



UNIVERSITÀ
DEGLI STUDI
DI MILANO

Strategic Plan

2022-2024

Academic year





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How to Read this Strategic Plan

The Strategic Plan is a planning document which, within the framework of those standards established by the Articles, outlines a strategic vision for the University for the 2022- 2024 period. The Plan identifies the main objectives and actions having a significant impact on the University's ability to generate value for the public; it represents a reference for the Departments' three-year Department plan, and identifies a path for interaction and synergy amongst various projects, developed both within and outside the University at various levels.

This Plan is the second promulgated during current rector's term, and will mark an anticipatory conclusion to the 2020-2022 strategy period.

The Plan comprises eight areas: Internationalisation; Student Education and Services; Research; Third Mission; Healthcare; Italy's resilience and recovery plan; A sustainable, student-centred university encompassing three campuses; Organisation, services, and rights. Each section provides a set of development and innovation objectives, along with performance indicators and targets, some of which are identified as of strategic significance under the Ministry's Three-Year Programme, and the University's Quality Policies.

Efforts to generate the Strategic Plan began in July of 2021. The process to set these objectives included engagement from the academic community at large. Advice was sought from the governing bodies, academic departments, student representatives, university staff, as well as in the form of ongoing feedback from our stakeholders.

The Strategic Plan, although certainly the lodestar of the University's vision and strategic trajectory, does not set forth the full spectrum of planning processes, and much less the tactics used on a daily basis to carry out the same. Rather, it is in an overview of the general strategy for the 2022- 2024 period. The detailed, exhaustive description of those processes, tactics, and objectives of University programming is supplied instead by University strategy documents taken as a whole:

- the Financial Statements, which contain the designation of resources allocated to those tactics which are instrumental in the pursuit of strategic objectives. Moreover, the Financial Statements include a description of those resources needed to maintain the day-to-day operations of the University;
- the Ministry of Universities' Three-Year Plan, through which University may assert its autonomy in terms of its internationalisation policies, educational offerings, student services, and in the development of personnel and research policies;
- the Integrated Activity and Organisation Plan, which notes those tactics (and related objectives, performance indicators, and targets) employed by the University Administration to reach strategic goals;
- University planning documents, including Strategic guidelines on academic offerings, the Three-year building plan;
- the Quality Policies document, which sets forth the basic standards on which University operations are predicated, and the procedures adopted to identify and to reach objectives in the service of constant improvement;
- the Department planning documents, including the Three-year department plan and the Excellence project plan for those departments receiving Ministry funding.

The Strategic Plan will be subject to six-monthly basis monitoring, the results of which, once reviewed at the administrative level, will be posted to the University's web portal.



Internationalisation

As part of its overall strategy, the University of Milan intends to create a European and international space for teaching and research. This goal aligns with University's role as a twenty-year member of LERU – League of European Research Universities – along with its other affiliations with international academic networks.

On the European side, the University's internationalisation strategies accord with the European Transformation Agenda for Higher Education, the primary goal for which is a sharp acceleration of the process to integrate the various national university systems to allow for greater synergy between teaching and research. A crucial component of that process has been the European Universities programme, in which the University has participated through its membership in the 4EU+ Alliance (along with the Sorbonne, and the Universities of Prague, Copenhagen, Warsaw, and Heidelberg). (<https://www.UNIMI.it/it/internazionale/la-statale-nel-mondo/la-statale-partecipa-4eu>).

The European Universities programme, a bona fide “innovation laboratory”, will pave the way for a *European Degree*, and the development of an entirely new framework for the internationalisation of the European university system, to make it easier for students, faculty, and staff to travel, study, and work within the Union.

On a global scale, the University's strategic objectives intend to provide a response to a series of seismic shifts within academia, starting with the urgent call to develop new forms of science diplomacy. These will allow universities to play a crucial role in tackling emergent challenges, and to foster common values including inter-generational dialogue.

On the whole, the University's move towards internationalisation aligns with Italy's Resilience and Recovery Plan, and its focus on increasing both the country's competitive standing, as well as the international cooperation intrinsic to Italy's economy. Through this objective, the University seeks to fulfil its role as a multi-disciplinary, research-intensive, inclusive public university.

