Ca' Foscari
University
of Venice

Strategic Plan
Ca' Foscari
2016 –2020

VENETIARVM UNIVERSITAS
PAX TIBI MAR CE EVA NGE LISTA MEVS
IN DOMO FOSCARI

Our vision

As a leading center for academic excellence, we strive to attract and nurture talented scholars across the world, offering a distinguished curriculum and delivering cutting-edge research emerging from the active engagement of the hard and digital sciences with the disciplines of our traditional establishment rooted in social sciences and humanities.

Our mission

Promote scientific advances by undertaking the highest quality research, addressing global questions and deliver acknowledged impact across various disciplines.

Encourage a transformative learning experience based on dedicated academic tutoring, a research-inspired, demand-led curriculum and an engaging student life.

Attract a diverse and international community of scholars and students at the very heart of one of the world's most stunning locations.

Act as an accountable and stable institution capitalizing on culture and academic excellence to promote civic innovation and economic growth.

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Rector's Introduction

"A strategic plan is an important milestone, as it provides an opportunity to undertake and promote new ideas, to focus on a shared vision and set an agenda to implement it, defining priorities and coordinating change towards a strategic objective.

A strategic plan is just as important as an opportunity for self-assessment, isolating strengths and weaknesses, collecting data and extracting information needed to set a baseline and identify a roadmap to make the vision possible.

The vision and the objectives we set out are ambitious, as they should be. Realizing them will take the heartfelt commitment of our entire community. It is a worthwhile effort: if we are successful, we will secure Ca' Foscari's international standing and the transition from its centenary tradition of academic scholarship to a future as one of the leading universities in Europe and the world".

Michele Bugliesi
Rector of Ca' Foscari University of Venice

Trends In Higher Education

A number of important trends have characterized higher education and research in the past few years in Europe and worldwide.

International student mobility. A growing community of students seeks to obtain their degree from prestigious universities, with Asian students contributing the majority of international enrollment worldwide, and Europe and the US being the preferred targets for international education.

International faculty mobility. Mobility has become commonplace for faculty and more generally scientists who see it as an opportunity to widen the scope of their interests and find the best environments to conduct their research. Mobility has also become a powerful leverage for career development, supported by funding schemes that facilitate the relocation of grants, and by organizational frameworks and employment policies such as European Human Resources Strategy for Researchers explicitly designed to support mobility and exchange of researchers across institutions.

Multidisciplinary approach in research. High disciplinary specialization remains a key element in scientific research. At the same time, however, cultural and technological advances are ever more dependent on interaction between researchers from different fields. As a consequence, research outputs are increasingly becoming the result of a collective effort which in turn depends on the ability to structure research around groups with adequate critical mass.

New skills and the role of technology in education. Technology plays a fundamental role in the organization of education and how it is delivered. This is a trend that involves not only the outreach potential of Massive Online Open Courses and online learning but also, more importantly, the way in which technology affects the learning process, both inside and out with the classroom, and, consequently, the way that courses are taught.

Funding. Funding is becoming a major challenge for universities in Europe, especially in Italy where government funding has been declining for years now. The need for external sources of revenue is therefore becoming evermore crucial.

These trends determine growing international competition for talents which revolves around these desired qualifying elements: (1) a research-friendly environment; (2) resources for research, (3) merit-based career development rules; (4) standing in major international rankings; (5) quality of life.

Ca' Foscari Strategic Position

If we look at the trends in Ca' Foscari's recent history, we see only a partial degree of consistency with the global trends outlined above. Our student population has increased steadily over the past five years, growing from the 5213 students recruited in the academic year 2010 / 2011 to the 6970 new students enrolled for the academic year 2015 / 2016. That corresponds to an increase of 33% in five years.

On the other hand, if we look at the composition of the student population we see over 70% of students coming from Veneto, 20% from other areas in Italy and only 5% international.

The growing trends in international mobility therefore represent an important opportunity to be used to enrich our student body by attracting talented scholars from a wider, international geographic. The same is true for our faculty, which at present includes only 5% of international members on payroll.

As for research, Ca' Foscari can count on a renown academic standing in the key disciplines of its tradition; on the other hand, we should improve its overall performance in research output and access to competitive research funding. An investment in multidisciplinary / team work represents an important opportunity to increase our access to research funding and enhance our overall research performance.
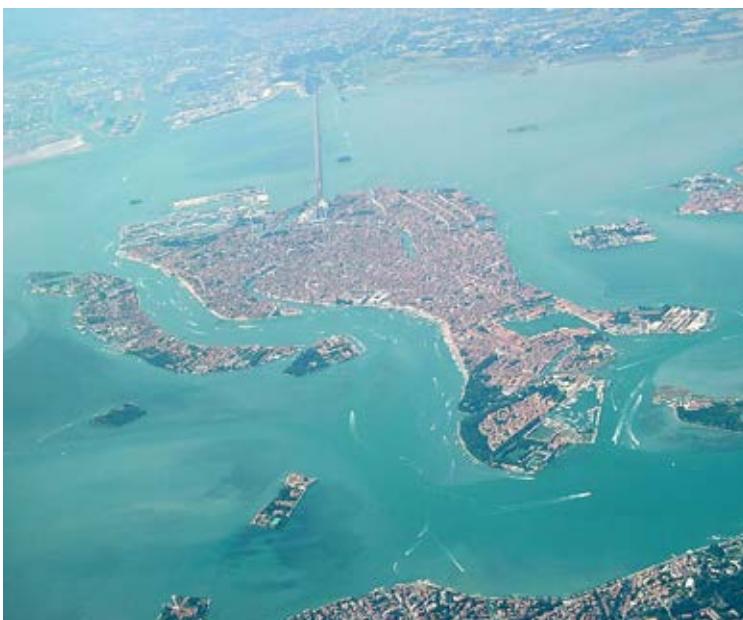
Strengths

Strong national academic performance. Since 2010, Ca' Foscari has consistently been ranked among the top 5 - 6 universities in Italy according to the performance indices set by the Italian Ministry of Education, University and Research.

Solid economics. With a positive EBITDA over the years, Ca' Foscari has accumulated substantial savings and resources to finance infrastructures for research and educational tools required for the present plan.

Quality of administration. Ca' Foscari benefits from qualified and efficient administration offices, committed to innovation and securing high-quality services for research and education.

Strong brand associated with a unique location. Ca' Foscari has a strong institutional reputation, both in Italy and abroad. It's location in the centre of Venice provides significant added value and potential to attract academic and corporate partnerships, talented students and motivated faculty and administrative staff.

Academic standing in key disciplines. As of 2016, Ca' Foscari is now positioned in QS among the top 200 universities worldwide in the two subject categories corresponding to its earliest traditional disciplines: *Economics-Econometrics and Modern Languages*. In addition, it is ranked amongst the top 5 institutions in Italy within four more subjects corresponding to key distinctive areas of research and education: *History and Archeology*, *Accounting and Finance*, *Development Studies*, *Environmental Sciences*. These disciplines represent the historical core of Ca' Foscari's original mission as business school and the new trends of our research that must be strengthened in order to be the leader in these fields.

Relationships with local businesses and institutions. Over the years Ca' Foscari has built a solid network of relationships with corporate institutions, entrepreneurs, as well as cultural institutions and public bodies. In view of a long waited economic recovery, the existing network represents an important asset for our development plans.

