No. of monitoring / review initiatives on the entire SP
No. of improvement initiatives on the whole SP

GOAL INDICATORS

No. of goals progressively achieved over the whole DP (effectiveness of continuous improvement, assessed on time scales)
6. STRUCTURE

The 2021-2026 Strategic Plan is divided into the following three **SCOPES**:

1. PEOPLE
2. PLACES
3. PROCESSES

For each scope, there are three **PRIORITIES**, each with a corresponding **GOALS**, as illustrated in the figure below.

Each GOAL is, in turn, divided into a variable number of **ACTIONS**.

Three levels of **INDICATORS** have been selected to monitor the Plan:

- **Indicators referring to economic and staff resources**, linked to the action, which measure the impact of the strategy. These measures are used in the internal monitoring and therefore do not appear in section 8 below;

- **Action progress indicators** that measure the state of implementation

- **Impact indicators** measuring the extent to which goals have been achieved.
Fig. 3 – 2021-2026 Strategic Plan structure

MISSION AND VISION

1. PEOPLE
- Belonging: identity
  - 1.1 To strengthen the sense of community
- Inclusion: plurality
  - 1.2 To consolidate the culture of equality
- Sustainability: balance
  - 1.3 To foster sustainability

2. PLACES
- UniTo and the local engagement: space
  - 2.1 To transform spaces into cultural sites
- UniTo beyond places: digital
  - 2.2 To create new opportunities through digital transformation
- UniTo in the world: international
  - 2.3 To increase UniTo’s international presence

3. PROCESSES
- Research: the engine
  - 3.1 To innovate and enhance research
- Education: the energy
  - 3.2 To innovate and enhance teaching
- Society: the direction
  - 3.3 To spread innovation

VALUE: COMMITMENT
CONNECTIONS FOR A COMMON DEVELOPMENT STRATEGY

With a view to plan for present and future challenges, UniTo has chosen to link its strategic goals to:

- The sustainable development goals of the UN 2030 Agenda (https://sdgs.un.org/2030agenda)
- the investment priorities of the European Union’s Cohesion Policy 2021-2027 (ec.europa.eu/regional_policy/it/2021_2027);
- the guidelines of the National Recovery and Resilience Plan (www.politicheeuropee.gov.it/it/comunic/app profondiment ipnrr-app profondimento/).
The future of the EU’s cohesion policy

Sustainable Development Goals

1. No poverty
2. Zero hunger
3. Good health and well-being
4. Quality education
5. Gender equality
6. Clean water and sanitation
7. Affordable and clean energy
8. Decent work and economic growth
9. Industry innovation and infrastructure
10. Reduced inequalities
11. Sustainable cities and communities
12. Responsible consumption and production
13. Climate action
14. Life below water
15. Life on land
16. Peace, justice and strong institutions
17. Partnerships for the goals

United Nations
Agenda 2030

European Union
Cohesion policy 2021-2027

Presidency of the Council of Ministers
National Recovery Plan:
Next Generation Italy

Progettiamo il Rilancio

- A fully digitalised, efficient, and trustworthy administration
- A greener and more sustainable Italy
- A more competitive and resilient economy (companies and employment)
- A more equal and inclusive Italy
- A more modern and welcoming legal system
- Investment in training and research
| 3 SCOPES | 🟥🟠🟢 3 |
| 9 PRIORITY/GOALS | 🟥🟠🟢 3 |
| 30 ACTIONS | 🟥🟠🟢 11 🟥🟠🟢 10 🟥🟠🟢 9 |
| 48 GOAL INDICATORS | 🟥🟠🟢 14 🟥🟠🟢 16 🟥🟠🟢 18 |
| 102 ACTION INDICATORS | 🟥🟠🟢 33 🟥🟠🟢 39 🟥🟠🟢 30 |
7. SHARED STRATEGIES

1. PEOPLE

UniTo’s strategy is built around the PEOPLE in the academic community. Students, teaching and technical-administrative staff must be aware that they are part of a cohesive community. They are all entitled to the best conditions to study and to grow culturally and professionally. They are all involved in the promotion of the transparency, responsibility and cultural, social and civil development of which the University is the driving force.

PRIORITY BELONGING: IDENTITY
GOAL 1.1: TO STRENGTHEN THE SENSE OF COMMUNITY
The University intends to promote a series of strategies to reinforce UniTo’s identity and nurture the sense of belonging: through the promotion of the UniTo brand and the creation of a cohesive Alumni community that links up with students and is involved in orientation, refresher programmes and training. It should become a point of reference for the entire academic community.

In the same vein, another core priority is HR development. All those who work in UniTo must be enabled to guarantee a high-quality service to the community. On this front, the University intends to reinforce teaching staff commitment through targeted incentives, taking into account the teaching load, research results, "third mission" activities and involvement in institutional activities. With regard to the technical-administrative staff, the University intends to improve skills and professionalism through continuing education, also in the field of new technologies, promoting international mobility and targeted incentives.

With regard to students, the main stakeholders of all that is going on at the University, they are to be made more welcome, with better targeted services, in order to encourage intake at local, national and international levels. By improving the students opinion survey, it will be easier to monitor the quality of the service provided and identify and remedy any critical points.

GOAL FRAMEWORK

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<td>UN 2030 Agenda</td>
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PRIORITY INCLUSION: PLURALITY

GOAL 1.2: TO CONSOLIDATE THE CULTURE OF EQUALITY

UniTo intends to be inclusive and to foster the positive values of difference and plurality. It pursues equality which is never a levelling down but a fight against discrimination. This is the only way to guarantee everyone access to and success in higher education and work. UniTo aims to be a point of reference and a concrete example of good practices even outside the academic world.

First of all, it is a top UniTo priority to further strengthen its commitment to gender equality. This will be done through the drafting of the University Gender Report, a document that analyses and evaluates the administration’s political choices and economic and financial commitments from a gender perspective. The Gender Balance will enable the implementation of gender-neutral policies, thus guaranteeing equal opportunities for all.

In order to spread the culture of inclusiveness and anti-discrimination within the academic community at all levels, generating positive externalities locally, the University intends to carry out training and awareness-raising activities aimed not only at the UniTo community, but at local inhabitants too.

A culture of equality is not just a wish for the future, but it must be reflected in the day-to-day life of the university. This is why UniTo is committed to helping people in situations of particular hardship, offering them the best conditions for study and work.

GOAL FRAMEWORK

UN 2030 Agenda
EU Cohesion policy 2021-2027
National Recovery Plan: Next Generation Italy

A more equal and inclusive Italy
PRIORITY SUSTAINABILITY: BALANCE
GOAL 1.3: TO FOSTER SUSTAINABILITY

UniTo has decided to go beyond the traditional concept of environmental sustainability in favour of a holistic approach that places the individual at the centre of the environment and the community. The University intends to encourage the spread of a culture that respects the human-environment balance, protecting people’s well-being and simultaneously promoting sustainable development of the community and the surrounding area.

First and foremost, it is essential to protect and support the various members of the UniTo community, improving the organisation of the environment they work and study in and adopting appropriate corrective and support policies. With a view to achieving this, services will be activated that support family needs and help to balance work life with family demands.

With reference to sustainability as the well-being of the individual, UniTo also intends to promote wellbeing through support for university sports for students and the Wellness@Work project, which raises physical health awareness among staff. Another strategic aspect of the concept of sustainability is the construction of centres for primary prevention and first aid, staffed by nurses and doctors.

The issue of economic and financial sustainability as a means of offering quality education is another strategy whereby UniTo intends to consolidate the quality and sustainability of teaching through co-planning aimed at reducing the number of hours of teaching assigned through teaching contracts outside the University.

UniTo has long been committed to the consolidation and enhancement of environmental sustainability policies, and intends to reinforce this focus by including policies of mitigation and adaptation to climate change, to be implemented by the Green Office UniToGO and other University structures.