Objectives and performance indicators

A university with strong international appeal

PERFORMANCE INDICATORS	INITIAL VALUE	TARGET
Number of study programmes that award enrolled international or exchange students 3 CFU for Italian language (at an A2 level or higher)*	7	5

*Ministry objective (three-year plan)

A university that welcomes international talent, and encourages study abroad

PERFORMANCE INDICATORS	INITIAL VALUE	TARGET
Ratio of guest professors and researchers to total instructors*	0.044	0.061

*Ministry objective (three-year plan)

Internationalisation of doctoral programmes

PERFORMANCE INDICATORS	INITIAL VALUE	TARGET
Proportion of PhDs who have spend at least three months abroad*	0.298	0.40

*Ministry objective (three-year plan)

Working towards a European University (objective shared with the Departments)

PERFORMANCE INDICATORS	INITIAL VALUE	TARGET
Proportion of CFU earned by students abroad, including those earned during periods of "virtual study abroad" *	0.016	0.020

*Ministry objective (three-year plan)

Quality management with an international scope (QA objective)

PERFORMANCE INDICATORS	INITIAL VALUE	TARGET
Number of QAB guideline documents updated to reflect the University's international focus		8 guidelines by the end of 2023

Student Education and Services

The University of Milan is both a major university and a multi-disciplinary one. The University is positioned to offer a wide range of educational programming wherein the cross-pollination of disciplines is highly encouraged. The University seeks to create an environment where in-class instruction is propelled by the most recent achievements in research.

The University's commitment to continually improving its educational offerings, and to setting its students up for success in their work and careers, the current volatile climate notwithstanding, is unwavering.

The Covid-19 pandemic has led to enormous changes in teaching methods, and has prompted sizeable investments to make adjustments to our infrastructure and to harness new technologies. Experiences with blended and distance learning in recent months must be seized as an opportunity to strengthen and to renew the University's overall instructional design. By the same token, attention must be paid to the development and implementation of new teaching methods, ones that increasingly place students' learning process, and the development of their knowledge and skills, front and centre.

A general objective for the three-year period is therefore to create a seamless path forward in terms of the University's commitment to further improving its academic programmes, and to making them sustainable in the long term; to apply a conscientious quality-assurance policy; to take a more international approach, and to expand its English-language offerings; to create opportunities for cross-pollination amongst the disciplines; to strengthen the University Education Incentive programming and student services; to increase post-graduate offerings. Specific attention will be paid to issues of gender and other types of inclusivity on a policy level (in accordance with the University's Gender Score Card).

Based on what we have accomplished thus far, and the strengths and weaknesses uncovered, an additional set of strategic objectives has been identified, and will be discussed below. The specific goal is to broaden access to a university education, improve accessibility and inclusion, and foster an environment of top-quality higher education focussed on innovation, evolution, and research, without sacrificing the relationship at the heart of the academic experience: that of students and teachers.

Objectives and performance indicators

Aligning our educational offerings to the world's current challenges

(QA objective / objective shared with the Departments)¹

PERFORMANCE INDICATORS	INITIAL VALUE	TARGET
Number of advisory committees formed within the study programmes with the goal of formalising a department's connection to the workforce*	43	70
Number of pre-professional degree programmes established pursuant to Ministerial Decree no. 446/2020 within the P02 class (Agricultural and Food Sciences, and Forestry)	0	1 course at the end of the three-year period

¹This figure refers solely to the Number of advisory committees formed within the study programmes with the goal of formalising a department's connection to the working world indicator

*Ministry objective (2021-2023 three-year plan), shared with the departments

Provide support to students on their academic journey in order to increase student follow-through, as a guarantee of the substantive right to a university education

PERFORMANCE INDICATORS	INITIAL VALUE	TARGET
Number of partnerships implemented to offer off-campus tutoring	345	397
Number of part-time enrollees (Student Offices)	1,703	1,788
% of users with LD and % of users with disabilities accessing the services (with a statement of authorised accommodations)	LD 70% users with disabilities 0%	80% 90%
Implementation of a "mental health support" help desk	-	Yes. By the end of 2024
Number of members of the tutor network dedicated to incarcerated students	45	54

