



UNIVERSITY
OF CAMERINO

STRATEGIC PLAN 2018-2023



Approved by University Senate and Board of Directors
in the respective sessions of 27 March 2018



DOCUMENT STRUCTURE

- A. BACKGROUND
- B. MISSION
- C. VISION
- D. SWOT ANALYSIS
- E. STRATEGIC AREAS AND MACRO-OBJECTIVES
- F. ATTACHMENTS AND RELATED DOCUMENTS

PATH FOR THE DEFINITION OF THE STRATEGIC PLAN

1. Identification of the University's mission and vision focused on improving the efficiency of institutional activities concerning teaching, research, and third mission, also in consideration of the main national and international programmatic documents.
2. Analysis of the strengths and weaknesses of the University, and identification of opportunities and risks, with respect to the internal and external context.
3. Definition of first-level strategic OBJECTIVES, in line with the evidence that emerged from the analysis referred to in the previous point.
4. Approval of the Strategic Plan by the Academic Bodies.
5. Definition of second-level strategic OBJECTIVES, accompanied by concrete and measurable TARGETS, through synthetic INDICATORS.
6. Sharing of the Strategic Plan with the University community.
7. Final approval of the Strategic Plan by the Academic Bodies.

A. BACKGROUND

The character of UNICAM

University of Camerino (UNICAM), founded in 1336, currently counts 286 professors/researchers, 268 technical-administrative staff units, about 7000 students enrolled in 25 bachelor's degree, master's degree, and single-cycle degree programmes, more than 200 students enrolled in 5 PhD programmes, about 800 students enrolled in other post-graduate programmes: university masters (programmes outside the Bachelor and Master Degree structure), specialisations, advanced postgraduate programmes,

The historic headquarters of the University is located in the town of Camerino, but UNICAM is also campuses, equipped with scientific and educational facilities, in the towns of Matelica, Ascoli Piceno, and San Benedetto del Tronto.

The academic structure is based on five University Schools: Architecture and Design (located

in Ascoli Piceno), Biosciences and Veterinary Medicine (main headquarters in Camerino and related facilities also in Matelica and San Benedetto del Tronto), Law (Camerino), Pharmaceutical and Health Products Sciences (Camerino), Science and Technology (main headquarters in Camerino, with activities also carried out in the related facilities in Ascoli Piceno).

In a nutshell, the 2017 Budget stands at: 44 million euros in contributions from the Italian Ministry of Education, University and Research (Ordinary Financing Fund (FFO) + other contributions), and 14 million euros in University revenues, for a total of about 58 million euros. The data does not include the income deriving from university fees, which were suspended following the seismic events of 26 and 30 October 2016.

The University is characterised by a wide and diversified educational offer, with numerous study pathways resulting from the ability to give rise to interdisciplinary connections, starting from the three fundamental dimensions of knowledge that the University offers (humanities, science/technology, and design), and from research and technology transfer activities that provide society, the labour market, and the production system with increasingly advanced tools for controlling complexity factors. The quality of scientific research and educational activities is constantly pursued, in order to confirm and strengthen the role of UNICAM in the European Research Area (ERA) and the European Higher Education Area (EHEA), so as to contribute to the economic and social development of the country and of the territory of reference.

Scientific Research

In the previous multiannual planning documents, UNICAM has identified the following characterising lines of research, based on objective strengths developed by internal research groups, and verified over the years through the indicators commonly used by the international scientific community for the evaluation of research:

- A. Complex systems, models, methods and applications
- B. Quantum phenomena and applications
- C. Eco-sustainable energy, materials, and processes
- D. Biomolecules and genes, structures and activities
- E. Food resources
- F. Environment and landscape
- G. Synthesis, development and management of pharmaceuticals and health products
- H. Animal health and welfare
- I. Food quality and safety
- J. Person, market, and institutions
- K. Citizenship, rights and legality
- L. Quality of projects, urban settlements, and objects
- M. Conservation and restoration of architectural, artistic and cultural heritage

University Schools are the departments in which research activities take place. The International School of Advanced Studies coordinates the training activities of PhD students, who are actively involved in all research areas, acquiring the necessary skills to carry out



highly qualified activities.

In accordance the principles of the European Charter for Researchers, and the subsequent recommendations of the European Commission, UNICAM has adopted a “Human Resources Strategy for Researchers”, which has obtained the European “HR-Excellence in Research” accreditation. The definition of the strategy is considered by the European Commission to be a crucial step in attracting the best talents, European and non-European, to the research profession, and in raising public awareness about the key role of research for the social, cultural and economic development of Europe.

Departments and Staff engaged in research (situation as of 31 December 2017)

UNIVERSITY SCHOOLS	Teachers / Researcher	Research Fellows	PhD Students
Architecture e Design	34	7	18
Biosciences and Veterinary Medicine	71	15	40
Law	33		26
Pharmaceutical and Health Products Sciences	52	5	48
Science and Technology	87	12	83
Tot.	277	39	215

Educational activities and student services

The first- and second-cycle educational offer at UNICAM is currently based on 25 study programmes, of which: 13 bachelor’s degree programmes (two of which are taught in English), 8 master’s degree programmes (6 of which are taught in English), and 4 single-cycle master’s degree programmes.

The third cycle includes 5 PhD programmes, 5 schools of specialisation schools, a wide range of 1st and 2nd level university master programmes (outside the Bachelor and Master Degree structure), advanced and continuing education, or professional updating, programmes.

In the last fourteen years, the CENSIS (Italian Centre for Social Investment Studies) ranking lists have placed UNICAM in first place in the ranking of universities with less than 10,000 students, rewarding the quality of the processes that accompany educational activities and student services, with particular attention to internationalisation activities.

This result illustrates the fruits of ongoing research conducted by the University, and of a methodological comparison at an international and national level (also testified by the numerous agreements and dual/joint degrees with prestigious foreign universities), launched by deliberation in the year 2000, and which has led to important milestones, such as the ISO9001 certification for the quality assurance system for all the study programmes, the EAEVE (European Association of Establishments for Veterinary Education) accreditation for Veterinary Medicine, the GRIN (National Informatics Group) accreditation for Informatics, the EuroMaster for Chemistry. In March 2015, following a visit to the University for the “Periodic Accreditation of Campuses and Degree Programs”, ANVUR (Italian National Agency for the Evaluation of the University and Research Systems) produced a very favourable report, characterised by an overall “fully satisfactory” opinion, with extensive acknowledgements for setting up and managing the “quality assurance system”.