GOAL FRAMEWORK

UN 2030 Agenda
EU Cohesion policy 2021-2027
National Recovery Plan: Next Generation Italy

UNIVERSITY OF TURIN
2. PLACES

The PLACES where people work and study at UNITO play a fundamental role and must be adequately improved. The University of Turin intends to embark on transforming its spaces to enhance the services and quality of community life, working on sustainable building projects in synergy with local stakeholders. With a view to adapting its facilities to the new requirements of learning, work and public use, the University will also pay particular attention to the development of digital spaces, identifying original technological solutions to achieve new goals in teaching innovation, broadening research horizons, sharing ideas and results, and improving decision support tools. In addition to being an essential focus for the city and for Piedmont, in the coming years UniTo intends to strengthen its role internationally, which starts with coordinating the UNITA Universitas Montium project, to make Europe the natural home to the quality and effectiveness of teaching and research.

PRIORITY UNITO AND THE LOCAL ENGAGEMENT: SPACE
GOAL 2.1: TO TRANSFORM SPACES INTO CULTURAL SITES

The University intends to carry out important building projects that will impact the fabric of the city, such as the Grugliasco Science City Hub and the Health, Research and Innovation Park, while obviously maintaining the high quality of its services. For this reason, it is essential that the synergy between the local institutions be constantly encouraged and increased. We will engage with the city and other stakeholders to redevelop services and spaces, and provide a Design Guidelines Document expressing the needs of students, teaching and technical-administrative staff and citizens and indicating the intervention strategies and the impact on the local area. Intervention strategies for the management of spaces must take into account energy saving, favouring reduction in consumption and the operating costs of buildings and improving energy efficiency and increasing the use of energy from renewable sources.

In order to ensure that property management abides by certified quality standards, the University intends to promote and manage its assets better and in line with current quality regulations. We will define innovative digital models for the management of buildings and related processes, also in relation to other universities. The University’s connection with its surrounding area does not end here: the University is well established throughout Piedmont, with branches in the provinces of Biella, Asti and Cuneo. In order to guarantee the same services and opportunities for students and teaching staff as those offered by the Turin sites, and to enhance the value of these locations, the University collaborates with local institutions, linking teaching and research activities with the interests of the surrounding area.
GOAL FRAMEWORK

UN 2030 Agenda
EU Cohesion policy 2021-2027
National Recovery Plan: Next Generation Italy

EUROPE A CLOSER TO ITS CITIZENS

PRIORITY UNITO BEYOND PLACES: DIGITAL
GOAL 2.2: TO CREATE NEW OPPORTUNITIES THROUGH DIGITAL TRANSFORMATION

In recent years, the evolution of information technology has facilitated knowledge, communication and work, but change has been so fast that some of the best technological opportunities have been missed, and this has sometimes generated an increase in complexity. For this reason, it is essential that the University of Turin knows how to manage the digital transformation, directing it towards original technological solutions for teaching, where it is necessary to promote digital education for students and experiment with innovative learning methods. The same is true for research, where digital means and advanced technical equipment favour interdisciplinarity and greater sharing of ideas and results within the scientific community. On the administration side, the aim is to design user-friendly digital services for better internal communication and more efficient administrative procedures, together with decision support tools.

The first step in ensuring the continuous updating and renewal of services and support technologies is to adapt the University’s ICT infrastructure by strengthening the level of IT security.

The opportunity offered by the establishment of the UNITA - Universitas Montium consortium and, in particular, the possibility of starting up virtual forms of international mobility, has allowed the University to strengthen and develop e-learning technologies and integrate them with teaching and research. We share a common commitment to joint and flexible pathways, using inter and multidisciplinary approaches centred on innovative pedagogical activities with the latest digital technologies. The prerequisites for an international virtual campus are digital environments where students, teaching staff, researchers and technical-administrative staff can work together.

The Governing body can also benefit from careful management of the University’s information tools: the improvement of the internal IT system, maintaining data quality and system integration are essential for the Governing body strategic planning and institutional communication.
PRIORITY UNITO IN THE WORLD: INTERNATIONAL
GOAL 2.3 TO INCREASE UNITO’S INTERNATIONAL PRESENCE

To enrich society on a cultural and scientific level, students must enjoy freedom of movement to stimulate the exchange of ideas in an open and inclusive environment. Universities have always recognised the value of internationalisation, encouraging the mobility of teaching staff and students abroad. The dynamics of the contemporary world, however, see the horizons of internationalisation opening up to new demands of global sustainable development. This is the context in which the UNITA - Universitas Montium project has been set up: innovative collaboration between universities, aimed at enhancing teaching and research, and local synergies and reinforcing the values of European society. On the basis of this model, the University of Turin intends to foster internationalisation and interact with strategic international partners in order to develop collaboration networks that will make the University’s teaching and research more attractive abroad and strengthen its reputation.

The UNITA project offers the University an important opportunity to reflect on and experiment with new solutions for teaching and research, working in synergy with the other international partners belonging to the Consortium. From a teaching point of view, teaching and learning times must be redefined by identifying more flexible forms of international mobility, be they traditional, virtual or mixed, of variable duration and offering the possibility of internships outside the university campuses. It will also be essential to increase the involvement of technical-administrative staff in mobility programmes, since one of the cornerstones of the European university is to offer everyone the chance of mobility. In line with its vocation as an international campus, the University intends to increase the teaching in foreign language by increasing the number of courses and programmes offered in other languages as well as the number of programmes with multidisciplinary degrees (joint, double, multiple). The UNITA project initiatives will strengthen this, developing research on European citizenship to increase awareness of European identity and providing tools to develop competence in the field of language inter-comprehension in order to increase multilingualism.

With regard to international students, the University intends to help them settle in better and offer more Italian language courses.
Teaching, Research and the "Third Mission" are the three main university activities. UniTo has chosen to interpret the three traditional missions multidimensionally by giving value to people and to the places where they carry out their studies and work. The University intends to innovate teaching and research, through constant attention to changing needs and technology, and thus to ensure their continued high quality. UniTo also intends to be open to the public, disseminating new knowledge in the socio-cultural context, collaborating increasingly with institutions, local bodies and businesses to impact on the community socially, economically and culturally.

**PRIORITY RESEARCH: THE ENGINE**

**GOAL 3.1: TO INNOVATE AND ENHANCE RESEARCH**

The University is committed to fostering quality and innovative research, identifying development potential and interaction with the socio-cultural context, supporting all sectors to encourage tangible and intangible scientific results. In the face of a socio-economic context that conceives of research as something be immediately usable and concretely applied, it must be remembered that without basic research, it is not possible to investigate reality well enough and research ends up being reduced to a mere tool. UniTo is convinced that it must support both research sectors with an immediate socio-economic impact, and sectors that make a fundamental contribution in terms of human
and cultural growth and civil coexistence. In order to achieve this goal, the University needs to **attract more funding** from competitive calls for proposals at national and European level and to increase opportunities for interdisciplinary collaboration between colleagues and with all the players who can financially support research. The aim is therefore to **strengthen the research incentive system**, also by supporting local research that is not funded through external calls for proposals, but which represents the backbone of research at the University, and by attracting/supporting participants in highly qualified projects at an international level.

UniTo also intends to act as a research incubator supporting younger people. This is why it pays particular attention to **enhancing the PhD programme**, for which UniTo aims to increase the interdisciplinary nature of the courses, the level of internationalisation and interaction with businesses and non-academic bodies operating in the world of work. In order to enhance the scientific production and public engagement through an innovative tool, UniTo intends to create a **UniTo Research Space** that fosters the products of research and "third mission" activities, and to attract research funds, through a single integrated, up to date dashboard.