Strengthening the University Education Incentive programme - campus housing

PERFORMANCE INDICATORS	INITIAL VALUE	TARGET
Sleeping spaces available to students	1,012	+400

Provide greater support to instructors, and encourage experimentation with new student-centred teaching methods

PERFORMANCE INDICATORS	INITIAL VALUE	TARGET
Build a Teaching Methods Forum to share ideas and experiences in innovative pedagogy	-	Yes. By 2023

Fostering an inter-disciplinary approach within the course offerings

PERFORMANCE INDICATORS	INITIAL VALUE	TARGET
Number of accredited Master's degree programmes with a strong interdisciplinary bent (between the hard sciences and the humanities in the field of AI)	0	1 Master's Degree Programme

Research

The SARS-COV2 pandemic has shown that baseline scientific research can provide a solution (sometimes an immediate one) to unprecedented emergencies, and that the advancement of knowledge through curiosity-driven research is the essential prerequisite for generating innovation, and positive ripple effects within society. With that in mind, and as we enter a post-pandemic world, the University of Milan must establish a kind of osmosis amongst scientific research, the economy, and society (Responsible Research and Innovation), whilst maintaining a highly competitive level of research, conducted pursuant to international best practices on research quality, and the fundamentals of Open Science. This will ensure optimal use of the sizeable resources available under the 2021-2027 National Research Plan (promulgated under the policies set by the European Research Area, and the “Next Generation Italy” Resilience and Recovery Plan).

A paradigm shift within the culture is needed. We must unleash the potential for fundamental, targeted, and applied research in order to increase its impact on quality of life and the environment. This must be done at all levels: researchers and instructors; library, administrative, and technical staff; research services and deployment; advanced-training programmes; HR. Keeping pace with, and harnessing, technological advancements, the skills and talents of our human capital, and the development of new integrated models to support multi- and inter-disciplinary research, conducted through an organic partnership amongst academia, industry,

and business, play a crucial role in this process. Over the 2022-2024 period, UNIMI intends to provide a proactive response to the challenges and objectives set by Mission 4 (“M4”) of Italy’s Resilience and Recovery Plan, producing programmes that align with the reforms and investments described in M4C4: RESEARCH FUELLING BUSINESS.

To allow for this kind of ongoing updates and adjustments to ensure our research complies with international standards, UNIMI believes its participation in TRAIN4EU+ – Transforming ReseArch & INnovation agendas and support in 4EU+ to be of fundamental importance. Thanks to this programme, the University (along with the other five European university participants) has already launched a process for institutional and administrative change relating to its research and innovation infrastructure, and to its pursuit of Open Science goals.

The goals and action items are listed below in order of priority, predicated on overcoming current roadblocks that might stand in the way of the reforms and priorities appearing in the 2021-2027 National Research Plan, and in Italy’s Resilience and Recovery Plan, as well as in the HorizonEurope guidelines. The common thread to all these objectives is fostering an inclusive and equitable environment to develop human capital and advanced training within the field of scientific research: goals which have been deemed highly strategic both for the 2021-2027 National Research Plan as well as for Italy’s Resilience and Recovery Plan.

Objectives and performance indicators

Research in service of society

PERFORMANCE INDICATORS	INITIAL VALUED	TARGETS FOR THE THREE-YEAR PERIOD
Number of winning projects for the GSA ² call for tenders which are presently underway and are funded for the first year	0	By December 2022, at least six funded projects must be launched, and must pass their first-year checkpoint in March of 2023

² University's Top Challenges

Strengthening the UNIMI (UNITECH) platform for cutting-edge research

PERFORMANCE INDICATORS	INITIAL VALUED	TARGETS FOR THE THREE-YEAR PERIOD
Setting and implementing a shared model for UNITECH management (Work package 3, TRAIN4EU+)		Yes. Document to be available on the University's website by December 2023.