Role and Perspectives

UNICAM is facing the challenge of covering a satisfactory role at national and international level: in order to seize this opportunity, it is necessary that not only the European and national policies be taken into account, but also its own missions and characteristics, which are the result of strategies of development that the University has pursued over the years, and which must be preserved and strengthened.

The constant improvement of the quality of research and education is the main strategic perspective pursued by the University. Of great use for this perspective is the consolidation of a high level of student services, and the further development of international openness, aspects to which the University has long given high priority, and in which considerable results have certainly been achieved: Today, the University counts over 9% of foreign students enrolled in study programmes. At the same time, UNICAM is committed to strengthening its role in international cooperation activities, such as those already developed in Cameroon, with the establishment of a Faculty of Pharmacy, and in China with the activation of a complete study programme in Biosciences and Biotechnologies at the Ji Lin University.

However, the development and progress of the University's performance have often been held back by the limits imposed by current legislation in terms of both, "performance-based funding points", and the budget. The consistency of the resources deriving from ministerial funding, with particular reference to the Ordinary Financing Fund (FFO), has undergone a constant decrease in recent years, and the entire programming of the University's activities has been based on the criteria of prudence and balance, aimed at offsetting the inevitable contraction of compressible costs, with the need to guarantee an adequate level of performance of institutional activities, and provision of services to students.

Furthermore, the international economic crisis context certainly did not help the development of activities, and the University found itself operating while faced with a general impoverishment of the country, and therefore of families (in Italy, 7.2 million people are considered as living in poverty, without the possibility of affording any additional expenses, with youth unemployment rate reaching 40 percent). For this reason, the right to education, and consequently, the role of a social elevator that should be played by universities, have been, and still remain, nothing more than absurd notions.

Seismic events in the year 2016

Seismic events of 24 August, and of 26 and 30 October 2016, dramatically affected the Macerata and Piceno hinterland and, albeit in a less devastating way, also the more populated areas extending towards the Adriatic sea. These are territories and towns in which UNICAM operates and has its facilities. The towns of Camerino and Matelica suffered significant damage, but also Ascoli Piceno, where the School of Architecture and Design is based, was significantly affected. Camerino, an ancient university town, with UNICAM representing the main driving force and fundamental economic impulse, has suffered catastrophic damage in the historic centre, which has been declared a "red zone", and made entirely inaccessible.



More specifically, the University was put to a severe test: the buildings that housed the administrative services, the Rector's Office, the General Management, the School of Law and the Degree Programme in Computer Science, the Higher Education Centre, the headquarters of the School of Specialisation in Civil Law, the facilities that housed the spin-off and the central library of the School of Law, as well as several scientific laboratories and teaching rooms, have all been severely damaged. A loss of about 1800 beds in private apartments has been estimated, no longer being accessible, and over 300 workstations on the historic premises of UNICAM.

Immediate reaction of UNICAM

The earthquake was a blow that could have brought the University and the entire community of Camerino, where the number of students exceeds that of the inhabitants, to its knees, if there had not been an immediate reaction: three hours after the earthquake of 26 October, the University was already at work for the first inspections and, for the purpose of communicating the efforts and activities of post-earthquake reconstruction, it launched the #ilfuturononcrolla (the future will not collapse) hashtag, to which an entire territory referred, as a symbol of hope, of rebirth, and recovery.

A week after the earthquake, graduation sessions and state exams were held regularly.

After three weeks, lessons resumed, face-to-face and online (live streaming), using technology that broke down the barriers of physical distance, and allowed those who had lost their accommodation to attend lessons regularly. Wherever suitable, spaces have been searched for and found to relocate offices and classrooms, a bus service has been activated to connect Camerino to the main hubs of the Marche Region on a daily basis, allowing students from the region not to interrupt their attendance. An attempt was made to make up for the lack of housing with temporary accommodation for students left homeless and, at the same time, the autonomous provinces of Trento and Bolzano donated a 456-bed student residence to UNICAM. At the same time, a program agreement was signed with Ministry of Education, University, and Research (MIUR), for the exemption from payment of university fees, in order to ensure financial sustainability, by freezing the FFO, and to partially support the reconstruction.

B. MISSION

The distinctive mission that UNICAM has consistently pursued, for some time, is that of spreading the culture of education to a very diverse audience, in terms of interests and social status, through the high quality of its study programmes and research activities. To achieve this mission, on the one hand, UNICAM is particularly attentive and committed to guaranteeing equal opportunities for access to studies, and in recruitment mechanisms, regardless of gender, religion, ethnicity, and political opinions, and it also commits its own resources to allow all deserving students, even if without means, to access university education. On the other hand, it has acquired and refined over time, the ability to give rise to interdisciplinary connections, starting from the three fundamental cultural dimensions it incorporates, such as science/technology, humanities, and design, making them available to civil society, to the



labour market, and to production systems.

For this purpose, the University promotes collaborations in the fields of research, teaching and culture, and maintains relationships with public and private, Italian, European, and international entities. UNICAM, thanks to its polycentric configuration, acts as a connecting element in a widespread territorial production context.

The sense of belonging of its members, the tenacity and determination with which it pursues its objectives, ensure that the territories, in which it persists, recognise it as a reference point for their own development, itself being part of it.

C. VISION

Taking into account the current context, and aiming at its distinctive mission, the future development of the University appears increasingly linked to the ability to play a key role in contributing to the social, economic, technological, and cultural innovation of the territories on which it operates, responding to the contribution that is requested from the country and the international community. This role was recognised by the highest offices of the State and of institutions, also in consideration of what it represented, and how it operated in the post-earthquake period.

Research

In consistency with this vision, the University intends to aim, with increasing determination, at the quality of basic and applied research, open to internationality, as a fundamental requirement to guarantee students a high-level higher education.

UNICAM wants to support and develop the programmes of its research groups, which operate in the Schools activated by the University, refining their ability to fit into the European, national, and regional reference frameworks, developing quality research, with respect to the international comparative context, in terms of originality, methodological rigor, and impact on the scientific community.

To pursue these intentions, the University constantly monitors the level of its scientific production, with particular reference to newly hired, or newly promoted professors and researchers, promotes research quality incentive policies, and is committed to expanding and improving the services and infrastructures intended to support research.