Opportunities

Partnerships with academic and research institutions. Ca' Foscari has been the promoting anchor institution of the Venetian District of Research and Innovation. There is great potential here, in structuring a relationship with some of the partner institutions, along with relationship formed with a view to targeting developing joint research projects and educational programs.

Alumni base. One of the few public universities hosting an Alumni association, Ca' Foscari has in its graduates a powerful leverage for outreach and for growing a wide network of corporate and academic partnerships that help to serve the strategic objectives of the plan.

International outlook. As outlined earlier, Ca' Foscari's academic community is largely national, except for a limited percentage of international students (many of which are residents), faculty and staff (with the exception of the foreign language readers). A window on and for the world, Venice has serious potential to attract students, scholars and researchers from around the world.

World university rankings. While Ca' Foscari stands out as a world-leading institution in some of its distinctive disciplines, its overall position in major rankings remains unsatisfactory. In the Italian academic world, rankings have been scarcely considered as a measure of quality, but given its international partnerships and reputation, Ca' Foscari has great potential to rise quickly at the top.

Faculty size. Ca' Foscari's permanent faculty, currently home to around 500 members, is largely undersized to compete at a global scale when contrasted with our 20,000 strong student body. Increasing our faculty size to lower the current 40/1 student–to–faculty ratio will be pivotal to achieve the high standards of education and research set out in this plan.

Objectives

1. Promote research for impact

2. Foster a transformative learning experience

3. Shape a full-fledged international outlook

4. Act as an innovation catalyst

5. Secure a sustainable academic future

Objectives for 2020

Ca' Foscari's mission is the creation, dissemination and curation of knowledge by:

1. PROMOTING RESEARCH FOR IMPACT

- Make Ca' Foscari attractive to the best researchers worldwide, recruiting no less than 2 to 4 international faculty members per year, securing 5 to 8 research ERC awards and 30 MC fellowships by 2020.

- Enhance Ca' Foscari's support and organization for research to promote a university wide interdisciplinary research program on *Global Challenges* and secure €35 million of research funding from the EU in five years, corresponding to an increase of 25% over the current yearly revenues.

- Enhance the impact and visibility of Ca' Foscari's research by increasing our output in patents, spin-offs and publications in major bibliographic databases.

- Complete three major capital projects for research, to be developed within international partnership agreements:

  o An International *Center on Technologies for Cultural Heritage* with École Polytechnique Fédérale de Lausanne and Istituto Italiano di Tecnologia as its founding members;

  o A research institute on social sciences and humanities with the University of California at Santa Barbara and the International Foundation for Humanities and Tolerance as founding institutions.

  o A *Science Gallery* as the Venetian node of the Science Gallery Global network which currently includes the Indian Institute of Science in Bangalore, Trinity College in Dublin, King's College in London and The University of Melbourne.

2. FOSTER A TRANSFORMATIVE LEARNING EXPERIENCE

- Shape a renewed curriculum designed around scholarly excellence, focused attention to critical enquiry, multidisciplinary expertise, cross-cultural awareness and 21st century skills.

- Realize student potential by ensuring the early engagement of employers and institutional stakeholders and by supporting our students in achieving their best personal and professional development.

- Enhance Ca' Foscari's on-line education services to increase the number of on-line students from zero to 1,000, promote our on-site services and campus life to support a vibrant and unique university life experience.

3. SHAPE A FULL–FLEDGED INTERNATIONAL OUTLOOK

- Raise the percentage of English-taught programs to 20%, spread uniformly on the different subject areas and degree levels (bachelors, master and PhD).

- Increase Ca' Foscari's international student enrollments from 5% to at least 10%, and reach percentage of at least 40% of out–of–region students within the yearly intake.

- Improve Ca' Foscari's position in major university rankings.

- Invest in a new communications plan to shape Ca' Foscari's identity as a research institution, reaching out to a wider audience of students and researchers worldwide.

4. ACT AS AN INNOVATION CATALYST

- Maximize the impact of our research and education system by engaging the local entrepreneurial and institutional fabric in promoting Venice as a hub of innovation in technology, strategy and design for (digital) manufacturing, restoration and valorisation of cultural heritage and environmental preservation.

- Pursue the creation of a rich culture and sustainable environment, by enhancing our cultural services and "art-related output" via the joint development of cultural and artistic structured program with local and international partners.

- Promote Ca' Foscari's 150th anniversary in 2018 to strengthen our university's international visibility and our identity as an anchor institution for Venice and for the local socio-economic fabric.

5. SECURE A SUSTAINABLE ACADEMIC FUTURE

- Increase our faculty by about 10% (including non-tenured positions) to support our research and educational programs.

- Continue to foster sustainable practices within and outside the academic community, leveraging the scholarly excellence of our faculty, the professional skills of our administrative staff and the creative energy of our students.

- Secure housing for 15% of the yearly student intake through:
  - o the development of the residence at Santa Marta in the city center;
  - o the development of the residence at San Giobbe in the city center;
  - o the development of the residence in Via Torino in Mestre;

- Complete the infrastructure development plan to secure:
  - o the development of new lecture halls to host over 600 students at San Basilio in the city center;
  - o the construction of the Epsilon building at the Science Campus;
  - o the relocation of Dept. of Asian and North African Studies to the Terese monastery;
  - o the renovation and refurbishment of our historical buildings and facilities;

- Establish a new development unit acting in close connection with our Alumni association to strengthen our fundraising efforts and reach a new income stream of no less than 2% of the current total university revenues.

As a research university, we will strive to shape a world-class scientific profile, leveraging the best skills in the fields of our tradition to explore new, cutting-edge research directions at the frontiers of disciplines. To achieve this, we will set out a new research agenda designed around a selection of well-defined themes of global scope and impact, aimed to attract the best talents worldwide, enhance our research output and international standing, promote the collaborative action among groups and individuals within our faculty and increase our access to competitive research funding.

Ca' Foscari has a strong research record in a variety of disciplines, and several of its research groups have long gained world renowned expertise and reputation. Yet, the range of fields in which Ca' Foscari stands among the leading institutions worldwide can be improved in order to shape a well-identified research profile and an internationally acknowledged reputation. Similarly, though Ca' Foscari has made significant progress in its overall performance in competitive tenders, when we look at the distribution of research funds across the faculty, we see them concentrated within few cliques of high performing groups and individuals.

In a context of growing international competition, a new drive is needed to increase our access to competitive funding

Promote Research for Impact

to make Ca' Foscari attractive to the best researchers and scientists worldwide and to enhance the overall impact of our research. In five years time, Ca' Foscari should be able to (1) secure 5 to 8 ERC awards, 30 MSC fellowships and no less than 3 to 5 members of international faculty per year; (2) secure at least 35M€ of research funding from EU (overall); (3) increase its research output by 30% on major bibliographic databases, and (4) ensure that each faculty member has at least one publication in a first-class (top 25%) journals (or equivalent venue) every two years, and at least one publication in a second-class (top 40%) journals (or equivalent) every year.