PhD and society

PERFORMANCE INDICATORS	INITIAL VALUED	TARGETS FOR THE THREE-YEAR PERIOD
Number of three-year doctoral fellowships funded by businesses, industries, and other regional stakeholders	57	69

Measures to support young researchers rejoining academia following their maternity leave (UNIMI civil rights and inclusivity objective)

PERFORMANCE INDICATORS	INITIAL VALUED	TARGETS FOR THE THREE-YEAR PERIOD
Setting a University policy to assist young researchers returning from maternity leave; designing a pilot programme (beginning in 2023)		Yes. Approval of the OO.GG. and publication by December 2022

Sparking top-quality scientific work (objective shared with the Departments)

PERFORMANCE INDICATORS	INITIAL VALUED	TARGETS FOR THE THREE-YEAR PERIOD
R1 indicator of the algorithm implemented to distribute staffing points: meeting two out of three ASN targets in one's own role, applicable to all positions except RTDA, RTDB, and RU (1 out of 3)	90%	More than 90% of professors and research fellows

Attracting the most competitive scientists and scholars

PERFORMANCE INDICATORS	INITIAL VALUED	TARGETS FOR THE THREE-YEAR PERIOD
Number of calls directed from abroad, calls of clear renown, and ERC / Levi Montalcini fellows drawn to the University;	0	+9 recruits
Building a University forum featuring past judges and winners of competitive grants		Yes. By June 2022

Open Science as a preferred modality for science (objective shared with the Departments₃)

PERFORMANCE INDICATORS	INITIAL VALUED	TARGETS FOR THE THREE-YEAR PERIOD
Number of pillars of open science (as set by the European Commission) put into practice*	4	At least six documented pillars
Defining, approving, and disseminating a white paper on the responsible use of bibliometric indicators		Yes. By the end of 2022

* Performance indicator shared with the Departments

₃ Applies only to the implementation indicator for the eight pillars of open science set by the European Commission

Departments leading research-monitoring and programming efforts (QA objective / objective shared with the Departments)

PERFORMANCE INDICATORS	INITIAL VALUED	TARGETS FOR THE THREE-YEAR PERIOD
% of departments meeting the Three-Year Plan's monitoring and updating deadlines	97%	100% of deadlines met (calculated across 31 UNIMI departments)
Number of persons tasked with monitoring in each department		>1

Third Mission

Third Mission (also known as University Innovation and Community Leadership), albeit an evolving notion that embraces a number of diverse areas, today represents an important role the university fills, in terms of its socio-economic impacts and responsibilities. “Third Mission” means a set of operations through which the University interacts directly with society, in its proactive role as a cultural engine for the local and academic community. “Third Mission” is where the University fosters an exchange of ideas and interactions with community members, business leaders, and local government, in the pursuit of sustainable societal innovation.

In keeping with the European Innovation Council policy (https://eic.ec.europa.eu/index_en) and the 2021-27 National Research Plan, the notion of technology transfer has been gradually replaced by the idea of knowledge being exchanged along a two-way street. Taking that approach, the University works to listen to the community’s needs, and to embrace the talent and skills offered by all stakeholders. This philosophy makes it possible to generate projects that have a positive impact on the community (e.g. *Quick Transfer of Knowledge for Citizens Framework Programme* https://www.mur.gov.it/sites/default/files/2021-08/1_AllegatoEsteso_Salute.pdf).

Our Third Mission has taken on a new dimension in these difficult times, meaning “social responsibility” has become an indispensable element to measure our impact, and is not limited to one specific discipline.

Keenly aware of its growing importance, both on a national and a European level, the University intends to pursue this third mission by instituting networks not only for the purpose of technology transfer, but also for sport and musical events, and for service to the community and to the prison population.

UNIMI breaks down its Third Mission by identifying five strategic areas of focus for the next three years. The fifth objective (new to this strategic plan) takes into account issues of gender equality, which are becoming increasingly important on a global level, Italy’s Resilience and Recovery Plan included. To reach these five objectives, UNIMI has vested itself with a series of flexible and effective tools: the recent transformation of Fondazione Filarete/Filarete Servizi srl into the Fondazione UNIMI (which is a fully held subsidiary of the university), establishing a network of department points of contact for the Third Mission, and the organisation of an internal data-collection procedure.