To support Research, with a view to increasing quality and internationality, UNICAM considers it a priority to resort to funding resources other than those provided by the FFO. Therefore, participation, and the success rate, in competitive tenders, at all levels, becomes essential: from European and international programs in general, also with a view to strengthening strategic links with foreign institutions, to national, regional, and local ones. The University intends to focus on strengthening initiatives and support tools for teachers and researchers who decide to participate in selection procedures, aimed at encouraging collaboration



between the various departments and institutions, and therefore the interdisciplinary and multidisciplinary nature of research, as well as at improving the efficiency and effectiveness of the initiatives taken by the researchers of our University, also through the development of a specific technical/administrative support system. UNICAM also intends to develop important partnerships with CNR (Italian National Research Council), INFN (Italian National Institute of Nuclear Physics), ENEA (Italian National Agency for New Technologies, Energy, and Sustainable Economic Development), INGV (Italian National Institute of Geophysics and Volcanology), ISPRA (Italian National Institute for Environmental Protection and Research), and MIBACT (Italian Ministry of Cultural Heritage and Activities and Tourism), for the creation of a true international research space, in order to expand its collaborations, also through PhD programmes.

Education

The quality of education, understood, among other things, as the dissemination of knowledge and skills deriving from the most advanced acquisitions on the research front, represents one of the main areas of implementation of the primary missions of the University.

With this in view, the University believes that interventions to expand and improve the existing educational offer and the acquisition of key skills in study pathways, should be further developed, also through activities aimed at strengthening the post-graduate education system, and, in particular, the PhD programmes. Aiming at quality and internationality, UNICAM wants to consolidate the qualification level of teaching activities, and of the knowledge transmitted, on the basis of a solid multidisciplinary research approach, through actions concerning the expansion and updating of the educational offer, of teaching methodologies, and of opportunities and services for teachers and students.

The education strategy will also have to pursue various objectives: revision and expansion of the educational offer in line with what emerges from the needs of the national and international labour market, also in relation to specific tendencies or needs of the territory; improvement of the attractiveness of study programmes at national and international level, including through the introduction of innovative teaching technologies and methodologies; reduction of student dropout; enhancement of interdisciplinarity; teaching updating and training; expansion and improvement of educational infrastructures.

The pursuit of these objectives cannot ignore the strengthening of the support tools for the students' study pathways, such as orientation, tutoring, international mobility, and innovative teaching methodologies. In particular, it is intended to strengthen and innovate job placement activities, through a closer connection with stakeholders, in order to identify concrete support paths for integration into the labour market.

Third mission and technology transfer

The University makes its capital of skills and research results available to companies and to the local territory, with the aim of developing collaborations, promoting technology transfer and business creation, starting from innovative research results, as well as strengthening professional training.

In this context, it will be increasingly necessary to enhance the methods of dissemination of knowledge by promoting public engagement, through greater awareness, on the part of



researchers, of the need to become key players in communicating research results to the community.

It will also be necessary to further strengthen the ethical component envisaged by social and environmental responsibility and sustainability, with particular regard to integrity in the pursuit of institutional missions, accessibility and transparency of information, and the adoption of policies aimed at preventing corruption.

Consistently, particular attention must be paid to social and intercultural integration based on the development of projects for international mobility, both incoming and outgoing, aimed at students and teacher/researchers, in order to foster contacts between cultures from all over the world.

In terms of social responsibility, UNICAM must continue to be committed to the removal of obstacles to the right to education, through its own interventions, or in synergy with the regional authorities. With particular attention to the policy of defining student fees, aimed at ensuring accessibility to study for the weakest social groups.

D. SWOT ANALYSIS (Strengths, Weaknesses, Opportunities, and Threats)

The distinctive mission of UNICAM, and the related vision, in order to be realised, require a careful prior reflection on the strengths and weaknesses, as well as on the opportunities and threats that may be spotted.

The UNICAM results and trends referring to the main quantities and indicators used by ANVUR, MIUR, and the main national and international assessment bodies, have made it possible to focus on UNICAM's positioning within the national and international university context. Internal processes of review and of teaching and research quality assurance, also made it possible to identify the strengths and weaknesses within the University. All this was supported by the capital of information gained over the years in the various reporting documents produced by the University, with particular reference to the reports and reviews of the University Evaluation Unit, the Performance Reports, the "review documents" of the University and of the Schools.

Strengths

- **Balanced economic management** that in recent years has allowed, and still allows the University to fully comply with all the financial sustainability indicators required by applicable laws.
- **Streamlined decision-making procedures** guaranteed by the small size of the university.
- **Achievement of excellent results**, by some research groups in their disciplinary fields, and subsequent insertion in national and international scientific contexts of great prestige.
- **Researchers' recruitment and management policies, according to international standards of transparency and efficiency.** The adoption of a European strategy (The



“HR Strategy for Researchers”) supports the implementation of the principles of the European Chart for Researchers; the Code of Conduct for the Recruitment of Researchers (C&C) provides a tool to improve the quality of the context in which teacher/researchers carry out their activities, while the policy for the Open, Transparent and Merit-Based Recruitment of Researchers (OTM-R) allows an increase in the quality and capacity of UNICAM in the processes for the recruitment of new researchers.

- **Good ability to self-finance research**, through participation in competitive international, national and local tenders.
- **High participation rate of teachers/researchers in technology transfer activities**, demonstrated by the high number of activated spin-offs and start-ups.
- **Broad and sustainable educational offer, close to the needs of the community and the labour market**, demonstrated by the positive trend of enrolments that has characterised the last academic years.
- **Efficiency of educational processes**, also supported by a constant supervision of internal quality assurance, and by a growing ability to provide context and support services of great quality and effectiveness to students, as attested by the acknowledgments received by ANVUR regarding the system of quality assurance, and by CENSIS as regards student services.
- **Territorial relocation of important teaching and research facilities to other towns** (“related” campuses), which allows the University to develop its policies in a wider and more attractive pool of resources and opportunities.
- **Programs for the internationalisation of teaching**, and activation of a series of study programmes entirely offered in English language, which led to a very high percentage of students with foreign citizenship compared to the national figures.
- **Attractive PhD programmes for national and international students**. Thanks to the coordination of the School of Advanced Studies, and to the qualitative remodelling of the composition of the teaching colleges, PhD programmes have obtained the ANVUR/MIUR accreditations; the various curricula also maintain a good ability to attract funding for scholarships.
- **Presence of an educational pathway of excellence, coordinated by the “Carlo Urbani” High School**, combined with the normal three-year degree and master’s degree programmes, with the aim of allowing deserving students to carry out advanced and cutting-edge studies, thanks to specific educational activities and orientation.
- **Technical/administrative services** guaranteed by the staff with a remarkable openness to change and flexibility in the exercise of their functions.