KPI

1.1. **Amount of research funding**
1.2. **Extent of interdisciplinary research**
1.3. **Number of ERC grantees / MSC fellows**
1.4. **Research infrastructures and estates**
1.5. **Overall research output**

TARGETS

1.1. **7M€ of EU funding per year**
1.2. **30% of faculty actively involved in the** *Global Challenges* **Teams**
1.3. **1—2 ERC grantees / 5 MSC fellows per year**
1.4. ***Epsilon* building at the Science Campus complete; Dept. of Asian and North African Studies relocated at the *Terese* complex; *Ca' Cappello* renovated to host research arising from international partnerships**
1.5. **+30% publications on major bibliographical databases**

1.1 A Coordinated Research Agenda

STRATEGY

The experience of the multidisciplinary initiatives launched in the past years gives Ca' Foscari a comparative advantage. We can now leverage this to set out a new, university-wide agenda to support cooperative research groups gathering the skills and the critical mass required to develop cutting-edge basic and translational research challenging themes of global impact. The new program will enhance cross-fertilization and integration among complementary research profiles within the Ca' Foscari faculty and establish well-identified 'entry points' for external stakeholders and for current and future partnerships to be established both locally and at the national / international level. *Research for Global Challenges* program will initially be centered around the following interdisciplinary themes:

Science of complex economic, human and natural systems. The transdisciplinary study of complex systems offers innovative solutions to outstanding scientific questions and global societal challenges. This enterprise engages the work and contributions of mathematicians, computer and data scientists, physicists, linguists, historians, social scientists and researchers in humanities, economy, ecology and climatology.

Cross cultural and area studies. Comparative cultural and area studies provide the theoretical and conceptual basis to address some major challenges of the beginning of the 21st century. These include radicalisation, migration, and integration within increasingly multicultural and multilingual societies.

Public governance, welfare and social innovation. This research field focuseson social exclusion, discrimination and various inequalities as crucial challenges for the future of Europe and its citizens.

Cultural heritage and digital humanities. Cross-disciplinary approaches to human culture, languages and technology, – such as data processing, ICTs, conservation science, chemistry and biology – create new meanings and research fields such as digital humanities and heritage science.

Environmental technologies and green economy. This research enables the uptake of information on climate and services for decision-making processes. Finding resilient and efficient alternatives to our fossil-fuelled economy are among the key challenges of our society.

Economics and management of innovation. This cluster provides new frameworks and tools for economics, such as a circular and resilient economy, systemic and interactive innovation, bio-based products, digital innovation, new business models and multi-actor approaches.

The themes draw on the expertise of the best performing groups within our faculty and are shaped to leverage Ca' Foscari's historic pillars, fostering a new effort towards the most challenging research trends both current and forthcoming.

ACTIONS

Resources for project management and support for mentoring and coordinating research. To sustain the new research initiatives on the themes of the program, Ca' Foscari will hire new personnel specifically recruited to serve as research brokers/advisors, to scout ideas and support researchers through all phases of project design and preparation. One or more (possibly incentivized) senior faculty members will serve as program coordinators and act as mentors for the youngest components of the research groups.

A framework for top-down allocation of university research funding. Ca' Foscari recently released new guidelines for the assignment of university funding for research. Leveraging the new guidelines, we will complement the bottom-up selection of project proposal that has been in place for some time now with a new, top-down framework to allocate budget to calls soliciting project proposals on specific items of the program. The themes are wide enough to leave full room for free, curiosity-driven proposals. At the same time, organizing the calls around specific themes will serve as training for the development of project ideas and will provide more solid ground for the comparative evaluation of the proposals. This is in accordance with the common practices of the major funding agencies worldwide.

A plan for institutional communication directed to research stakeholders. Over the past years Ca' Foscari has been recognized for its rich cultural activities and public engagement initiatives, gaining high-reaching local visibility. Our institutional communication must now be retargeted to emphasize the new research agenda and contribute to shape Ca' Foscari's identity as a research institution, reaching out to a wider audience of students and researchers worldwide. The communication plan will influence the restyled Ca' Foscari's website, ensuring research outputs and initiatives receive increasing emphasis and visibility. In one year from now, the research entries on the website should consistently represent no less than 50% of the total number of entries.

Attraction and Development of Individual Talents

STRATEGY

Our primary objectives will centre around hiring new faculty, showing a strong commitment to research, an outstanding record of international publications and proven experience in raising research funding and leading international projects. The resources for the plan will rely on the budget generated by the annual faculty turn-over, as well as on additional funds specifically allocated for non-tenure track researchers.

The two-way resource allocation scheme which currently splits the budget between department-level and university-wide development plans has worked well in identifying some of the key posts to support our new research agenda. Associated with this scheme, Ca' Foscari has recently started the *Brain Gain* program based on open calls to advertise some of its vacancies and collect applications worldwide. A long-established standard practice for the international academic community, Ca' Foscari's open calls have stood out rather visibly in the Italian landscape and attracted wide interest among researchers and scientists worldwide. The first experience suggests that this practice is certainly worth repeating and applying systematically in the future: at the same time, it has provided evidence that adequate incentives are needed to create competitive employment conditions.

ACTIONS

Flexible employment policies. Based on the recently released guidelines for faculty employment, Ca' Foscari will be able to offer employment contracts to scientists and scholars willing to keep a position at a research/higher-education institution abroad. Such flexibility is becoming commonplace in academic employment, and appears as a necessary negotiation device to make Ca' Foscari competitive and reduce the gap that still exists with respect to international benchmarks. The same flexibility may also be used as an incentive for Ca' Foscari faculty willing to negotiate a part-time appointment abroad.

Ca' Foscari as a host institution for individual research. Ca' Foscari has been rather successful recently in qualifying as an attractive host institution for Marie Skłodowska-Curie Fellows and (to a lesser but still significant extent) for European Research Council grantees, especially in humanities. Further initiatives will be directed to maintain and possibly improve the current standing. One example is the Marie Curie+1 scheme providing a one-year contract extension to Marie Skłodowska-Curie Fellows committing to submit an European Research Council proposal.

Incentives for individual research performance. For the past few years, Ca' Foscari has adopted incentives schemes for individual faculty, based on research awards that have contributed to spur a healthy competitive attitude among the faculty. In addition to the awards, we will devise a new incentive scheme based on the assignment of *research profiles* to the most promising faculty members. Such awards will be given on the basis of objective indicators consistent with the ANVUR metrics and rankings.

1.3 Research Environment and Infrastructures

STRATEGY

A research-friendly environment and adequate research infrastructure are increasingly important elements to attract skilled researchers and to secure research excellence, multidisciplinary collaboration and international research partnerships.

ACTIONS

Research services. The investment in new personnel to support project development adds further strength to our research offices. In addition, a new IT unit will be set out to support the warehouse services for research data and to develop a web platform to communicate and disseminate the outputs of research. Furthermore, a new funding and management scheme will be set up to organize the acquisition and shared use of equipment and materials required for research in the hard sciences. The university libraries will also continue to constitute a fundamental service for research in all fields.

Research infrastructures and estates. The infrastructure and estate plan includes all the already budgeted actions to restore and refurbish historical sites. In addition, two capital projects for research are envisioned. The first is the project to add a further building at the Science Campus in Mestre: the building will host some of the research groups in environmental sciences and (nano) technologies, as well as the nanotech labs of the *International Center on Technologies for Cultural Heritage*. We plan to develop these both with École Polytechnique Fédérale de Lausanne and Istituto Italiano di Tecnologia. A second project is under way to create a new location for the Department of Asian and North African Studies at the former Terese Monastery. The new location will bring together all the department faculty and staff, host two sections of the eastern studies library and provide new space and services for research and for a fruitful interaction with the student community.