**GOAL FRAMEWORK**

<table>
<thead>
<tr>
<th>UN 2030 Agenda</th>
<th>EU Cohesion policy 2021-2027</th>
<th>National Recovery Plan: Next Generation Italy</th>
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</thead>
<tbody>
<tr>
<td><img src="image" alt="UN 2030 Agenda" /></td>
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<td><img src="image" alt="National Recovery Plan: Next Generation Italy" /></td>
</tr>
</tbody>
</table>

**PRIORITY EDUCATION: THE ENERGY**

**GOAL 3.2: TO INNOVATE AND ENHANCE TEACHING**

University education nurtures in young people a critical overview and methodological rigour in solving complex problems. Students are our country’s future, and it is essential that the university keeps up with the contemporary world and the educational needs of a rapidly changing society. The university must remain **committed to quality teaching**, placing the student at the centre of constant innovation in teaching methods, in order to engage students and promote in them a flexible, open mentality. In terms of teaching, the University of Turin is competitive and attractive, with a focus on the **continuous experimentation of innovative teaching formulas** that enhance the relational component of teaching and encourage the development of transversal skills, which are useful for enriching the skills of students and facilitating their entry into the world of work. The University intends to **invest in students** by focusing on the quality of teaching so that **programmes are constantly updated**, in order
to adapt to a constantly evolving social and economic context, and always remembering cultural and gender diversity. Courses must also be delivered in a digital format and include continuing education proposals with a focus on lifelong learning and professional reskilling. This commitment is also demonstrated by the attention paid to supporting each student throughout their university education with an increasingly broad and personalised range of guidance and job placement services, to help young people make autonomous and informed choices and to make graduates more employable locally. The University intends to constantly update teaching by setting up a Teaching and Learning Centre, in order to identify teaching and study solutions that are appropriate to the specific nature of the courses, with the aim of reducing the drop-out rate and improving the teaching. The Teaching and Learning Centre aims to become a national and international point of reference for research into teaching innovation. In addition, UniTo intends to improve and enhance its in-coming, in-itinere and outgoing guidance services and its job placement service both face-to-face and remotely.

GOAL FRAMEWORK

UN 2030 Agenda
EU Cohesion policy 2021-2027
National Recovery Plan: Next Generation Italy

UNIVERSITY OF TURIN

PRIORITY SOCIETY: THE DIRECTION

GOAL 3.3: TO SPREAD INNOVATION

The research carried out at the University is an immense asset for the economic, cultural and social development of the City of Turin and its surrounding area. In the last few years, the University has built close ties with the business world and the city’s institutions, making the creative potential and skills of UniTo researchers available through a variety of initiatives, which are the result of a strategic approach aimed at enhancing the impact of university research on the community and locally. The opening up of highly specialised research infrastructures and laboratories to the outside world is giving rise to growing interest, as are the recently launched training courses on business creation and support in starting up one’s own business. The University’s collaboration with industry and local institutions generates a virtuous circle that helps to stimulate technological innovation in businesses and services, while at the same time enabling the University to recognise trends within industry and the needs of the community,
encouraging it to promote areas of research that can help businesses and institutions choose innovative solutions that respect local sustainable development. Considering the University’s important role in contributing to innovation locally, UniTo intends to enhance the “third mission” Case Studies to participate more actively in public engagement initiatives and to intensify opportunities for technology and knowledge transfer, as well as sharing large instruments through Open Access Labs. The contribution to local economic and social development must also be guaranteed by greater planning of permanent professional updating and opportunities for scientific dissemination through public engagement activities. Fostering public engagement activities also involves the redevelopment of memory spaces and the promotion of the University’s cultural heritage, in synergy with the museum system of Turin and Piedmont.

### GOAL FRAMEWORK

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</tr>
</thead>
<tbody>
<tr>
<td>9. MIGRANTS, REFUGEES AND IMMIGRANTS</td>
<td>1. INTELLIGENT EUROPE</td>
<td>A more competitive and resilient economy (companies and employment)</td>
</tr>
<tr>
<td>14. INNOVATION AND KNOWLEDGE</td>
<td>5. EUROPA CLOSER TO ITS CITIZENS</td>
<td>Transform Public Administration, making it easier for citizens and businesses</td>
</tr>
<tr>
<td>17. INNOVATION INFRASTRUCTURES</td>
<td></td>
<td>Investment in training and research</td>
</tr>
</tbody>
</table>
8. GOALS, ACTIONS AND INDICATORS

This section presents the goals, actions and indicators of UniTo's Strategic Plan for the period 2021-2026.
In each goal and action card there are QR codes that link, if framed with a smartphone, to respective Strategic Plan pages.
**GOAL 1.1**

**SCOPE**

1. PEOPLE

**PRIORITY**

BELONGING: IDENTITY

**GOAL**

1.1 TO STRENGTHEN THE SENSE OF COMMUNITY

To make the entire UniTo community aware that they have the right: to the best conditions for self-expression through study, as well as cultural and professional training; to participate in the promotion of transparency and responsibility and in the cultural, social and civil development of which the University is the driving force.

**ACTIONS**

1.1.1 **Promote the UniTo brand** by enhancing higher education and creating a cohesive community of Alumni that links up with students and is involved in orientation, refresher courses and continuing education.

1.1.2 **Foster teaching staff commitment**, taking into account teaching load, research results, "third mission" activities and involvement in institutional activities, with targeted incentives.

1.1.3 **Enhancing the skills and professionalism of the Technical-Administrative Staff** for the development of the local and the university community, through constant refresher training in new technologies, international mobility and awarding targeted incentives.

1.1.4 **Helping students to settle in better and providing them with targeted services**, in order to boost enrolment internationally and from other regions by improving the quality of the student feedback survey.
GOAL FRAMEWORK

UN 2030 Agenda  |  EU Cohesion policy 2021-2027  |  National Recovery Plan: Next Generation Italy

Related Actions

1. PEOPLE: 1.2.1 - 1.2.2 - 1.2.3 - 1.3.1 - 1.3.2 - 1.3.3
2. PLACES: 2.1.4 - 2.2.3 - 2.3.2 - 2.3.3
3. PROCESSES: 3.1.1 - 3.1.2 - 3.1.3 - 3.2.1 - 3.2.3 - 3.3.2 - 3.3.3

GOAL INDICATORS

% off-site students  |  No. of technical-administrative staff in international mobility or participating in international training activities
% of specialisation/ professional courses offered  |  No. of social network users

VALUES

AVANCEMENT

PERCENTUALE

NUMERO

INDICATORE

LINEE GUIDA

RILEVAZIONE

RAPPORTO

SUPERFICIE

ATTIVITÀ DEL PERSONALE

CLASSIFICHE

VALORIZZAZIONE
**ACTION 1.1.1**

**SCOPE** 1. PEOPLE

**PRIORITY** BELONGING: IDENTITY

**GOAL** 1.1 TO STRENGTHEN THE SENSE OF COMMUNITY

**ACTION**

1.1.1 **Promote the UniTo brand** by enhancing further education and creating a cohesive community of Alumni in contact with students and involved in orientation, updating and continuing education.

**ACTION INDICATORS**

- Progress report of the actions linked to the brand enhancement starting from the organisation and promotion of the Alumni network
- No. of promotion/communication initiatives, also through web and social tools
- No. of micro-credentials aimed at/ offered by Alumni
- No. of postgraduate training and research programmes (specialisation / professional courses, PhD programmes research activities) activated and/or concluded
- No. of innovative PhD programmes/scholarships activated (also in relation to participation in innovative national PhD programmes)

**RELATED GOALS**

- > 2.2 To create new opportunities through digital transformation
- > 3.1 To innovate and enhance research
- > 3.2 To innovate and improve teaching
- > 3.3 To spread innovation
ACTION 1.1.2

SCOPE

1. PEOPLE

PRIORITY

BELONGING: IDENTITY

GOAL

1.1 TO STRENGTHEN THE SENSE OF COMMUNITY

ACTION

1.1.2 Fostering teaching staff commitment, taking into account the teaching load, research results, "third mission" activities and involvement in institutional activities, with targeted incentives.