Objectives and performance indicators

The Civic University

PERFORMANCE INDICATORS	INITIAL VALUE	TARGETS FOR THE THREE-YEAR PERIOD
Number of documented efforts for co-designs focused on public engagement	0	20

Deploying and transferring knowledge

PERFORMANCE INDICATORS	INITIAL VALUE	TARGETS FOR THE THREE-YEAR PERIOD
Absolute number of patents with a positive research-to-patent ratio*	23	43

*Ministry objective (three-year plan)

Engaging in dialogue with the economy and society (objective shared with the Departments)

PERFORMANCE INDICATORS	INITIAL VALUE	TARGETS FOR THE THREE-YEAR PERIOD
Percentage of post-graduate programmes, and lifetime learning and professional-development opportunities, produced with an external partner	10%	20%

Strengthening how cultural heritage is safeguarded, promoted, and accessed

PERFORMANCE INDICATORS	INITIAL VALUE	TARGETS FOR THE THREE-YEAR PERIOD
Number of museum admissions (online and onsite)	168,454 (average for the 2018, 2019, and 2020 years)	202,145 (+20%)

Strengthening the role of the University Observatory on Violence against Women (UNIMI civil rights and inclusivity objective)

PERFORMANCE INDICATORS	INITIAL VALUE	TARGETS FOR THE THREE-YEAR PERIOD
Number of agreements signed with public/private organisations and anti-violence centres	1	5

Healthcare

The University plays an outside role in the region's public healthcare system.

During the pandemic, UNIMI provided direct support in the form of its medical students (in specialised training) and the faculty from its medical school stationed within Lombardy's hospitals. They played a crucial role, on both the treatment and research sides, for some of the nation's hospitals hardest-hit by the pandemic. University instructors on the front lines have been recognised by numerous accolades, and a number of major projects spearheaded by UNIMI (some of which have been integrated into the region's permanent healthcare policies) have been launched.

With a view toward constantly improving the quality of the education in the medical degree programmes, and post-graduate programmes, and because of that indispensable connection between the University's academic activities, and the hospitals and clinics of the Regional Health System where residencies and other professional experiences take place, the goal will be to fortify the institutional relationship with the Region of Lombardy and the various (public and private) hospitals and clinics which are already a part of the academic network, whilst at the same time reaffirming the University's institutional mission (teaching and research). In that respect, one of the primary objectives will be to execute a framework agreement (as discussed and implemented as part of the prior strategic plan) that maintains, and in fact improves, the relationship between the hospitals and clinics identified by the Region of Lombardy as satellite campuses for the needs of the Degree Programmes.

Policies for the development of any hospital which acts as a teaching hospital for a degree programme must be grounded on a minimum set of instructional objectives, which cannot be infringed by any business policy within the hospital.

Specifically, Operational Units (OU) which are functional to a degree programmes cannot be eliminated; tutors must always be in sufficient supply, and have adequate professional experience.

Amongst the objectives in the healthcare arena are those intended to foster interdisciplinary exchanges and to create organic opportunities for the exchange of ideas and the development of research proposals. The University is uniquely poised to cultivate the kind of internal synergy seldom found outside of academia, and never with the same calibre of talent. The instructors of the University of Milan have for some time been involved in public engagement activities, in collaboration with NGOs in Italy and abroad, in international-cooperation programmes in Africa, Asia, and Latin America. These efforts include prevention and training operations undertaken in collaboration with volunteer associations. Within the University Third Mission programme there are, furthermore, conferences and training opportunities for "lay persons", including Life Long Learning, clinical trials, international cooperation, and programmes for working students.

Activities within the Healthcare Area will unfold, over the next few years, according to policy and strategic lines which we summarise below.