Research environment. The *Research for Global Challenges* initiative and the creation of a research institute on social sciences and humanities with the University of California at Santa Barbara and the International Foundation for Humanities and Tolerance will support the emergence of a new research environment; a base for new perspectives, approaches and paradigms. The environment will attract high—quality researchers, within Ca' Foscari and worldwide, to work on cutting—edge research at the forefront of courses. It will offer a range of funding opportunities: individual or collective fellowships; invitations or open calls for applications; academic residencies of various lengths.

1.4 Research Assessment

STRATEGY

A timely assessment of the quality and impact of Ca' Foscari's research output will be crucial to help steer our research agenda and monitor its results. Ca' Foscari ranked 16th among Italian universities in the 2004–2010 research evaluation exercise by ANVUR, as the result of a rather uneven performance in the different subject areas. The 2011–2014 exercise has just been launched and is likely to determine the performance–based funding allocation by MIUR for the next three or four years. While the ANVUR ranking is very important as it has a direct impact on the funding that Ca' Foscari receives from MIUR, it is just as necessary that we set clear guidelines to improve Ca' Foscari's overall research output in absolute terms and with respect to acknowledged international standards.

ACTIONS

Identification of international standards. Identifying the standards is relatively straightforward for 'bibliometric' areas, while in others, notably the humanities, it is far more challenging. Nevertheless, a set of guidelines (or proxies) will have to be agreed upon within each subject area to identify a set of 'first-class' (top 25%) and 'second-class' (top 40%) journals or equivalent publication venues, with clear and uncontroversial international standing. These will be used as the preferred targets for publication. Publications in such venues will be incentivized both at an individual and at department level.

Providing the best opportunities for our graduates is at the heart of our vision. We will renew our curriculum to prepare them to work adaptively in diverse settings and to operate in a global, fast-evolving society. While pursuing scholarly excellence remains the first premise of our new curriculum development plan, our programs will emphasize multidisciplinary knowledge, critical thinking and problem solving as key elements of a full rounded education scheme; they will be shaped around the research drive of our faculty as well as to the expectations of our main stakeholders, our graduates, to encourage their personal and professional development and provide them with the best career opportunities and a vibrant student life throughout their time at Ca' Foscari.

2.

Foster a Transformative Learning Experience

KPI

2.1. **Adequacy of internal track structure for BA and MA programs**

2.2. **Cross-disciplinary course opportunities**

2.3. **Number of on-line students (acquiring CFUs through on-line courses)**

2.4. **Effectiveness of admission tests**

2.5. **Faculty involvement in continuous education**

2.6. **Doctoral program sustainability**

2.7. **Number of non-regional students**

2.8. **Employer engagement**

2.9. **Classrooms and student space**

2.10. **Student housing provision**

TARGETS

2.1. **No less than 50 students per undergrad track. No less than 15 students per grad track**

2.2. **5-8 minor programs. Minors offered within all programs. At least 15% students enrolled overall**

2.3. **1.000 on-line students by 2020**

2.4. **Admission tests for all programs with student-to-faculty ratio > 25-to-1;**

2.5. **+30% faculty members involved as main course instructors**

2.6. **Funding allocation for 4 fellowships per accredited program**

2.7. **40% of annual intake**

2.8. **ca. 750 job offers, 5.000 scholarships, per year. Employment rate over 90%**

2.9. **Complete new lecture halls and classrooms in *S. Basilio*. Secure new agreement for Ca' Foscari site in Treviso**

2.10. **Dorms for 15% of yearly student intake**

2.1 Curriculum Development

STRATEGY

As of the academic year 2015/2016, Ca' Foscari's BA and MA degree programs (*laurea* and *laurea magistrale*) are now organized around 46 degrees, with an average of 11.4 faculty members per degree. Overall, this represents a wide but sustainable framework, though Ca' Foscari's faculty/degree ratio is lower than the average with a median of 12.4 and 12, respectively, in the Italian university system. On the other hand, an analysis of the internal structure of the degrees unveils a much wider scope, resulting from the multiple tracks allocated within each degrees. In some BA degrees, this tends to anticipate specialization tracks which would be more appropriate for MA degrees. In other BA and MA degrees, the presence of multiple curricula is associated with profiles that should, and could safely, be reorganized around more coherent learning outcomes. The wide scope of the framework (together with the overall high enrollment rate of the past years) also explains the rather heavy teaching workload for some sections of our faculty (especially of those lecturing to large classes) who also serve on one or more of Ca' Foscari's over 30 executive masters and 14 PhD programs, very often well beyond the expected duty of 120 lecturing hours per year. Simplifying the internal program structure is therefore desirable and necessary at this stage to help shape a revised, more effective curriculum and to target the teaching workload towards new initiatives.

ACTIONS

Program rethinking. Associated with this simplification, two further actions will be launched to redesign our curriculum around internationally acknowledged teaching methods and indented learning outcomes. Specifically, we will activate two cross-program minors to be integrated within the current degrees. The first is a (bachelor-level) minor on 'global studies' centered around a selection of courses aimed at stimulating critical thinking, enhancing our graduates' digital skills, global and cross-cultural awareness, historical, financial, social, health, civic and environmental literacy. The second minor is directed at MA degrees third-year bachelor students and will include courses, organized in flipped-classes co-designed and co-operated by corporate and public partners, and aimed at promoting collaborative project work and learning-by-doing over traditional teaching methods. As of today, both minors are easily implemented within the 'free CFU' budget currently allocated to each program. In three years time, the number of students willing to opt-in for the minors as their choice of free CFU should reach at least 30% of our bachelor and graduate students.

On-line learning. In addition to the above, we will continue our investment on our on-line and MOOC platforms to support e-learning as

an enhancement of class lectures for full-time students and as a way of reaching out to long-distance learners (prospective students, as well as Ca' Foscari's part-time and returning students). In five year time, the percentage of on-line learners (i.e. students acquiring credits from on-line courses) should exceed that of part-time students enrolled at Ca' Foscari, and at least 50 courses should be made available on our on-line platforms.

New programs. In order to keep a strategic drive in the curriculum development process, the activation of new programs should qualify according to the following indicators:

1) expressed / potential attraction capacity of high-qualified and international students;
2) research profile of the faculty involved as key personnel;
3) degree of coherence with research & innovation projects developed within the agenda set by the strategic plan.

In addition, they should provide English as the teaching language (with some exceptions, e.g. foreign language programs provided in the subject language), which offers a joint double degree opportunity and implements an effective selection scheme for student enrollment.

Intended Learning Outcomes and assessment methods. The curriculum development plan will naturally involve a revision of ILOs and help make them fully respondent to a modern learning system. An important aspect of ILOs concerns employment and career opportunities, which should be approached with a wider, international mindset to leverage international employment opportunities and careers as an incentive for both Italian and international students. Our Alumni association will have an increasingly important role to support this action. As to the assessment schemes, in addition to the indices defined by

the university accreditation system (AVA), Ca' Foscari is currently using three major indices to evaluate the effectiveness of its program: student questionnaires, employer reputation (as measured in major rankings) and employment records (mostly provided by the *AlmaLaurea* surveys). Further actions should be directed towards:

1) devising employer surveys to co-define and evaluate the ILOs;
2) revising the student evaluation questionnaires to allow for free comments to be inspected, assessed and used by department heads or other units to make decisions about rewards or correcting measures;
3) some of the actions we will develop include activating new initiatives to enhance the quality of our teaching. Among these, devising team-teaching schemes for mutual evaluation and advisory, as well as setting out training program to improve delivery, public speaking and English skills.