ACTION INDICATORS

Progress report in the first year

RELATED GOALS

1.3 To foster sustainability
3.1 To innovate and enhance research
ACTION 1.1.3

SCOPE 1. PEOPLE

PRIORITY BELONGING: IDENTITY

GOAL 1.1 TO STRENGTHEN THE SENSE OF COMMUNITY

ACTION

1.1.3 Enhancing the skills and professionalism of the Technical-Administrative Staff for the development of the local and the university community, through constant refresher training in new technologies, international mobility and awarding targeted incentives.

ACTION INDICATORS

- Progress report on the “Professional skills Register”
- Progress report of the “Technical-administrative staff Rewards Project”

RELATED GOALS

- 1.3 To foster sustainability
- 2.2 To create new opportunities through digital transformation
- 2.3 To increase UniTo’s international presence
ACTION 1.1.4

SCOPE 1. PEOPLE

PRIORITY BELONGING: IDENTITY

GOAL 1.1 TO STRENGTHEN THE SENSE OF COMMUNITY

ACTION

1.1.4 Helping students to settle in better and providing them with targeted services, in order to boost enrolment internationally and from other regions by improving the quality of the student feedback survey.

ACTION INDICATORS

- Progress report in the first year
- Implementation of a survey on services offered to students

RELATED GOALS

- 2.2 To create new opportunities through digital transformation
- 2.3 To increase UniTo’s international presence
- 3.2 To innovate and improve teaching
GOAL 1.2

SCOPE 1. PEOPLE

PRIORITY INCLUSION: PLURALITY

GOAL 1.2 TO CONSOLIDATE THE CULTURE OF EQUALITY

To foster equality and inclusion through deep respect for diversity; combatting any form of discrimination based on age, gender, ethnic origin, sexual orientation, religion, political position or disability, through strategies, policies and tools that value diversity.

ACTIONS

1.2.1 Foster equality also through the preparation of the University Gender Balance.

1.2.2 Carry out anti-discrimination training and awareness-raising activities for citizens and the entire UniTo community.

1.2.3 Identify solutions to support individuals in situations of particular hardship and offer them the best study/work conditions.
GOAL FRAMEWORK

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GOAL INDICATORS

- **glass ceiling index** (GCI) = [women teaching staff / total teaching staff] / [women Full professor / total Full professor]
- % of women in senior academic positions
- No. of programmes committed to guaranteeing detained students the right to university study
- No. of enrolled students with disabilities or DSA

RELATED ACTIONS

- **1. PEOPLE:** 1.3.1 - 1.3.2
- **2. PLACES:** 2.3.1 - 2.3.3
- **3. PROCESSES:** 3.2.2
**ACTION 1.2.1**

**SCOPE**

1. PEOPLE

**PRIORITY**

INCLUSION: PLURALITY

**GOAL**

1.2 TO CONSOLIDATE THE CULTURE OF EQUALITY

**ACTION**

1.2.1 Foster equality through the preparation of the University Gender Balance.

**ACTION INDICATORS**

Progress in the first year

**RELATED GOALS**

- 1.1 To strengthen the sense of community
- 1.3 To foster sustainability
ACTION 1.2.2

SCOPE 1. PEOPLE

PRIORITY INCLUSION: PLURALITY

GOAL 1.2 TO CONSOLIDATE THE CULTURE OF EQUALITY

ACTION

1.2.2 Carry out anti-discrimination training and awareness-raising activities for citizens and the entire UniTo community.

ACTION INDICATORS

- No. of training / awareness activities
- No. of people participating, face to face or online
- Progress report on the alias career regulation

RELATED GOALS

- 1.1 To strengthen the sense of community
- 3.3 To spread innovation
ACTION 1.2.3

SCOPE 1. PEOPLE

PRIORITY INCLUSION: PLURALITY

GOAL 1.2 TO CONSOLIDATE THE CULTURE OF EQUALITY

ACTION

1.2.3 Identify solutions to support individuals in situations of particular hardship and offer them the best study/work conditions.

ACTION INDICATORS

- No. empowerment interventions for female students, students with disabilities or learning disorders
- No. of interventions for students with special needs
- No. of teaching staff involved in the University Pole for detained students
- No. of students who are political refugees

RELATED GOALS

- 1.1 To strengthen the sense of community
- 1.3 To foster sustainability
- 2.1 To transform spaces into cultural sites
- 2.2 To create new opportunities through digital transformation
- 3.1 To innovate and enhance research
- 3.2 To innovate and improve teaching
GOAL 1.3

SCOPE 1. PEOPLE

PRIORITY SUSTAINABILITY: BALANCE

GOAL 1.3 TO FOSTER SUSTAINABILITY

To foster a balance between man and the environment, with a view to people’s well-being and the sustainable development of the local community.

ACTIONS

1.3.1 Improve the organization of work and study environment and take appropriate corrective actions also by supporting individuals’ personal needs through the activation of services meant to facilitate the balancing of work time and family management time.

1.3.2 Nurture wellbeing in the UniTo community both by supporting university sports for students and the Wellness@Work project for staff, and by setting up, in the main buildings, centres for primary prevention and first aid, staffed by nurses and doctors.

1.3.3 Consolidate teaching also through co-planning aimed at reducing the number of teaching hours assigned to staff outside the University.

1.3.4 Consolidate and enhance the environmental sustainability strategies of UniTo, including those of mitigation and adaptation to climate change, implemented by the Green Office UniToGO and other Unito’s areas.
GOAL FRAMEWORK

UN 2030 Agenda  EU Cohesion policy 2021-2027  National Recovery Plan: Next Generation Italy

GOAL INDICATORS

- economic-financial sustainability indicator (ISEF, Dlgs. 49 / 2012)
- indebtedness indicator (IDEB, Dlgs. 49 / 2012)
- indicator of staff expenses (ISP, Dlgs. 49 / 2012)
- % of paid international level teaching hours
- GreenMetric ranking
- No. of tonnes of CO2 equivalent absorbed through plants

RELATED ACTIONS

- 1. PEOPLE: 1.1.2 - 1.1.3 - 1.2.1 - 1.2.3
- 2. PLACES: 2.1.1 - 2.1.2 - 2.1.3
- 3. PROCESSES: 3.2.3
**ACTION 1.3.1**

**SCOPE**  
1. PEOPLE

**PRIORITY**  
SUSTAINABILITY: BALANCE

**GOAL**  
1.3 TO FOSTER SUSTAINABILITY

## ACTION

1.3.1 Improve the organization of work and study environment and take appropriate corrective actions also by supporting individuals’ personal needs through the activation of services meant to facilitate the balancing of work time and family management time.

## ACTION INDICATORS

- **n** No. services / initiatives activated
- **%** No. of users / No. of users of the Psychological counseling service
- **%** No. of users / No. of users of the Confidential Advocacy service

## RELATED GOALS

- **1.1** To strengthen the sense of community
- **1.2** To consolidate the culture of equality
- **2.1** To transform spaces into cultural sites
**ACTION 1.3.2**

**SCOPE** 1. PEOPLE

**PRIORITY** SUSTAINABILITY: BALANCE

**GOAL** 1.3 TO FOSTER SUSTAINABILITY

**ACTION**

1.3.2 *Nurture wellbeing in the UniTo community* both by supporting university sports for students and the *Wellness@Work* project for staff, and by setting up, in the main buildings, centres for primary prevention and first aid, staffed by nurses and doctors.

**ACTION INDICATORS**

- No. of UniTo students participating in CUS activities
- No. of technical-administrative staff in the *Wellness@work* project tests
- No. of teaching staff participating in the *Wellness@work* project test
- No. operational medical centres
- Improvement of the University Student Sports Preventive Medicine Centres
- Achievement of new goals listed in the *Healthy Campus* Policies

**RELATED GOALS**

- 1.1 To strengthen the sense of community
- 1.2 To consolidate the culture of equality
**ACTION 1.3.3**

**SCOPE**  
1. PEOPLE

**PRIORITY**  
SUSTAINABILITY: BALANCE

**GOAL**  
1.3 TO FOSTER SUSTAINABILITY

**ACTION**

1.3.3 Consolidate teaching also through co-planning aimed at reducing the number of teaching hours assigned to staff outside the University.