Weaknesses

- **Reduced size of the University**, compared to the average of Italian universities, which may make it difficult or compromise the ability to access important sources of funding,



based on the ability to create critical mass, and ensure adequate co-financing for the projects.

- **Some organisational settings and divisions provided for in the current Statute are redundant** with respect to the needs of a prompt adaptation to the continuous evolution and transformation of the national and international university landscape.
- **Support and incentive policies for teachers/researchers ineffective** in stimulating better productivity, both from a quantitative and qualitative point of view.
- **Presence of University facilities located in other territorial contexts**, which makes it difficult to guarantee homogeneous levels of contextual services.
- **Poor capacity in terms of housing facilities, both on the Camerino campus, following the 2016 earthquake, and in the related campuses, due to the lack of support from the regional body for the right to study**, with consequent compromise of the attractiveness of study programmes (also of PhD programmes), both for Italian citizens and, a fortiori, for foreigners.
- **Insufficient interface structures operating with the business community**, for the enrichment of the processes of technology transfer and research.
- **Limited staff turnover**, which makes it difficult to guarantee the continuity of the services provided and, even more so, their development and adaptation to the increasing needs.
- **Difficulty in finding resources necessary for the renewal and enhancement of scientific instruments present in some laboratories**, which might compromise the quality of research activities, and of those aimed at students' practical experiences. The organisation of the University, which has not yet foreseen the enhancement of the facility that supports the research activities, is an important limit for the development and improvement of the activities that accompany the University researchers in pursuing their objectives.
- **Poor development of a cycle of monitoring and control of the University's performance** (Legislative Decree No. 150/2009) and **failure to activate new and effective personnel incentive and management systems** that do not allow the members of the available technical/administrative staff to be managed with due rationality.

Opportunities

- **Possibility of proposing amendments to the Statute** which, albeit with the limitations imposed by decidedly binding legislation, allows for the reshaping of some settings which, in the light of the UNICAM experience, have not proved to be adequate for an administration that wants to remain dynamic and propulsive.
- **Definition of an educational offer close to the needs of the community and the labour market**, which could also be attractive to students who come from other regions and from abroad.
- **Cancellation (non-payment) of enrolment fees for the students, allowed by the**



programme agreement stipulated with MIUR, following the earthquake events of 2016, might increase the attractiveness of study programmes by limiting the post-earthquake effect.

- **Lesser rigidity of the recruitment mechanism** might facilitate a multi-year policy of strengthening the teaching/research staff, based on the choice of candidates in possession of the qualification, coming from other universities, or not affiliated with universities; such calls may be aimed at the acquisition of researchers who have already gained significant scientific results in other institutions, and who might give an important impetus to the research activities of strategic sectors.
- **The planned overcoming of the recruitment mechanism based on the assignment, in terms of “performance-based funding points”, of a reduced share of the possible expenditure**, relating to staff members who left the service in the previous year, could provide the possibility of setting up a less suffocating recruitment schedule, more aimed at strengthening and relaunching research activities, and at consolidating and expanding the educational offer.
- **Increasing attention to the issues of technology transfer and the activation of new innovative production environments** (by the national socio-economic context, and also, in recent years, by the local one), which represents an important opportunity for the University to share the organisation of research activities with the production sector.
- **Funds for post-earthquake reconstruction** that provide an opportunity to create an organic University construction plan, overcoming many structural problems, and providing a more modern and rational organisation of the spaces intended for teaching and research.
- **The need to recover and enhance cultural heritage, following seismic events, and the need to create resilient circumstances**, represent important opportunities for UNICAM's interdisciplinary research activities.
- **Forecasts of a positive, albeit slow, growth trend of the Italian economy** in the next few years.
- **Regional policies aimed at the reconstruction and development of the socio-economic structure of the territories of the seismic crater.**
- **European aimed at achieving a growing exchange of students and researchers.**
- **The verticalization of the processes to the advantage of the Rector**, one of the main effects, which has come about following the reform process (Law No. 240/2010), also allows the role of other top-management figures, such as the Director General, to be exercised more effectively; this context favours the definition of more concrete and well defined planning objectives and policies.

Threats

- **The return to the ordinary financing system at the end of the Program Agreement**, in



the event that the tendency towards containment of the FFO and other national financing lines continues, would make it difficult to guarantee adequate levels of provision of support services for teaching activities, research, and third mission.

- **The criteria used in the new Research Quality Assessment (RQA) exercise**, which did not reward UNICAM in previous RQA exercises, could continue to be a penalising factor.
- **The difficulty in applying some C&C principles**, caused by national legislation, the low number of resources available for the full application of the processes envisaged in the HRS4R strategies, and the lack of involvement and awareness of the University Schools, and of the teachers, make these policies difficult to implement, discouraging even those who, with the support of the University governance, are coordinating and proposing them within the University.
- **Cancellation (non-payment) of enrolment fees for the students (following the Programme Agreement with MIUR)** could lead to an 'insensible' attractiveness and the enrolment of poorly motivated and unproductive students. This would also result in an imbalance in the allocation of financial resources (FFO).
- **The current legislation makes the reception and recruitment of foreign students very cumbersome** and risks severely limiting the attractiveness of the educational offer towards them.
- **Possible delay in post-earthquake reconstruction** could heavily affect and accelerate a process of depopulation of the territories in which the UNICAM campuses are located.
- **Regional development and support policies for the university system in the long term could neglect the emergency still present** in the territories affected by the earthquakes.
- **The implementation of the reform Law No. 240/2010 has reduced organisational autonomy**, resulting in new rules and constraints regarding the composition, functions and powers of the top management bodies; this has introduced rigidity and organisational settings that do not conform to the needs of the internal structures of small universities.
- **The scope of autonomy originally recognised to universities as regards recruitment, has gradually weakened**, and a very articulated discipline has been introduced for the planning of staff needs and for the recruitment of teachers and researchers, which provides for the maintenance of budgetary results predefined and measured through stringent indicators.
- **The system of performance-based funding points tends to favour calls for the already tenured University staff**, as they are likely to absorb a smaller number of performance-based points, although this mechanism is functional with respect to the budgetary balances of the universities.