Enrollment selection schemes. As a further necessary step to ensure high quality standards in our programs, a plan will be developed to drive student enrollment based on admission tests targeted at selecting the most qualified and motivated. Securing a more sustainable student-to-faculty ratio is just as important for the quality of our programs. Ca' Foscari has currently more than 20.000 students and 500 faculty members, with a student-to-faculty ratio of 40 to 1, more than twice as much as the European average of 20 to 1, and well above the Italian average figure of 30 to 1. Within the time span of the strategic plan, we should bring Ca' Foscari to align to the Italian standards through the combined effect of increasing the faculty size and targeting a reduction in student intake in the areas of highest enrollment.

2.2 Program Coordination and Management

Since 2011, Ca' Foscari's education system has been managed by the coordinated effort of various units: Ca' Foscari's central offices, the departments, the university-wide schools – Challenge, Graduate, International (formerly Summer) – the International College and the interdepartmental schools.

ACTIONS

Continuing and executive education. Currently coordinated by the Challenge School in cooperation with Ca' Foscari's Foundation, Ca' Foscari's continuing and executive education systems comprise over 30 professional and executive masters, with a total of around 1.500 students enrolled and fast growing lifelong learning programs. The School has recently undergone a reorganization of its governance and set new guidelines for a more effective design and management of the programs: both these actions have provided the School with the drive to exploit its (still partly unexpressed) potential in full. Three further elements are worthy of attention:
1) the faculty serving the School is only partly from Ca' Foscari as a significant fraction of the courses are taught by professionals. While this presence has its own added value, achieving a wider involvement of qualified internal faculty would be desirable;
2) a wider section of the program should be explicitly directed to international students, hence it being taught in English and designed with an international mindset: a one-year program with interesting employer connections is certainly attractive to international students, especially in subject fields leveraging Venice or Italy (and their cultural heritage) as branding devices. Partnering with IUAV to co-develop programs on fashion and design should be considered as a potentially interesting option;
3) the School has further potential: within the action plan we envision for the creation of an innovation and entrepreneurial hub as powerful interface for our graduates and the innovation ecosystem that will emerge around it. Renaming the School is also worth considering as a way of making its role and mission more easily and immediately received.

Doctoral programs. The Doctoral School currently coordinates the activities of 14 PhD programs, providing support for student recruitment, career management and other services, program evaluation and quality assessment, funding allocation for fellowships, internationalization procedures related to *co-tutelles* and other agreements as well as for the organization of graduate courses on cross-disciplinary subjects in various fields. The School has played an important role in the development of Ca' Foscari's graduate studies and has been particularly effective in coordinating quality assessment and funding allocation. On the other hand, with the ANVUR accreditation and evaluation systems now in place, there is no reason to keep these functions within the School as they are naturally attributed to the QA board (assessment) and to the Academic Senate and University Board (funding allocation). Indeed, after five years since its inception, a more general revision of the school appears to be order, to simplify its governance and structure, to streamline the administrative workflow and provide the dean, and the school itself, with a more strategic drive. The redesign is already under way, and is going to determine that the School should exist as embedded as a Graduate Office within Ca' Foscari's central administration. It would operate under the direction of a faculty member acting as Dean/Rector's Delegate. The School's key objectives for the coming years may be summarized as follows:
1) support departments in a student recruitment process which is fully compliant with internationally acknowledged standards;
2) devise a PhD career development plan, to include training programs to make PhD graduates skilled in communicating their research, protect and understand its value and to help them to enhance the impact of their results and support them with their academic or professional development;
3) proactively search for (international) partnerships to favor PhD student mobility (in and out) and establish joint programs to possibly be funded by the ITN and other (e.g. Erasmus Mundus) funding schemes. A program restructuring plan should also be taken in due consideration in view of the upcoming new

ANVUR accreditation to make the programs more sustainable budget-wise and more attractive to external investment (remark: the low level of externally funded PhD fellowships represents the main weakness in the ANVUR evaluation of Ca' Foscari's graduate program).

International College. Ca' Foscari's International College is an honor school supported by the Italian Ministry of Education and Research with aims to attract the most gifted students from Italy and abroad, providing them with the best training in the many different areas of study and research. It operates since 2012 and has recently revised its (bachelor-level) curriculum to organize it along a set of interdisciplinary minors that will provide students with a more focused and structured learning experience. The new framework will be fully operating in three years: based on the experience developed along the way, it will possibly be implemented within the two-year MA curriculum as well. A fundamental milestone in the College's activities will be the accreditation process that the College will undertake starting in September 2016. A further issue that deserves attention is the College location: San Servolo is, in itself, an ideal place for a College, but its position is somewhat dysfunctional for the students and the faculty to coordinate their university and college activities. Moving the college to a more convenient location appears to be a desirable/necessary step.

School for International Education. The School for International Education has been activated recently to support Ca' Foscari's internationalization strategy. It will do this by promoting a cross-cultural learning program organized around a series of initiatives directed to prospective international students (foundation terms / year), to exchange (double degree or Erasmus) students This will also include the Ca' Foscari international students attending the international summer programs that the School co-organizes with various partner universities. Starting on the Academic Year 2017/2018, the School will be involved, together with all Departments, in the implementation of the cross–board bachelor program to be directed to all the student involved in the School's activities.

Interdepartmental schools. Interdepartmental schools have acted as coordinating units for Ca' Foscari's interdisciplinary programs. Over the years, they appear to have progressively lost their initial drive, and some of the unresolved issues in their governance have emerged as more and more critical and dysfunctional to the schools' intended mission. While promoting interdisciplinary education remains strategic for Ca' Foscari, we believe that a more effective organization of the schools' current programs can be achieved by (1) giving clear guidelines to the program directors and boards as to how to organize the programs' activities and proactively engage all the faculty members involved. (2) by establishing multi-way cooperation agreements to secure the continuing support to the programs by the participating departments and (3) reallocating each program to one department in each partnership. Having set-up the new guidelines and the formats for the inter-department agreements, the schools will stop operating as the agreements are signed. The re-organization should be completed by no later than December 2016.

2.3 Student Development

STRATEGY

A student development plan should cover all stages of student life, including recruitment, transition-to-college orientation and services, scholarship and tuition-waiver programs, support for internship and international mobility, placement and career development services and programs. Ca' Foscari has long been actively engaged in these activities and developed significant experience which represents an important asset in the pursuit of new directions and strategic objectives.

ACTIONS

Recruitment and transition to college orientation. Ca' Foscari has attracted an increasing number of students in the past years, but the geographical distribution still shows a minority of about 25%-30% students outside the Veneto Region. A consistent effort is already in place and a plan under development to reach a wider geographical scope in our recruitment and orientation activities, leveraging on-line and on-site communication. In five year time, we aim to increase the percentage of Ca' Foscari's non-regional students to at least 40% of the total yearly intake.

Scholarships and tuition waivers. Starting with the academic year 2016/2017, Ca' Foscari has extended the scope of the tuition waiver program for low-income and deserving students, while slightly increasing the tuitions fees for over-time students. This appears to be a fair scheme which acts as an incentive towards a timely completion of the study programs by an increasing percentage of students. The soon-to-be established development office will establish a specific section of its activities to provide further support for the tuition waiver program.