**ACTION INDICATORS**

No. of research contracts including teaching hours

**RELATED GOALS**

- **1.1** To strengthen the sense of community
- **3.2** To innovate and enhance teaching
ACTION 1.3.4

SCOPE 1. PEOPLE

PRIORITY SUSTAINABILITY: BALANCE

GOAL 1.3 TO FOSTER SUSTAINABILITY

ACTION

1.3.4 Consolidate and enhance the environmental sustainability strategies of UniTo, including those of mitigation and adaptation to climate change, implemented by the Green Office UniToGo and other Unito’s areas.

ACTION INDICATORS

- No. of actions to reduce single-use plastics (e.g. water dispensers, reduction in University cafeterias, etc.) selected on the basis of an internal consumption analysis (to be conducted)
- No. of recycling stations
- m² of solar panels (thermal and photovoltaic) installed
- m³ of green areas
- No. of active agreements on sustainable mobility

RELATED GOALS

- 2.1 To transform spaces into cultural sites
- 3.3 To spread innovation
GOAL 2.1

SCOPE 2. PLACES

PRIORITY UNITO AND THE LOCAL ENGAGEMENT: SPACES

GOAL 2.1 TO TRANSFORM SPACES INTO CULTURAL SITES

Promoting the services and the quality of life of the UniTo community. We aim to work on sustainable building projects in partnership with the City of Turin and the regional institutions in the name not only of efficiency and functionality, but also of urban regeneration. We are adapting spaces to meet the needs of learning, work and public use, creating the conditions to deal with emergency situations.

ACTIONS

2.1.1 To define an architectural project with the City and the other stakeholder where users can express their needs, specifications and use of the spaces, through a Project Guideline Document, both for new constructions and for the redevelopment of existing spaces.

2.1.2 Define space management strategies paying heed to passive and active energy requalification, using monitoring systems linked to the effective and optimal use of the space, together with simulation and planning tools.

2.1.3 Activate a multi-year process for the definition of an ISO9001 QMS process for asset exploitation and management with the implementation of ISO55000, ISO21500 and ISO19650, in order to define innovative BIM models for Facility and Property Management services as part of a framework of national relations with other universities, in relation to the strategic policies of asset digitalisation.

2.1.4 Expand Unito’s provincial campuses in order to establish a polycentric university: the new project in the province of Cuneo and the consolidation and innovation of projects in the provinces of Biella and Asti.
### GOAL FRAMEWORK

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<td><img src="image" alt="5. Europa closer to its citizens" /></td>
<td><img src="image" alt="Improved security and efficiency of infrastructures" /> <img src="image" alt="Investment in training and research" /></td>
</tr>
</tbody>
</table>

### RELATED ACTIONS

- **1. PEOPLE:** 1.2.3 - 1.3.1 - 1.3.4
- **2. PLACES:** -
- **3. PROCESSES:** 3.3.3

### GOAL INDICATORS

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
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<tbody>
<tr>
<td><img src="image" alt="No. of local/urban projects" /> carried out in a collaborative mode</td>
<td>No. of local/urban projects carried out in a collaborative mode</td>
</tr>
<tr>
<td><img src="image" alt="No. of social design architectural projects" /> (redevelopment/new building)</td>
<td>No. of social design architectural projects (redevelopment/new building)</td>
</tr>
<tr>
<td><img src="image" alt="% reduction in CO2 equivalent" /></td>
<td>% reduction in CO2 equivalent</td>
</tr>
<tr>
<td><img src="image" alt="% ratio of external/internal funding" /></td>
<td>% ratio of external/internal funding</td>
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<td><img src="image" alt="% use optimisation of UniTo spaces" /></td>
<td>% use optimisation of UniTo spaces</td>
</tr>
<tr>
<td><img src="image" alt="Start of quality certification for estate asset planning and management" /></td>
<td>Start of quality certification for estate asset planning and management</td>
</tr>
<tr>
<td><img src="image" alt="Reduction in energy bills" /></td>
<td>Reduction in energy bills</td>
</tr>
</tbody>
</table>

**AVANZAMENTO PERCENTUALE**

<table>
<thead>
<tr>
<th>Numero Indicatore</th>
<th>Linee Guida</th>
<th>Rilevazione</th>
<th>Rapporto</th>
<th>Superficie Attività del Personale</th>
<th>Classifiche</th>
<th>Valutazione</th>
</tr>
</thead>
<tbody>
<tr>
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</table>
**ACTION 2.1.1**

**SCOPE**

2. PLACES

**PRIORITY**

UNITO AND THE LOCAL ENGAGEMENT: SPACES

**GOAL**

2.1 TO TRANSFORM SPACES INTO CULTURAL SITES

**ACTION**

2.1.1 To define an architectural project with the City and the other stakeholder where users can express their needs, specifications and use of the spaces, through a Project Guideline Document, both for new constructions and for the redevelopment of existing spaces.

**ACTION INDICATORS**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
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<tbody>
<tr>
<td>%</td>
<td>No. of local impact analyses at campus level / No. of UniTo Campuses</td>
</tr>
<tr>
<td></td>
<td>No. of specifications requirements defined by expressed needs / No. of analyses of expressed needs</td>
</tr>
<tr>
<td>n</td>
<td>No. of round tables with political, social and economic representatives to define intervention strategies</td>
</tr>
<tr>
<td></td>
<td>Preparation of guidelines for the drafting of pre-project documents validating the quality expected by the users</td>
</tr>
<tr>
<td>n</td>
<td>No. of analyses of the needs of space users</td>
</tr>
<tr>
<td></td>
<td>No. of project competitions to redevelop and extend the building stock / No. of projects</td>
</tr>
</tbody>
</table>

**RELATED GOALS**

- 1.3 To foster sustainability
- 3.3 To spread innovation
**ACTION 2.1.2**

**SCOPE**

2. PLACES

**PRIORITY**

UNITO AND THE LOCAL ENGAGEMENT: SPACES

**GOAL**

2.1 TO TRANSFORM SPACES INTO CULTURAL SITES

**ACTION**

2.1.2 Define space management strategies paying heed to passive and active energy requalification, using monitoring systems linked to the effective and optimal use of the space, together with simulation and planning tools.

**ACTION INDICATORS**

- No. of energy consumption and building cost analyses / No. of buildings
- No. of applications by UniTo for funding / co-funding for energy refurbishment
- No. of buildings with an environmental footprint / No. of buildings
- No. of building occupancy analyses / No. of buildings
- Preparation of intervention guidelines for existing buildings (thermal cladding, improvement of energy efficiency, integration of renewable energy with photovoltaic/thermal solar energy)
- No. of optimisation and emergency management scenarios through crowd simulation

**RELATED GOALS**

- **1.3** To foster sustainability
- **2.2** To create new opportunities through digital transformation
- **3.3** To spread innovation
ACTION 2.1.3

SCOPE 2. PLACES

PRIORITY UNITO AND THE LOCAL ENGAGEMENT: SPACES

GOAL 2.1 TO TRANSFORM SPACES INTO CULTURAL SITES

ACTION

2.1.3 Activate a multi-year process for the definition of an ISO9001 QMS process for asset exploitation and management with the implementation of ISO55000, ISO21500 and ISO19650, in order to define innovative BIM models for Facility and Property Management services as part of a framework of national relations with other universities, in relation to the strategic policies of asset digitalisation.

ACTION INDICATORS

No. analyses of building planning and management processes and of the transversal relations between administrative areas / No. processes

Preparation of guidelines, procedures and protocols for information modelling

Staff training

Launch of the quality certification process for the valorisation and management of real estate assets

RELATED GOALS

➢ 1.3 To foster sustainability
➢ 2.2 To create new opportunities through digital transformation
➢ 3.3 To spread innovation
ACTION 2.1.4

SCOPE 2. PLACES

PRIORITY UNITO AND THE LOCAL ENGAGEMENT: SPACES

GOAL 2.1 TO TRANSFORM SPACES INTO CULTURAL SITES

ACTION

2.1.4 Expand Unito's provincial campuses in order to establish a polycentric university: the new project in the province of Cuneo and the consolidation and innovation of projects in the provinces of Biella and Asti.