Objectives and performance indicators

Strengthening the English-language degree programme offerings in Medicine

PERFORMANCE INDICATORS	INITIAL VALUE	TARGET
Proportion of CFU earned abroad by regular students	2,93%	15% \geq increase in the % of CFU earned abroad

Strengthening the Italian-language degree programme offerings in Medicine

PERFORMANCE INDICATORS	INITIAL VALUE	TARGET
% of integrated courses offering innovative teaching in different modalities (number of integrated courses that offer innovative teaching)	-	70%

Degree programme in Dentistry as a training programme for orthodontists ready to enter the workforce, and establishment of the new location

PERFORMANCE INDICATORS	INITIAL VALUE	TARGET
% of sixth-year students who have earned the minimum number of performance certificates (number of students with the minimum number of performances certified / # of sixth-year students)	-	70%

Degree programme in Health Professions: improving and streamlining education

PERFORMANCE INDICATORS	INITIAL VALUE	TARGET
Number of hours taught by contract instructors	Bachelors + master's degree programmes =3,834; bachelors = 3,500	-10% of the hours taught by contract instructors

Post-graduate programmes as a training hub for well-trained specialists ready to join the workforce

PERFORMANCE INDICATORS	INITIAL VALUE	TARGET
Percentage of specialists-in-training who will complete the online student register to validate their clinical practice, and the skills they have acquired (number of specialists-in-training enrolled in the 20-21 academic year who have filled out the register / number of specialists-in-training enrolled in the given academic year)	80%	94%



Italy's resilience and recovery plan

On the heels of the Covid-19 pandemic, the European Union (EU) launched the Next Generation EU (NGEU) programme in order to accelerate the area's ecological and digital transition, to improve its work force, and to pursue greater equality across genders, regions, and generations.

Italy has received a substantial benefit from this programme (191.5 billion Euro to be utilised over the 2021-2026 period). The investment of these sizeable resources (which exceed 10% of Italy's GNP), represents a unique opportunity for our country in terms of development, innovation, and reform. Italy's Resilience and Recovery Plan will guide these efforts. The University of Milan intends to play a leading role in the Plan by deploying its own departments and administrative infrastructure in the pursuit of the Plan's ambitious objectives. To ensure that the University can offer an innovative and significant contribution in terms of research, training, and its third mission, the University has already launched, and will soon be optimising, a series of support operations.

Objectives and performance indicators

Governance open to innovation

The challenge posed by Italy's Resilience and Recovery Plan to the public administration is to establish governance open to working and cooperating with other institutions in the pursuit of public-policy goals. In response, the University has enacted certain coordination mechanisms for the interactions amongst its governing bodies, administration, and departments. Moreover, the University will establish a set of legal entities (including companies, foundations, associations, consortia, and partnerships) which – as contemplated by both the law and published guidelines – will facilitate the pursuit of the Plan's objectives. Operational authority will be allocated based on the complexity, quality, and variety of projects to be completed, and will allow for responsive interaction with other universities and/or other public and private institutions. Action items will be implemented in accordance with the timetables set by Italy's Resilience and Recovery Plan.

Digital and evidence-based administration (QA objective)

PERFORMANCE INDICATORS	TARGETS FOR THE THREE-YEAR PERIOD
Developing a Data Warehouse for the University to use for reasons including predictive data analysis used in support of decision making	Yes. By 2022

New skill sets in service of innovation

PERFORMANCE INDICATORS	TARGETS FOR THE THREE-YEAR PERIOD
Generating an HR recruitment plan specific to the programmes established under Italy's Resilience and Recovery Plan, supplemented with other strategic-planning documents	Yes. By 2022

A sustainable, student-centred university encompassing three campuses

In its previous strategic plan (2020-2022), UNIMI delineated a broad and ambitious strategy to build a tri-campus university. This strategy (taken up and relaunched by the current Strategic Plan), involves the design, construction, and management (on both a facilities as well as organisational level) of the new Campus Mind, and the scientific platforms that will be implemented in the same, as well as the repurposing of the downtown and Città Studi campuses.