Internships, placement and career services. Ca' Foscari provides excellent mobility and international study abroad opportunities for its students. This was confirmed by the ANVUR / MIUR metrics according to which Ca' Foscari has consistently ranked within the top 3 universities in Italy in the last few years. As to placement and career opportunities, Ca' Foscari performs very well compared to other public universities in Italy, however, through working in particular with stakeholders and alumni in particular, we should strive to provide our students with more opportunities of a wider selection, especially those in humanities, which have lower employment rate expectation. We expect the focus on interdisciplinary subjects which underpins the curriculum development plan, to create new opportunities for our graduates and to open the way for stronger engagement with employers. More than 10% of our students receive job offers from our career services in their final year. Our objective for the plan is to increase this percentage to 15%-20%. Ca' Foscari is consistently among the top Italian universities for employment rate according to *Almalaurea* with 89% of its MA students employed within 5 years (national average 84%). While the job market is not growing, it is changing and we see new jobs and employer needs on the rise and new opportunities emerging (sometimes booming) in a number of areas, including entrepreneurship and start ups, social innovation, circular economy, NGOs and non-profit, big data, digital humanities, cross-cultural mediation. All these areas will provide our graduates with employment opportunities in the coming years so our placement and career services should be targeted accordingly to anticipate these trends and make Ca' Foscari one of the first movers in these areas.

2.4 Campus Life

STRATEGY

Fostering an inclusive and actively engaged community is critical for securing a truly transformative learning experience for our students. It is also one of the most effective sources for the perceived quality of a University. While Ca' Foscari is a typical example of an urban university with a distributed campus, Venice is a unique and great campus in itself and Ca' Foscari has long since been active in promoting student-led activity, providing support for student and sport associations and engaging students in the wide array of existing co-curricular and extra-curricular initiatives co-developed with a rich artistic and cultural Venetian fabric. We will continue to act proactively along this direction. A stronger and freshly renewed effort will be made to reach out to our students and encourage their engagement and sense of belonging in the academic community. All departments should act consistently with this plan, allocating resources and efforts into autonomous initiatives towards the same goals.

ACTIONS

Classrooms and student space. Our estate development plan includes new facilities for lecture halls and student space. A plan is under development to refurbish and create further room for the BAUM humanities library, and to build new lecture halls and student space at San Basilio. The new location for the Department of Asian and North African Studies will also provide wide room for the library and reading rooms for students. The space available at the Science Gallery Venice will provide new drive to Ca' Foscari's campus life, and become a catalyst for the creative and collaborative engagement of our faculty, student and alumni communities. Our campus in Treviso will also require action to close a final agreement with *Fondazione Cassamarca* and move our activities to an adequate, stable location. A preliminary agreement is under development to settle within the San Leonardo estates across the Sile river from our current site. A failure in the negotiations with *Cassamarca* might imply a different final destination to the Appiani complex right off the city center. Regardless of the final solution, our objective is to finalize the move by 2017, before the start of the Academic Year 2017/2018.

Student residences. Well aware of the strategic relevance of creating a residential student community, we will complete the plan to secure accommodation for 15% of our student annual intake within the next four years. That will be achieved by the construction of the student residences in Santa Marta next to the lecturing halls in San Basilio, in San Giobbe at the Economic Campus and in Mestre, at the Science Campus.

Logistics and transportation. As part of the estate development plan, we will work in partnership with the Venice City Council to provide efficient and more convenient connections across the various campus sites, in particular to connect the Science Campus in Via Torino with the other sites. This will be achieved by means of regular service, and by creating a smoother connection to Venice with the facilities at Forte Marghera and the San Giuliano sport centre.

Broadened geographical and cultural diversity will be a key factor to foster international awareness and a global mindset within our community. We will market our research agenda and renewed curriculum to attract students, top-quality researchers and administrative staff worldwide. A window on and for the world, Venice will continue to be a powerful brand for our international outreach. Strengthening our cooperation with the local network of cultural and scientific institutions and with the entrepreneurial fabric will be conducive to creating the critical mass required to engage a wider international partnership in our development plans.

In the context of growing trends of international mobility and increasing global awareness, it is hard (and indeed hardly sensible) to disentangle internationalization from an overall university strategy. That said, it is important to make prioritized objectives of the strategy explicit in order to single out key enabling actions.

Ca' Foscari has developed a wide and powerful network of international partnerships to create opportunities for a rich international experience to its students via mobility and exchange programs as well as international

3.

Shape a Full-Fledged International Outlook

internships and stages for its students and graduates. While this remains one of our priorities, striving to make Ca' Foscari an international environment with a geographically and culturally diverse community is just as strategic to enhance our international standing and, more importantly, to create an open, global mindset in our graduates, faculty and staff.

KPI

3.1. **Number of international faculty members**
3.2. **Percentage of international students**
3.3. **Number of English taught programs**
3.4. **Strategic international partnerships**
3.5. **Position in major university rankings**

TARGETS

3.1. **Recruit no less than 2-4 international professors per year**
3.2. **10% foreign students by 2020**
3.3. **20% English-taught undergraduate / graduate programs overall (circa 9); 10% continuing and executive education**
3.4. **Establish contact points in Far East, East Europe and Mediterranean countries**
3.5. **Top 500 in QS and THE and 6 subjects in QS top 200**

3.1 International Recruitment

STRATEGY

An investment in international recruitment is in order, with priority given to students, research fellows and faculty. A few key areas of the administrative staff would also benefit from international recruitment, among which are the offices for international relations, research and student services at Ca' Foscari's central administration as well as at the departments.

ACTIONS

Faculty and research fellows. The goal is for Ca' Foscari to be able to attract no less than 2 to 4 international (non-Italian) faculty members per year for the next five years through the Brain Gain program. The recently established university research panel will be operating to scout for the best profiles worldwide and help give drive to the process. Given the hardly competitive salary conditions in Italy, double appointment schemes appear as a necessary (though not sufficient) leverage to attract established faculty members on a permanent basis. Alternatively, non-tenure track positions should be considered as viable alternative to create conditions for longer engagement. More focus and attention should be directed to attract international research fellows to whom we offer competitive entry conditions. This also requires a systematic protocol to ensure that:

1) vacancies be posted timely, openly, with researcher-friendly language and conditions for application;
2) applicants be offered two to three year contracts to make the posts attractive and worth moving to Venice for;
3) support be provided for the move wherever possible;
4) the selected applicants can enjoy a research-friendly environment and support towards tenure (when appropriate) so as to create the best conditions for their retention.

Students. For the past few years, Ca' Foscari's intake of international degree seeking students has amounted to around 5% of the total, a low percentage even for Italian standards. Our goal is to see that percentage rise to no less than 10% within five years. The student residence program currently under development, the curriculum revision outlined in Section 2, as well as the program internationalization policies to be detailed next will play a key role towards achieving that goal. In addition, however, further specific actions are in order. They include (i) a revision of the admissions process and requirements to make them more accessible to and compatible with international applications (online tests, skype interviews, admission tests to be conducted abroad, etc.); (ii) a specific communication plan targeted at international students to convey simple but effective information about admission, program structure, international employment opportunities through the university website and other international channels; (iii) a strategy to anticipate future trends and make Ca' Foscari a first mover in emerging or otherwise promising geographic areas, using our institutional and corporate partnerships to create recruitment desks.