ACTION INDICATORS

Progress report as of:

- No. of positions activated by UniTo for the development of polycentric sites
- No. of research projects at polycentric sites
- Course data at polycentric sites

RELATED GOALS

- 1.1 To strengthen the sense of community
- 3.3 To spread innovation
### GOAL 2.2

**SCOPE**

2. PLACES

**PRIORITY**

UNITO BEYOND PLACES: DIGITAL

**GOAL**

2.2 TO CREATE NEW OPPORTUNITIES THROUGH DIGITAL TRANSFORMATION

To guide digital transformation by identifying original technological solutions in order to achieve milestones in teaching innovation, broadening research horizons and sharing ideas and results within the scientific community, and to improve decision making tools and organization of activities within the Athenaeum.

**ACTIONS**

2.2.1 Adapt the ICT infrastructure to strengthen the University’s IT security, including personal data protection. Design new services and improve existing ones.

2.2.2 Building on the UNITA partnership (WP5), create a prototype of an international virtual campus based on an integrated digital environment for teaching and research, collaboration among students, researchers, teaching and technical-administrative staff, for virtual mobility and for sharing online pathways. Create a digital ecosystem between institutions.

2.2.3 Strengthen the University’s IT system for decision-making, by providing for new developments and integration between systems, in order to support strategic planning and Governing body decisions as well as promote data culture, also with attention to the protection of personal data.
GOAL FRAMEWORKS

UN 2030 Agenda  
EU Cohesion policy 2021-2027  
National Recovery Plan: Next Generation Italy

GOAL INDICATORS

- Progress report towards the digital transformation of the university
- Reliability level of the system

RELATED ACTIONS

- **1. PEOPLE:** 1.1.1 - 1.1.3 - 1.1.4 - 1.2.3
- **2. PLACES:** 2.1.2 - 2.1.3 - 2.3.1 - 2.3.2
- **3. PROCESSES:** 3.1.3 - 3.2.1 - 3.2.2 - 3.2.3 - 3.3.3
### ACTION 2.2.1

**SCOPE**

2. PLACES

**PRIORITY**

UNITO BEYOND PLACES: DIGITAL

**GOAL**

2.2 TO CREATE NEW OPPORTUNITIES THROUGH DIGITAL TRANSFORMATION

#### ACTION

2.2.1 Adapt the ICT infrastructure to strengthen the University’s IT security, including personal data protection. Design new services and improve existing ones.

#### ACTION INDICATORS

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparation of the University cybersecurity plan</td>
<td>✔️</td>
</tr>
<tr>
<td>Definition of a steering committee for University IT security</td>
<td>✔️</td>
</tr>
<tr>
<td>No. of ICT security bulletins available in the University</td>
<td>✔️</td>
</tr>
</tbody>
</table>

#### RELATED GOALS

- 3.1 To innovate and enhance research
- 3.2 To innovate and enhance teaching
- 3.3 To spread innovation
ACTION 2.2.2

SCOPE 2. PLACES

PRIORITY UNITO BEYOND PLACES: DIGITAL

GOAL 2.2 TO CREATE NEW OPPORTUNITIES THROUGH DIGITAL TRANSFORMATION

ACTION

2.2.2 Building on the UNITA partnership (WP5), create a prototype of an international virtual campus based on an integrated digital environment for teaching and research, collaboration among students, researchers, teaching and technical-administrative staff, for virtual mobility and for sharing online pathways. Create a digital ecosystem between institutions.

ACTION INDICATORS

- Work progress for the initial phase. More accurate data will be available thereafter
- No. of carried out activities in the digital
- No. of virtual campus users

RELATED GOALS

- 2.3 To increase UniTo’s international presence
- 3.1 To innovate and enhance research
- 3.2 To innovate and enhance teaching
- 3.3 To spread innovation
ACTION 2.2.3

SCOPE  2. PLACES

PRIORITY  UNITO BEYOND PLACES: DIGITAL

GOAL  2.2 TO CREATE NEW OPPORTUNITIES THROUGH DIGITAL TRANSFORMATION

ACTION

2.2.3 Strengthen the University’s IT system for decision-making, by providing for new developments and integration between systems, in order to support strategic planning and Governing body decisions as well as promote data culture, also with attention to the protection of personal data.

ACTION INDICATORS

- Progress report based on new dashboards
- Progress report made in the Data and Indicators project

RELATED GOALS

- 1.1 To strengthen the sense of community
- 2.2 To create new opportunities through digital transformation
- 3.3 To spread innovation
## GOAL 2.3

**SCOPE**  
2. PLACES

**PRIORITY**  
UNITO IN THE WORLD: INTERNATIONAL

**GOAL**  
2.3 TO INCREASE UNITO’S INTERNATIONAL PRESENCE

Strengthen internationalisation starting from coordinating the UNITA *Universitas Montium* project thus improving: the quality and effectiveness of our teaching and research, our impact on the local ecosystem and our global reputation.

**ACTIONS**

**2.3.1 Create new, more flexible forms of international mobility** through UNITA project, introducing the *Flexibility Window* for students, *blended / virtual classes* for teaching staff and by **encouraging the mobility of technical-administrative staff** (WP6 - *Mobility for all*). These are all policies to be tested in agreement with other international partners.

**2.3.2 To increase / consolidate the number of courses / programmes taught in a foreign language and joint / double / multiple degree programmes** and, through the UNITA project, to promote, European identity, citizenship and values (WP7) and multilingualism (WP3).

**2.3.3 Make international students more welcome** by introducing Italian language teaching and intercomprehension courses.
GOAL FRAMEWORK

UN 2030 Agenda | EU Cohesion policy 2021-2027 | National Recovery Plan: Next Generation Italy

GOAL INDICATORS

- % of University credits obtained by students abroad
- % enrolled in first level degree programmes (L+LMCU) with a foreign qualification
- % enrolled in master’s degree programmes (LM) with a foreign degree
- No. of students in Erasmus outgoing mobility
- No. of international students in Erasmus incoming mobility
- No. of visiting professor
- No. of students involved in blended / virtual mobility

RELATED ACTIONS

1. PEOPLE: 1.1.3 - 1.1.4
2. PLACES: 2.2.2
3. PROCESSES: 3.1.1 - 3.1.2 - 3.1.3 - 3.2.1 - 3.2.3
POLICY 2.3.1

SCOPE 2. PLACES

PRIORITY UNITO IN THE WORLD: INTERNATIONAL

GOAL 2.3 TO INCREASE UNITO’S INTERNATIONAL PRESENCE

ACTION

2.3.1 Create new, more flexible forms of international mobility through UNITA project, introducing the Flexibility Window for students, blended / virtual classes for teaching staff and by encouraging the mobility of technical-administrative staff (WP6 - Mobility for all). These are all policies to be tested in agreement with other international partners.

ACTION INDICATORS

- Progress report on Flexibility window and international mobility
- No. of microcredentials
- No. of blended/virtual classes
- No. of blended/virtual mobility

RELATED GOALS

- 1.2 To consolidate the culture of equality
- 2.2 To create new opportunities through digital transformation
- 3.2 To innovate and enhance teaching
POLICY 2.3.2

SCOPE

2. PLACES

PRIORITY

UNITO IN THE WORLD: INTERNATIONAL

GOAL

2.3 TO INCREASE UNITO’S INTERNATIONAL PRESENCE

ACTION

2.3.2 To increase / consolidate the number of courses / programmes taught in a foreign language and joint / double / multiple degree programmes and, through the UNITA project, to promote, European identity, citizenship and values (WP7) and multilingualism (WP3).