- **Lack of capacity in the UNICAM housing facilities**, if extended beyond 2018, risks compromising the attractiveness of the study programmes, regardless of subsidies on fees and services, thus activating the impoverishment of the University.
- **The persistence of economic difficulties of many families**, despite the economic recovery that has just begun, makes it necessary to integrate regional interventions, in order to support the right to education policies and guarantee the right to higher education to deserving students, even if without means, possibly by rationalising the offer.
- **The local manufacturing sector is characterized by a fragmentation of small and medium-sized enterprises, which hardly manage to invest in research and development**, also due to the negative economic situation.
- **The entrepreneurial e the manufacturing sectors have suffered a slowdown**, generating an involution in the demand for technology and innovation in the Marche hinterland, damaged by the earthquake.

E. STRATEGIC AREAS AND MACRO-OBJECTIVES

Foreword

UNICAM has developed its Strategic Plan in the awareness that the value and quality of human resources are the fundamental components of every organisation, and the necessary prerequisite for the achievement of any growth and development goal.

Based on the results of the SWOT analysis, the following objectives have been identified, grouped into the four strategic areas of Research, Education, Third Mission, and Reconstruction, Redevelopment, and Development of Real Estate Assets.

Each objective is defined in the second-level document (attached), with actions aimed at improving aspects in which all the components of UNICAM (teachers, researchers, and technical/administrative staff) have specific roles.

I. RESEARCH

1. Improvement of the productivity of researchers in terms of quality and quantity.
2. Increase in the internationalisation of the activities of the research groups.
3. Improvement of the ability to attract funds, nationally and internationally, and to establish relationships with the business community.
4. Strengthening of infrastructures and research support services.

II. EDUCATION



1. Review and expansion of the educational offer, also in relation to specific tendencies or needs of the area, and in line with national and international trends.
2. Consolidation of the quality of the educational offer, in relation to the distinctive and characterising research areas of the University, and improvement of the quality of teaching.
3. Strengthening of the quality assurance system aimed at the accountability of higher education study programmes.
4. Qualitative and quantitative enhancement of teaching infrastructures and student support services.

III. THIRD MISSION

1. Strengthening of technology transfer activities on a regional, national, and international level.
2. Qualification and strengthening of continuing education and professional updating courses.
3. Increase and better qualification of scientific and cultural dissemination initiatives, also in synergy with local associations and institutions.
4. Consolidation of relations with the local territorial system.

IV. RECONSTRUCTION, REDEVELOPMENT, AND DEVELOPMENT OF REAL ESTATE ASSETS

1. Design and construction of new spaces for teaching and research.
2. Reorganization, redevelopment, and expansion of the teaching, research, and technical/administrative premises owned by the University.
3. Recovery and expansion of student housing premises.
4. Improvement of structural and energy efficiency of the University's real estate assets.

Acronyms

ANVUR	Italian National Agency for the Evaluation of the University and Research Systems
C&C	Code of Conduct for the Recruitment of Researchers
CENSIS	Italian Centre for Social Investment Studies



EAEVE	European Association of Establishments for Veterinary Education
EHEA	European Higher Education Area
ERA	European Research Area
FFO	Ordinary Financing Fund [Fondo di Finanziamento Ordinario]
GRIN	National Informatics Group [Gruppo di Informatica nazionale]
HRS4R	Human Resource Strategy for Research
MIUR	Italian Ministry of Education, University, and Research
OTM-R	Open, Transparent and Merit-based Recruitment of Researchers

Attachments

- Second-level strategic plan, with the list of SPECIFIC ACTIONS FOR EACH AREA AND FOR EVERY STRATEGIC OBJECTIVE, accompanied by TARGETS, and by MONITORING AND RESULT INDICATORS

Related documents:

- Strategic planning of the University Schools
- Integrated University performance plans



STRATEGIC PLAN 2018-2023

Definition of ACTIONS FOR EVERY AREA AND FOR EVERY MACRO-STRATEGIC GOAL
Approved by University Senate and Board of Directors in their respective meetings of 28 October 2018

Index

Foreword	3
<i>Structure of the Actions</i>	4
<i>Structure of Governance actions and responsibilities</i>	4
<i>Implementation</i>	4
.....	5
I. RESEARCH.....	6
1. Introduction.....	6
2. Macro-Objectives [from the 1 st -level document].....	6
II. EDUCATION.....	7
1. Introduction.....	7
2. Macro-Objectives [from the 1 st -level document].....	7
III. THIRD MISSION	8
1. Introduction.....	8
2. Macro-Objectives [from the 1 st -level document].....	8
IV. RECONSTRUCTION, REDEVELOPMENT, AND DEVELOPMENT OF THE REAL ESTATE ASSETS	9
1. Introduction.....	9
2. Macro-Objectives [from the 1 st -level document].....	10



PATH FOR THE DEFINITION OF THE 2nd LEVEL DOCUMENT

Preparatory operations:

1. Identification of the University's mission and vision focused on improving the efficiency of the institutional teaching, research, and third mission activities, also in consideration of the main national and international programmatic documents..
2. Analysis of the strengths and weaknesses of the University and identification of opportunities and threats, with respect to the internal and external context.
3. Definition of first-level strategic objectives, in line with the evidence that emerged from the analysis referred to in the previous point.
4. Approval of the First-Level Strategic Plan by the Academic Bodies on 27 March 2018.

Drafting and definition of the 2nd level document:

1. Departmental research review conducted by the University Schools, coordinated by the Quality Supervision Board of the University, and preparation of the strategic Research vision.
2. Analysis and "University review" of teaching and related processes by the Quality Supervision Board, and drafting of the strategic Education vision, in collaboration with: Schools, Heads of Study Programmes, Teaching Management, and Heads of the technical/administrative divisions involved.
3. Definition of actions, targets, and indicators, with mapping in relation to the SWOT analysis (1st-level document); identification of operational responsibilities, and implementation of a monitoring system on the achievement of predefined targets..
4. Approval of the 2nd-level by the Academic Bodies.