Attraction vs retention. To be effective in the medium and long term, investment in attracting faculty and students must be complemented by a corresponding HR plan to create a service culture and infrastructure oriented towards international students and scholars, assisting them throughout their study / work at the departments and other research and teaching.

3.2 Internationalization of the Curriculum

STRATEGY

Internationalization is an inherent part of the curriculum development plan. There are further actions to complement that plan that are specifically intended to contribute to widen the scope of our education activities and to make them more attractive worldwide.

ACTIONS

Prospective and exchange student programs. The School for International Education has recently completed the design and partial implementation of a foundation course targeted to international students to lead them to an undergraduate program at Ca' Foscari. We plan to continue the investment in that direction, also in relation with the Marco Polo initiative that also has just started at Ca' Foscari. We do, however, expect the intake in these courses to soon scale to around a few dozen. The School also organizes a series of course for exchange students on Italian language and culture as well as on a variety of other subjects. Two directions should be considered in perspective, to give these courses more scope and depth:

1) integrate them within the cross-disciplinary minors planned for Ca' Foscari's degree programs;
2) seek a stronger cooperation with VIU and foster the cross-participation and mutual exchange of students to their respective programs, as well as cooperation in the School's activities with the faculty teaching at VIU.

Transition to English as teaching language. Over the past years Ca' Foscari has made some progress towards a transition of the teaching language from Italian into English. As of the academic year 2015/2016, however, the overall organization of English-taught programs is still highly fragmented and, with just two exceptions, associated with tracks or individual curricula rather than whole programs. An investment into a more systematic transition to English should be made in order to:

1) prioritize the transition of whole programs rather than single tracks;
2) raise the percentage of English-taught programs to 20% and spread equally on the different subject areas and degree levels (bachelor, master, PhD).

In order drive process forward, the transition will be incentivized and directed to a selected set of flagship programs that qualify according to the same criteria set for the new activations, namely:

1) potential attraction capacity of high-qualified international students;
2) research profile of the faculty involved as key personnel;
3) degree of coherence with the research & innovation projects developed within the agenda set by the strategic plan;
4) provision for a joint or double degree or at least for a structured exchange program with a qualified foreign institution;
5) implementation of a selection scheme for student enrollment;
6) active engagement in the cross-program minors initiative.

Based on the above criteria, this will initially identify a selection of flagship programs which will pilot the transition. The flagship programs will have priority access to the choice of faculty serving as key personnel and will be the target of *ad-hoc* funding for the implementation of the transition to English and of the curriculum development actions.

3.3 Partnerships

STRATEGY

Ca' Foscari has a wide international network of institutional partnerships, which includes around 600 international exchange agreements, and a large number of partnerships with embassies and other diplomatic agencies, cultural centers, NGOs, chambers of commerce, companies and corporate bodies worldwide. This network will continue to serve as a powerful outbound channel for our study abroad programs and for our internship, stage, placement and career services. At the same time, we should develop a more systematic approach to organize our partnership agreements, identifying the different strategic targets and acting accordingly.

ACTIONS

Study abroad and exchange programs. The current network of partners for study abroad programs is extensive, but not as effective as it could be as it is highly fragmented and sparse. It should be revised, in coordination with the departments, to terminate agreements with low-level partners and/or low-level in-out flow, and instead give priority to existing or new, university-wide agreements with high-quality partners, built around more than just one program and securing a reasonable rate of students involved (no less than 5 to 10) and an overall balance of the in and out student flow. A selection of such agreements should evolve progressively and be upgraded to including joint / double degrees as well as exchanges between PhD students and faculty. European universities are a natural target for Erasmus exchanges but our partnerships should be thought of as a leverage for recruitment, and thus pursued more broadly, coherent with our recruitment strategies.

Research partnerships. Institutional research partnerships have received only limited attention over the past years and have often been implemented as rather generic agreements with little-to-no commitment of resources or funding by the participants. While this is a challenging avenue, research partnerships should be pursued both as upgrades for existing agreements showing further potential, and for seeking new opportunities in Ca' Foscari's distinctive areas of strength.

Corporate contacts and agreements. Employer engagement with our education programs is the natural and prioritized target for these agreements, the goal being to enhance the scope of career opportunities for our national and international graduates. Again, being first movers in geographic areas with emerging economies is strategic. Our existing contacts and long term institutional relationships in such areas (e.g. China, Japan, Korea, The Mediterranean, India, Gulf) give Ca' Foscari a clear comparative advantage at this stage. Also, our Alumni are spread in public and corporate organizations worldwide and their engagement in the process will be crucial in the coming years.

3.4 Rankings

STRATEGY

Over the years, the role of university rankings has emerged more and more prominently as illustrators of quality for international students, scholars, as well as employers looking for graduates. While this is not necessarily a sound trend, it is only fair to observe that some of the parameters (research output, academic / employer reputation, student-to-faculty ratio) do have a correlation with quality and, when used correctly, can provide incentives and directions for improvement. Over the years, Ca' Foscari has consistently been positioned within the top 5-6 universities in Italy according to the MIUR rankings. As of 2016, it is ranked amongst the top 401-500 universities in the Times Higher Education world ranking, and within the top 200 universities in two subject categories of the QS ranking.

ACTIONS

Ranking unit. A dedicated unit will be set up to coordinate the collection of data and evidence needed to support the strategic decisions. In particular, those concerning the parameters adopted by major international ranking agencies ensuring a timely monitoring of our performance. Within five years, we expect this plan to reposition Ca' Foscari amongst the top 150 universities in Europe in at least one major world ranking, amongst the top 500 worldwide in the THE and QS rankings, and amongst the top 200 in at least 6 subject categories.
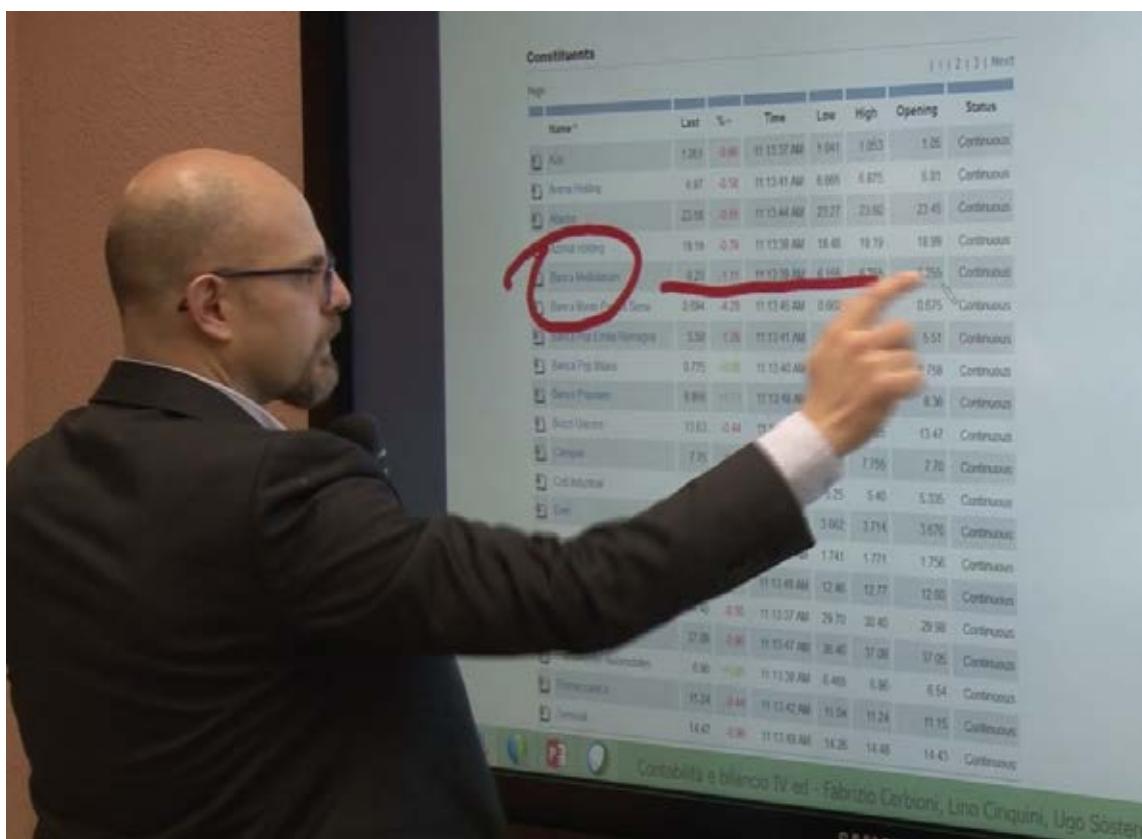
The presence of research universities is nowadays widely acknowledged as a necessary (if sufficient) condition to bring about innovation-based economic development. Indeed, a key factor in the economic rise of states and regions is a close tie and frequent collaborations among public institutions, companies and a network of first-rate universities. Activating and supporting these collaborations is not just in the interest of regions, institutions and companies, but also of universities. It is also useful for the increased potential of industry funding for demand-led translational research, and for the prolific humus these collaborations create for the professional development of their graduates.