The University's three-campus structure can be delineated as follows:

- 1) Campus MIND: situated within the innovation district (the new site for the faculties of sciences)
- 2) Città Studi campus: a new Humanities Campus will be built, subject to available funding, authorised by a series of resolutions passed by the Academic Bodies. The first to transfer will be Cultural Heritage, with other humanities and linguistics departments to follow, and will be sited at locations on long-term lease from the state. Following that will be the Digital Campus, intended for the acquisition, archiving, and computational analysis of research findings, telemedicine services, and Inclusive UNIMI, at the Celoria and Golgi locations.
- 3) Downtown: Via Festa del Perdono, Via Mercalli (Santa Sofia campus), Piazza S. Alessandro, Via Conservatorio, Campus Policlinico (Office of the Rector, University Administration, and part of the Faculties of Humanities, Medicine, and Dentistry).

The construction design that will make the three-campus structure a reality places special focus on environmental sustainability and the university education incentive programme. These will be student-centred spaces.

Objectives and performance indicators

Goal: Campus Mind

PERFORMANCE INDICATORS	TARGETS FOR THE THREE-YEAR PERIOD
"Breaking ground" at MIND	Yes. By the first quarter of 2023

Repurposing Città Studi: from planning to design

PERFORMANCE INDICATORS	TARGETS FOR THE THREE-YEAR PERIOD
Executive design for the repurposing of the Città Studi area	Yes. By June 2024

Retrofitting historical sites in the downtown area

PERFORMANCE INDICATORS	TARGETS FOR THE THREE-YEAR PERIOD
Approval of the energy-efficiency plan for the Via Festa del Perdono locations <ul style="list-style-type: none"> • availability of an approved executive design 	Yes. By December 2023
Completing the "smart classroom" design plan for the University's downtown locations	Yes. By September 2024

Sustainable UNIMI

PERFORMANCE INDICATORS	TARGETS FOR THE THREE-YEAR PERIOD
Generating a Sustainability Score Card, using the RUS-GBS guidelines	Yes. By 2022

Student-centred campus spaces

PERFORMANCE INDICATORS	TARGETS FOR THE THREE-YEAR PERIOD
Number of new electrical outlets placed into desks and study cubicles	3,000
Number of new water fountains installed	66

Organisation, services, and rights

The restructuring process within the University Administration, a large portion of which has already been completed, will require a series of corrective actions to keep pace with a new reality inside and outside of academia, resulting from major shifts in the socio-economic and political climate. Yet a public entity is never static: its organisation is a dynamic process that reacts in an agile way to the changing landscape.

The current organisational model, with its focus on quality, transversal policies, and competencies, and in developing a more forward-thinking approach in the top tiers of management, has lent itself to some fine tuning in certain areas which have not yet, from a management and functional standpoint, reached their full potential. We will, for example, be optimising our internal and external communication, through efforts which include a specific “Communication and Event Management Division”, slated to be launched by the end of January 2022. Additionally, the plan is to establish an Office of General Counsel, for the purpose of improving the quality and autonomy of the University’s management of legal issues and rights; the design and implementation of a new Operations Centre for the management of Farming Businesses; finally, with a view towards optimising the University’s role within the greater Milanese community, the integration of the UNIMI’s library system with the network of local libraries.



Objectives and performance indicators

A major project for student services (QA objective)

PERFORMANCE INDICATORS	TARGETS FOR THE THREE-YEAR PERIOD
Generating a comprehensive, structural, and forward-looking plan to implement these Services	Project submission to the University's governing bodies by the end of 2023

UNIMI for inclusivity and equal opportunities (UNIMI civil rights and inclusivity objective)

PERFORMANCE INDICATORS	TARGETS FOR THE THREE-YEAR PERIOD
Number of projects submitted on the issue of social inclusivity within the scope of Italy's Resilience and Recovery Plan	>= 1 by the end of 2024
Approval of University disability guidelines	Yes. By the end of 2023

UNIMI compliance (UNIMI civil rights and inclusivity objective)

PERFORMANCE INDICATORS	TARGETS FOR THE THREE-YEAR PERIOD
Institution of the Observatory on Legal Compliance	Yes. By the end of 2022

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