DOCUMENT STRUCTURE

The document is divided into sections corresponding to the strategic areas defined in the first-level document. Each section consists of three paragraphs structured as follows:

Strategic Area

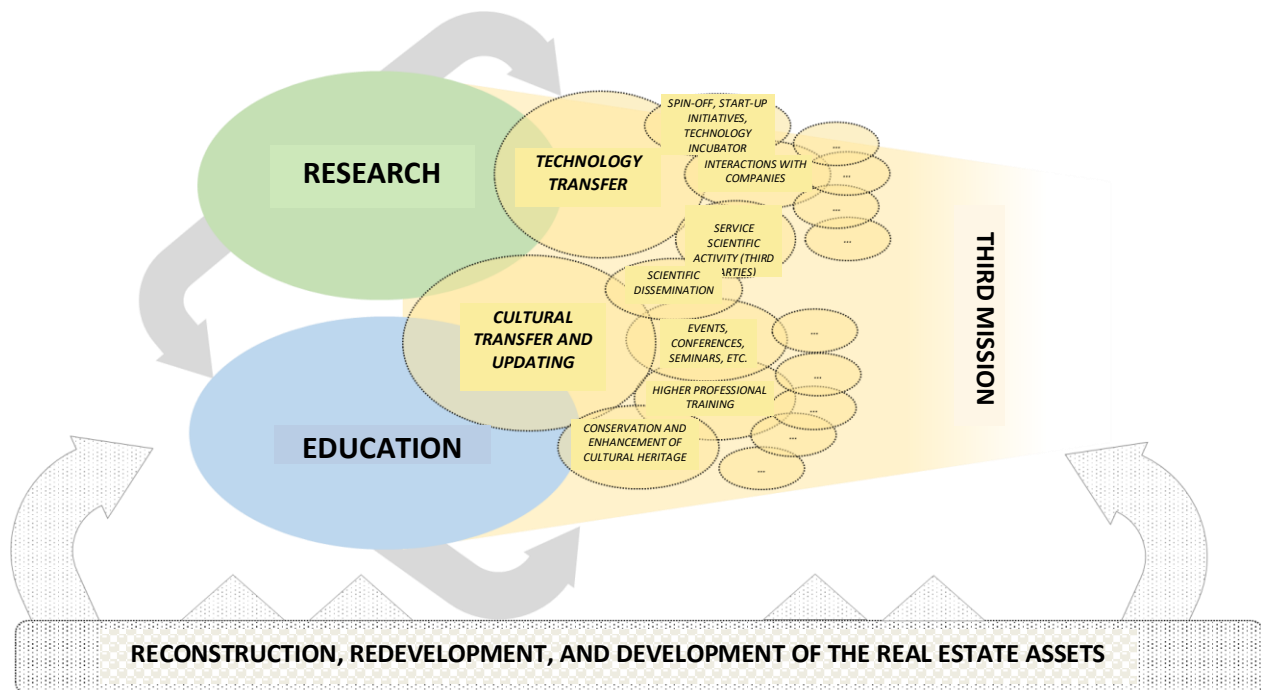
- Introduction
- Macro-Objectives defined in the First-Level Document
- Definition of specific actions for each strategic objective accompanied by targets, and by monitoring and result indicators

Foreword

This document, divided into sections consistent with the four strategic areas defined in the 1st-Level Document, sets out the actions that the Governance intends to implement in order to achieve the University's development objectives.

The subdivision of the document into the four areas is necessary for the drafting of the same, but the actions are obviously to be read in a systemic key. The areas of Research and Education are well defined, but not separate, given the logic that research is at the basis of higher university education. The third mission, with which the University becomes a full-fledged subject, capable of promoting territorial socio-economic development, has more nuanced outlines, with a very strong background in the more traditional research and educational activities.

The objectives set out in the Strategic Plan in the areas of Research, Education, and Third Mission aim to give the University concrete opportunities for development. In this historical moment, in which UNICAM has lost the use of housing, administrative, research, and teaching facilities for over 40,000 square meters, the measures identified for the three mission areas must be supported with a significant campaign for recovery and development of the real estate assets. The fourth strategic area of the Plan therefore remains supportive so as to lead UNICAM out of the emergency situation, and at the same time, to support the development and relaunch actions, envisaged in the other areas.

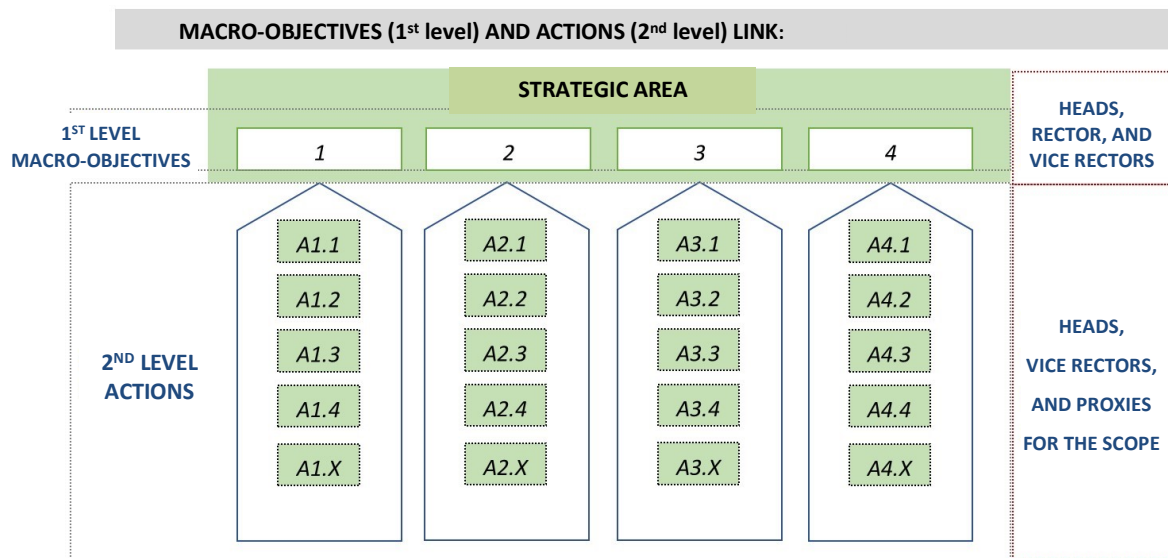


Concept map of the Strategic Plan

Structure of the Actions

The actions described in this document are accompanied by targets (simple and/or complex), to which specific indicators are associated. The latter are not to be considered exhaustive, but have been identified in order to measure the effectiveness of the actions in achieving the targets. In the case of complex targets, the indicators adopted are also complex, and allow for the gradual and/or partial verification of the effectiveness of the measure.