ACTION INDICATORS

- No. of courses taught in a foreign language
- No. of programmes taught in a foreign language
- No. of joint/double/multiple degree programmes
- No. of UNITA European Citizenship classes
- No. of hours of language courses to improve the language skills of students / teaching staff / technical-administrative staff
- No. of lectures / seminars / events held on the theme of European citizenship, also in collaboration with local institutions.

RELATED GOALS

- 1.1 To strengthen the sense of community
- 2.2 To create new opportunities through digital transformation
- 3.1 To innovate and enhance research
- 3.2 To innovate and enhance teaching
ACTION 2.3.3

SCOPE 2. PLACES

PRIORITY UNITO IN THE WORLD: INTERNATIONAL

GOAL 2.3 TO INCREASE UNITO’S INTERNATIONAL PRESENCE

ACTION

2.3.3 Make international students more welcome by introducing Italian language teaching and intercomprehension courses

ACTION INDICATORS

- No. of welcome services activated for international students
- Implementation of a survey on the services offered to students

RELATED GOALS

- 1.1 To strengthen the sense of community
- 1.2 To consolidate the culture of equality
- 3.2 To innovate and enhance teaching
GOAL 3.1

SCOPE  
3. PROCESSES

PRIORITY  
RESEARCH: THE ENGINE

GOAL  
3.1 TO INNOVATE AND ENHANCE RESEARCH

Encourage high-quality and innovative research that takes into account the potential for development and interconnection with the socio-cultural context, supporting all sectors with specific policies to stimulate the production of tangible and intangible scientific results.

ACTIONS

3.1.1 Strengthen the research incentive system, by supporting local research not financed by external calls for proposals and by attracting/supporting participants to/on highly qualified international projects.

3.1.2 Strengthen the PhD programme, and making it more international.

3.1.3 Create a UniTo Research Framework, a single, integrated, complete and updated dashboard to enhance scientific production and public engagement and attract more research funds.
GOAL FRAMEWORK

Agenda ONU 2030
EU Cohesion policy 2021-2027
National Recovery Plan: Next Generation Italy

GOAL INDICATORS

- No. of funded European and international projects
- No. of European and international projects on the reserve list
- No. of ERCs won / attracted
- Enrolled in the first year of PhD programmes with scholarship / Total number of teaching staff
- No. of PhDs
- No. of innovative PhD programmes (international, intersectoral, interdisciplinary)
- No. of teaching staff with a general H index equal to or higher than 50

RELATED ACTIONS

1. PEOPLE: 1.1.1 - 1.1.2 - 1.2.3
2. PLACES: 2.2.1 - 2.2.2 - 2.3.2
3. PROCESSES: 3.2.1 - 3.2.2 - 3.3.1 - 3.3.2 - 3.3.3

A more competitive and resilient economy (companies and employment)
Transform Public Administration making it easier for citizens and businesses
Investment in training and research

MORE COMPETITIVE AND RESILIENT ECONOMY
TRANSFORM PUBLIC ADMINISTRATION
INVESTMENT IN TRAINING AND RESEARCH

MORE INNOVATIVE, GREEN, DIGITAL AND LOW-CARBON ECONOMY
-MORE COMPETITIVE AND RESILIENT ECONOMY
-REGENERATIVE INFRASTRUCTURE AND HIGHER-EDUCATION AND RESEARCH
-ATTACKING POVERTY, INEQUALITY, EXCLUSION, AND DISCRIMINATION

A more equal, inclusive, and cohesive society

INCREASE IN THE QUALITY OF LIFE
-MORE INNOVATIVE, GREEN, DIGITAL AND LOW-CARBON ECONOMY
-ATTACKING POVERTY, INEQUALITY, EXCLUSION, AND DISCRIMINATION

A more sustainable, resilient, and interconnected system

INCREASE IN THE QUALITY OF LIFE
-INCREASE IN ECONOMIC AND SOCIAL INCLUSION
-ATTACKING POVERTY, INEQUALITY, EXCLUSION, AND DISCRIMINATION

A more connected, safe, and secure Europe

INCREASE IN THE QUALITY OF LIFE
-INCREASE IN ECONOMIC AND SOCIAL INCLUSION
-ATTACKING POVERTY, INEQUALITY, EXCLUSION, AND DISCRIMINATION

INCREASE IN THE QUALITY OF LIFE
-INCREASE IN ECONOMIC AND SOCIAL INCLUSION
-ATTACKING POVERTY, INEQUALITY, EXCLUSION, AND DISCRIMINATION
**ACTION 3.1.1**

**SCOPE**

3. PROCESSES

**PRIORITY**

RESEARCH: THE ENGINE

**GOAL**

3.1 TO INNOVATE AND ENHANCE RESEARCH

**ACTION**

3.1.1 Strengthen the research incentive system, by supporting local research not financed by external calls for proposals and by attracting/supporting participants to/on highly qualified international projects.

**ACTION INDICATORS**

- Progress report on specific project targeted resource allocation
- No. of ERC consolidator / advanced projects submitted
- No. of highly qualified EU or other international body projects submitted by Associate / Full professor

**RELATED GOALS**

1.1 To strengthen the sense of community
2.3 To increase UniTo’s international presence
**ACTION 3.1.2**

**SCOPE**

3. PROCESSES

**PRIORITY**

RESEARCH: THE ENGINE

**GOAL**

3.1 TO INNOVATE AND ENHANCE RESEARCH

**ACTION**

3.1.2 Strengthen the PhD programme, and making it more international.

**ACTION INDICATORS**

- No. of international teaching staff in the PhD School Board
- No. of PhD dissertations under international co-supervision
- No. of PhD scholarships
- No. of international PhD students

**RELATED GOALS**

- 1.1 To strengthen the sense of community
- 2.3 To increase UniTo’s international presence
ACTION 3.1.3

SCOPE  
3. PROCESSES

PRIORITY  
RESEARCH: THE ENGINE

GOAL  
3.1 TO INNOVATE AND ENHANCE RESEARCH

ACTION

3.1.3 Create a UniTo Research Framework, a single, integrated, complete and updated dashboard to enhance scientific production and public engagement and attract more research funds.

ACTION INDICATORS

- Progress report on UniTo Research Framework
- Implementation of a central dashboard for monitoring and management of the strategic indicators for research and "third mission" activities

RELATED GOALS

- 1.1 To strengthen the sense of community
- 2.2 To create new opportunities through digital transformation
- 2.3 To increase UniTo's international presence
- 3.3 To spread innovation
## GOAL 3.2

<table>
<thead>
<tr>
<th>SCOPE</th>
<th>3. PROCESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRIORITY</td>
<td>EDUCATION: THE ENERGY</td>
</tr>
<tr>
<td>GOAL</td>
<td>3.2 TO INNOVATE AND ENHANCE TEACHING</td>
</tr>
</tbody>
</table>

Encourage different forms of quality teaching through constant updating, innovation and research, fostering the relational component of teaching and its role in Lifelong Learning. Help each student make autonomous and conscious choices, when entering university, during the various cycles and with a view to entering the world of work.

### ACTIONS

**3.2.1** Taking the UNITA partnership (WP2) as a starting point, to **create a Teaching and Learning Centre** to serve as a hub for the coordination and promotion of present and future teaching projects and activities. The centre will aim to become a national and international point of reference for research into teaching innovation.

**3.2.2** Intervene on courses offered to adapt them to a constantly evolving context, heedful of the gender perspective and activating digital courses, to intensify the teaching and research synergy, with particular attention to Lifelong Learning and professional reskilling.