Operational responsibility for the implementation of individual actions rests with the Rector, the Vice Rectors and the Rector's Proxies, based on their specific skills. The Rector and Vice Rectors have overall responsibility for achieving the objectives in the four areas. Where necessary, the actions envisage the involvement of specific University departments and bodies, such as the Schools, and the General Management.



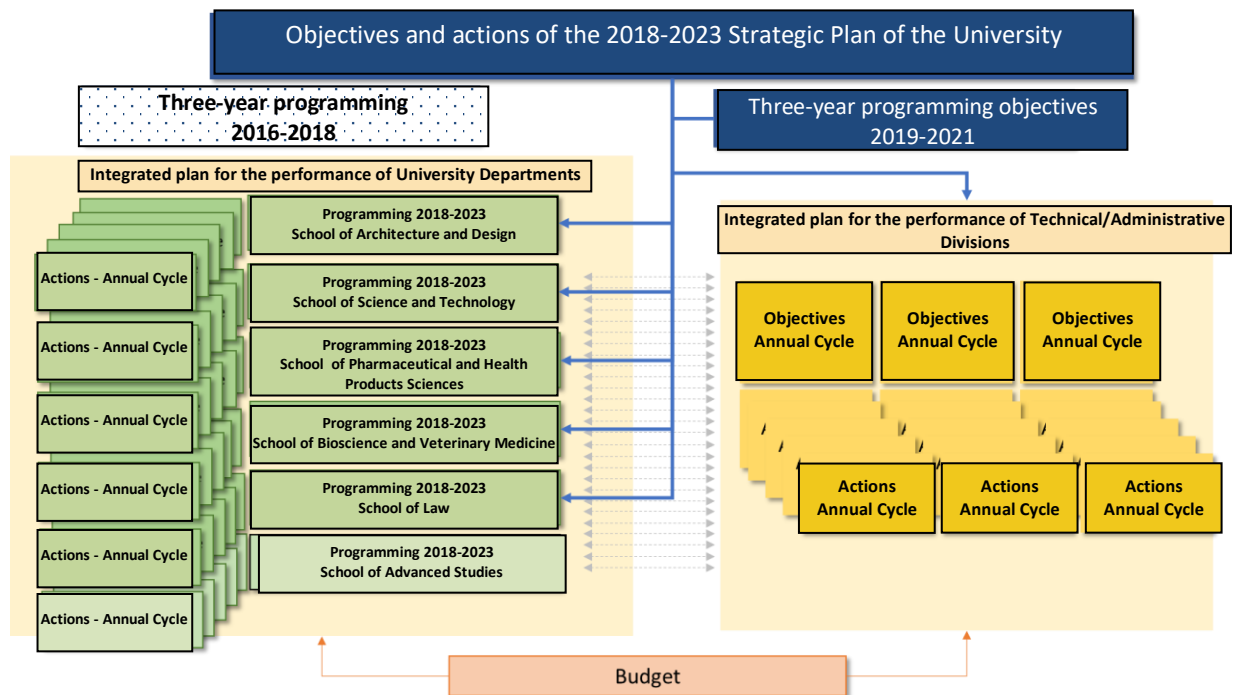
Structure of Governance actions and responsibilities

Implementation

The Strategic Plan must inspire the Three-Year Programming documents of the University and of the Schools, as well as the Integrated Performance Plan, which will identify the various actions with an annual cycle, to be borne by both, academic and technical-administrative staff. The General Management and the organisational divisions and articulations of the University will direct their activities in line with the predefined actions and targets, thus highlighting their contribution to the achievement of the general objectives of the University.

The implementation of the Strategic Plan will be verified by the Rector's Proxy for the Monitoring of the Programming and Budget Implementation who, every six months, will critically read the results of achievement of the targets, interpreting possible deviations, and verifying the adequacy and sustainability of the actions taken.

The Rector's Proxy for Relations with the University Evaluation Unit, and for National and International Positioning of the University, will interface with the Evaluation Unit in all the validation operations envisaged for the documents that will be issued in implementation of the Strategic Plan, but above all he/she will take care to send to the Governance the results of the analysis of the Evaluation Unit, so that they be reflected in any remodelling of the Strategic Plan. Given the system roles assigned to the Proxy for the Monitoring of the Programming and Budget Implementation, and the Proxy for Relations with the University Evaluation Unit, and for National and International Positioning of the University, they are not assigned any specific operational responsibilities.



Implementation diagram

I. RESEARCH

1. Introduction

The University aims at the quality of basic and applied research, open to internationality, as a fundamental requirement to guarantee students a high-level higher education.

UNICAM wants to support and develop the programmes of its research groups, which operate in the Schools activated by the University, refining their ability to fit into the European, national, and regional reference frameworks, developing quality research, with respect to the international comparative context, in terms of originality, methodological rigor, and impact on the scientific community,

To pursue these intentions, the University constantly monitors the level of its scientific production, with particular reference to newly hired, or newly promoted professors and researchers, promotes research quality incentive policies, and is committed to expanding and improving the services and infrastructures intended to support research.

To support Research, with a view to increasing quality and internationality, UNICAM considers it a priority to resort to funding resources other than those provided by the FFO. Therefore, participation, and the success rate, in competitive tenders, at all levels, becomes essential: from European and international programs in general, also with a view to strengthening strategic links with foreign institutions, to national, regional, and local ones. The University intends to focus on strengthening initiatives and support tools for teachers and researchers who decide to participate in selection procedures, aimed at encouraging collaboration between the various departments and institutions, and therefore the interdisciplinary and multidisciplinary nature of research, as well as at improving the efficiency and effectiveness of the initiatives taken by the researchers of our University, also through the development of a specific technical/administrative support system. UNICAM also intends to develop important partnerships with CNR (Italian National Research Council), INFN (Italian National Institute of Nuclear Physics), ENEA (Italian National Agency for New Technologies, Energy, and Sustainable Economic Development), INGV (Italian National Institute of Geophysics and Volcanology), ISPRA (Italian National Institute for Environmental Protection and Research), and MIBACT (Italian Ministry of Cultural Heritage and Activities and Tourism), for the creation of a true international research space, in order to expand its collaborations, also through PhD programmes.

2. Macro-Objectives [from the 1st-level document]

1. Improvement of the productivity of researchers in terms of quality and quantity.
2. Increase in the internationalisation of the activities of the research groups.
3. Improvement of the ability to attract funds, nationally and internationally, and to establish relationships with the business community.
4. Strengthening of infrastructures and research support services.



II. EDUCATION

1. Introduction

The quality of education, understood, among other things, as the dissemination of knowledge and skills deriving from the most advanced acquisitions on the research front, represents one of the main areas of implementation of the primary missions of the University. With this in view, the University has envisaged interventions aimed at expanding and improving the existing educational offer and the acquisition of key skills in study pathways, also through activities aimed at strengthening the post-graduate education system, and, in particular, the PhD programmes. Aiming at quality and internationality, UNICAM wants to consolidate the qualification level of teaching activities, and of the knowledge transmitted, on the basis of a solid multidisciplinary research approach, through actions concerning the expansion and updating of the educational offer, of teaching methodologies, and of opportunities and services for teachers and students.

The education strategy is focused on and pursues various objectives: revision and expansion of the educational offer in line with what emerges from the needs of the national and international labour market, also in relation to specific tendencies or needs of the territory; improvement of the attractiveness of study programmes at national and international level, including through the introduction of innovative teaching technologies and methodologies; reduction of student dropout; enhancement of interdisciplinarity; teaching updating and training; expansion and improvement of educational infrastructures.

The pursuit of these objectives cannot ignore the strengthening of the support tools for the students' study pathways, such as orientation, tutoring, international mobility, and innovative teaching methodologies. In particular, it is intended to strengthen and innovate job placement activities, through a closer connection with stakeholders, in order to identify concrete support paths for integration into the labour market.

2. Macro-Objectives [from the 1st-level document]

1. Review and expansion of the educational offer, also in relation to specific tendencies or needs of the area, and in line with national and international trends.
2. Consolidation of the quality of the educational offer, in relation to the distinctive and characterising research areas of the University, and improvement of the quality of teaching.
3. Strengthening the quality assurance system aimed at the accountability of higher education study programmes
4. Qualitative and quantitative enhancement of teaching infrastructures and student support services.



III. THIRD MISSION

1. Introduction

The University makes its human resources and research results capital available to companies, and to the local territory, with the aim of promoting the development of the local territorial system, supporting the participation of young people, adults, and the elderly in the process of creating ideas for social, economic, and cultural innovation.

The University, aware of operating in a dynamic and interconnected global context, where interdisciplinary knowledge must be combined with a multicultural, intergenerational, and cooperative approach, implements participatory practices for the development of ideas, and for consequent projects that are sustainable and respectful of the context in which it is rooted. For this reason, the University promotes the exchange and discussion between the scientific community and the local community, through specific permanent working groups (the Steering Committee for the Development of the Territory, the Committee of Supporters, the Committee for the Enhancement of Human Resources), with the goal of defining and sharing common objectives to be achieved through the transfer of technologies, skills and knowledge.

Within the vast range of activities that characterise the third mission, the University also chooses to enhance the culture and values of the territories on which it persists, also through the promotion of art, in all its expressions. This is why it favours the meetings and exchange of knowledge between scientists and artists, and organises, in agreement with public and private entities in the area, free and open cultural events.

2. Macro-Objectives [from the 1st-level document]

1. Strengthening of technology transfer activities on a regional, national, and international level.
2. Qualification and strengthening of continuing education and professional updating courses.
3. Increase and better qualification of scientific and cultural dissemination initiatives, also in synergy with local associations and institutions.
4. Consolidation of relations with the local territorial system.



IV. RECONSTRUCTION, REDEVELOPMENT, AND DEVELOPMENT OF THE REAL ESTATE ASSETS

1. Introduction

In the immediate aftermath of the earthquakes, UNICAM drafted UniCAMPUS, a reconstruction plan contemplating the organisation of the University in the territory of the Municipality of Camerino; it envisages the return to the buildings in the historic town centre only in the long term, while in the medium-short term, it involves a series of construction works in the areas owned by the University. The connected campuses of Ascoli Piceno, Matelica, and San Benedetto del Tronto are the object of equal attention, even if it is more difficult to intervene, since the buildings in use are not owned by UNICAM

In the awareness that the university would not exist without students, given the extended times of private reconstruction that will only allow the housing capacity of the town to be restored in the long term, it is vital to aim for the recovery and expansion of UNICAM's housing facilities. This will allow students to return to attend the premises of the University, which will then be able to dispose of the strictly emergency tools (shuttle bus and virtual classroom system), thus recovering the community dimension, vital for the maintenance of the University

With the expansion of the housing capacity, the teaching premises will also have to be recovered. The fastest and most effective action will consist in the construction of temporary facilities, and in the recovery of spaces emptied due to the relocation of research and technical/administrative activities, or more simply in the renovation of spaces already intended for teaching, which only require structural and energy supply adjustments.

A development path has been envisaged based on activities with a high technological content, capable of meeting the needs linked to the conservation and promotion of territorial peculiarities. There have been many framework agreements between UNICAM and national research bodies to develop activities capable of promoting UNICAM to a universally recognised competent and reliable reference in risk management. The redevelopment of the spaces intended for research, and the construction of new buildings capable of allowing the movement of "hazardous" laboratories into a single centre with cutting-edge technical equipment and construction typology, will be an impetus for the activities, and at the same time, it will make it possible to free the spaces in existing buildings that will be converted into teaching premises.

The planned actions are very complex due to the necessary interactions with third parties. The planning of the realisation of the works must be careful and flexible, in order to adapt to the inevitable delays that may occur in the realisation of single projects.



2. Macro-Objectives [from the 1st-level document]

1. Design and construction of new spaces for teaching and research activities.
2. Reorganisation, redevelopment, and expansion of the teaching, research, and technical/administrative premises owned by the University.
3. Recovery and expansion of student housing capacity.
4. Improvement of structural and energy efficiency of the University's real estate assets.