**3.2.3** For all students be they incoming, in itinere or outgoing, **improve face to face and remote guidance at all levels**, including the PhD programme and internationally as well as for job placement.
GOAL FRAMEWORK

UN 2030 Agenda

EU Cohesion policy 2021-2027

National Recovery Plan: Next Generation Italy

GOAL INDICATORS

- No. of teaching staff trained in the Teaching & Learning Centre
- % of students enrolling in the second year of the same First level degree programmes (L, LMCU) having acquired at least 40 CFU in relation to the cohort enrolled in the previous year.
- % of tenured teaching staff indicated as reference teaching staff belonging to key scientific disciplinary sectors (SSD) in the programmes (L, LMCU, LM) that have been activated.
- Students-to-teaching staff ratio
- % undergraduates overall satisfied with the study course
- % of graduates (L; LM; LMCU) within the normal duration of the programmes

RELATED ACTIONS

- 1. PEOPLE: 1.1.1 - 1.1.4 - 1.2.3 - 1.3.3
- 2. PLACES: 2.2.1 - 2.2.2 - 2.3.1 - 2.3.2 - 2.3.3
- 3. PROCESSES: 3.3.1 - 3.3.2
ACTION 3.2.1

SCOPE  
3. PROCESSES

PRIORITY  
EDUCATION: THE ENERGY

GOAL  
3.2 TO INNOVATE AND ENHANCE TEACHING

ACTION

3.2.1 Taking the UNITA partnership (WP2) as a starting point, to create a Teaching and Learning Centre to serve as a hub for the coordination and promotion of present and future teaching projects and activities. The centre will aim to become a national and international point of reference for research into teaching innovation.

ACTION INDICATORS

- Progress report on the Teaching & Learning Centre
- No. of teaching innovation research projects submitted for funding
- No. of research products on teaching innovation

RELATED GOALS

- 1.1 To strengthen the sense of community
- 2.2 To create new opportunities through digital transformation
- 2.3 To increase UniTo’s international presence
- 3.1 To innovate and enhance research
- 3.3 To spread innovation
ACTION 3.2.2

SCOPE  3. PROCESSES

PRIORITY  EDUCATION: THE ENERGY

GOAL  3.2 TO INNOVATE AND ENHANCE TEACHING

ACTION

3.2.2 Intervene on programmes offered to adapt them to a constantly evolving context, heedful of the gender perspective and activating digital courses, to intensify the teaching and research synergy, with particular attention to Lifelong Learning and professional reskilling.

ACTION INDICATORS

- Progress report of the revision of programmes available
- No. of courses and micro-credentials offered under e-learning

RELATED GOALS

- 1.1 To strengthen the sense of community
- 1.2 To consolidate the culture of equality
- 2.2 To create new opportunities through digital transformation
- 3.1 To innovate and enhance research
- 3.3 To spread innovation
**ACTION 3.2.3**

**SCOPE**

3. PROCESSES

**PRIORITY**

EDUCATION: THE ENERGY

**GOAL**

3.2 TO INNOVATE AND ENHANCE TEACHING

**ACTION**

3.2.3 For all students be they incoming, in itinere or outgoing, improve face to face and remote guidance at all levels, including the PhD programme and internationally as well as for job placement.

**ACTION INDICATORS**

- No. of incoming orientation activities with explanation (also online)
- No. of ongoing orientation activities including activity details (remediation of shortcomings / OFA - Additional Learning Requirements, realignment, honour programmes, peer-to-peer tutors, etc.)
- No. of students involved in peer education courses
- No. of outgoing orientation and placement activities, specifying the activities

**RELATED GOALS**

- 1.1 To strengthen the sense of community
- 1.3 To foster sustainability
- 2.2 To create new opportunities through digital transformation
- 2.3 To increase UniTo’s international presence
### GOAL 3.3

**SCOPE**

3. PROCESSES

**PRIORITY**

SOCIETY: THE DIRECTION

**GOAL**

3.3 TO SPREAD INNOVATION

Disseminate activities within the socio-cultural context that express the University's strategy and guidelines on innovation, reinforcing joint ventures with institutions, local bodies and businesses to increase UniTo's social, economic and cultural impact on the community.

**ACTIONS**

3.3.1 **Promote Case Studies** to foster technology and knowledge transfer (patents, spin-offs, third parties, etc.), by sharing large open-access facilities, and public engagement.

3.3.2 **Promote lifelong learning and public engagement** through products and activities.

3.3.3 **Relaunch UniTo's cultural heritage**, (Libraries, Archives and Museums) by redeveloping and rationalising the buildings and promoting the activities carried out within them, also with a view to linking up with the Turin and Piedmontese museum system. [Case Study D - VQR 2015-2019 call].
GOAL FRAMEWORK

**UN 2030 Agenda**

**EU Cohesion policy 2021-2027**

**National Recovery Plan: Next Generation Italy**

**RELATED ACTIONS**

- **1. PEOPLE**: 1.1.1 - 1.2.2 - 1.3.4
- **2. PLACES**: 2.1.1 - 2.1.2 - 2.1.3 - 2.1.4 - 2.2.1 - 2.2.2 - 2.2.3
- **3. PROCESSES**: 3.1.3 - 3.2.1 - 3.2.2

**GOAL INDICATORS**

- Proportion of income from commissioned research, technology transfer on total income
- No. of patents granted (to the University)
- No. of museum visitors
- No. of start-ups and spin-offs launched after POC
- No. of (internal and external) participants in public engagement initiatives

- A more competitive and resilient economy (companies and employment)
- Transform Public Administration making it easier for citizens and businesses
- Investment in training and research

**AVANZAMENTO**

**PERCENTUALE**

**NUMERO**

**INDICATORE**

**LINEE GUIDA**

**RILEVAZIONE**

**RAPPORTO**

**SUPERFICIE**

**ATTIVITà DEL PERSONALE**

**CLASSIFICHE**

**VALORIZZAZIONE**

**AVANZAMENTO**

**PERCENTUALE**

**NUMERO**

**INDICATORE**

**LINEE GUIDA**

**RILEVAZIONE**

**SUPERFICIE**

**ATTIVITà DEL PERSONALE**

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**LINEE GUIDA**

**RILEVAZIONE**

**SUPERFICIE**

**ATTIVITà DEL PERSONALE**

**CLASSIFICHE**

**VALORIZZAZIONE**
**ACTION 3.3.1**

**SCOPE**

**3. PROCESSES**

**PRIORITY**

**SOCIETY: THE DIRECTION**

**GOAL**

**3.3 TO SPREAD INNOVATION**

**ACTION**

**3.3.1 Promote Case Studies** to foster technology and knowledge transfer (patents, spin-offs, third parties, etc.), by sharing large open-access facilities, and public engagement.

**ACTION INDICATORS**

- No. and types of *Case Studies*
- No. of "third mission" activities
- No. of internal and external participants to "third mission" activities
- No. of funded POCs (2020 data only)
- No. of POCs that can be funded (2020 data only)
- No. of funded POVs
- No. of POVs that can be funded

**RELATED GOALS**

- **3.1** To innovate and enhance research
- **3.2** To innovate and enhance teaching
ACTION 3.3.2

SCOPE 3. PROCESSES

PRIORITY SOCIETY: THE DIRECTION

GOAL 3.3 TO SPREAD INNOVATION

ACTION

3.3.2 Promote lifelong learning and public engagement through products and activities.

ACTION INDICATORS

- No. of professional update activities on the theme of scientific dissemination
- No. of professional update products on the theme of scientific dissemination

RELATED GOALS

- 1.1 To strengthen the sense of community
- 3.1 To innovate and enhance research
- 3.2 To innovate and enhance teaching
**ACTION 3.3.3**

**SCOPE**

3. PROCESSES

**PRIORITY**

SOCIETY: THE DIRECTION

**GOAL**

3.3 TO SPREAD INNOVATION

**ACTION**

3.3.3 Relaunch UniTo’s cultural heritage, (Libraries, Archives and Museums) by redeveloping and rationalising the buildings and promoting the activities carried out within them, also with a view to linking up with the Turin and Piedmontese museum system. [Case Study D - VQR 2015-2019 call].

**ACTION INDICATORS**

- No. of upgrading interventions
- No. of “third mission” activities linked to the UniTo cultural heritage sites
- No. of museums activities with an impact on the local area

**RELATED GOALS**

1.1 To strengthen the sense of community
2.1 To transform spaces into cultural sites
2.2 To create new opportunities through digital transformation
3.1 To innovate and enhance research