As a public university, we will activate our institution-wide mechanisms to deliver local impact and act as drivers of innovation, leveraging the scholarly excellence of our faculty, the professional skills of our administrative staff and the creativity and strength of our students. Our institutional networks, with local and international partners, will gather the resources and create the critical mass required for the strategic development and implementation of research and education as drivers of knowledge sharing, cultural innovation and sustainable socio-economic growth.

4.

Act as an Innovation Catalyst

KPI

4.1. **Number of international cultural programs**
4.2. **Establishment of Science Gallery Venice**
4.3. **Cafoscari 2018 celebrations**
4.4. **Establishment of he Venice Innovation Hub**
4.5. **Establishment of Innovation and TT Unit co-operated with Fondazione Ca' Foscari**

TARGETS

4.1. **Five major programs per year**
4.2. **Science Gallery Venice complete and self-funded by 2019. Production of 3 exhibits per year co-developed within DVRI**
4.3. **Year-long program with five major international events**
4.4. **40-50 startups / SME hosted, 30-40 graduate internships funded yearly, Active Learning Lab program fully functional**
4.5. **+100% revenues from corporate funding for research and innovation projects.**

4.1 Cultural Development and Social Innovation

STRATEGY

Ca' Foscari has a long-established role as a producer and catalyzer of creative and cultural activities in Venice, as confirmed by the yearly reports by *Fondazione Venezia* 2000. In addition to a wealth of public lectures, seminars and art and research exhibitions, some of our best-established initiatives – e.g. *Crossroads of Civilizations*, *Ca' Foscari Short Film Festival*, *Art Night*, *Waterlines* – have become landmarks in the national and international cultural landscape. Ca' Foscari also has invested in its theatre programs and seasons as well as in the musical activities by *Cafoscarimusica* and its educational project, *Elettrofoscari*. Together with our sport program co–developed with IUAV, all those activities have gone well beyond the borders of our campus, becoming an integral part of the Venetian cultural city life.

ACTIONS

Creative environments and infrastructures. Three estates have so far been available for Ca' Foscari as locations for the development of cultural and creative events: the Santa Marta Theatre, the exhibition halls in Ca' Giustinian and the Ca' FoscariZ area next to the Zattere Library. As part of the present plan, we will develop a new capital project for the Science Gallery Venice, the venetian node of the Science Gallery Global Network which currently includes member nodes in Bengaluru (with the Indian Institute of Science as leading partner), Dublin (Trinity College), London (King's College) and Melbourne (University of Melbourne). Science Gallery Venice will involve creative practitioners, research scientists and scholars in open calls around creative challenges and research for the design of multi-disciplinary exhibits, encouraging the active participation of the student community. Science Gallery Venice arises as the result of a Ca' Foscari-led initiative within the Venetian District for Research and Innovation, whose partner institutions will actively be involved in the cooperative design of the initiatives. It also represents a paradigm shift for Ca' Foscari which will make creative spaces available — a permeable interface of public engagement — spurring a powerful new drive in our approach to the communication and dissemination of research, as well as to the development of multi-disciplinary projects between education, research and practice and art, culture and science.

Cafoscari 2018. The celebrations for the 150th anniversary of our university will create an important opportunity to enhance our cultural program and upgrade the services that Ca' Foscari provides to the community of its stakeholders. With the *Cafoscari2018* project, we aim to engage our students, graduates and community with the wealth of our heritage, historical archives and estates and to expose them to our scholarly resources and our cultural and scientific achievements. Cafoscari2018 will devise a series of initiatives. A non-exhaustive list which includes:

1) support for a selected choice of projects aimed to the celebration of our history (its disciplines, its archive, and some of Ca' Foscari's historical locations);
2) an enhanced visitor experience project to have the current Ca' Foscari tour on mobile guides, with additional on-line material and extended scope for the visit;
3) on-line access to learning material (MOOCs and other digital content) as well as open access to research data and information about main achievements;
4) an enhanced gift-shop selection to increase the revenues of ancillary commercial activities.

Social and civic engagement. We will provide continued support for the two projects *CaFoscariSociale* and *CaFoscariSostenibile* which, with the wide range of their activities, have a very powerful driver for the engagement of students, staff and faculty invaluable initiatives with a high social impact.

4.2 Innovation & Entrepreneurship Development

STRATEGY

Our innovation strategy recognizes the range of diverse sectors in which innovation has an effective impact (from technology to social media, from scientific to cultural and creative) and rests on an integrated approach that leverages:

1) the presence of high-level skills in some of the relevant key enabling technologies within Ca' Foscari;
2) experience developed in some of the relevant sectors by our spin-offs and research groups (e.g. circular economy, welfare, creative industries, digital transformation);

3) core skills in strategic and international management and entrepreneurship as well as a long established relationship with the business and entrepreneurial fabric.

Based on these premises, our action will unfold along two directions.

ACTIONS

Knowledge Exchange and Innovation Office. This is a project for the development of joint services for technology transfer, knowledge sharing and innovation by Ca' Foscari and Fondazione Ca' Foscari. The activities will include new services and training programs for intellectual property rights, patenting industrial exploitation of research and, more generally, translational research protocols for technology transfer. They will also serve as an outward looking interface towards industry and entrepreneurs seeking university research collaboration, consultancy and access to technological platforms and services. The objective is two–fold: on the one hand, to create a culture of entrepreneurship within our graduates, PhD graduates and research fellows, to make them skilled at enhancing the impact of their research and at leveraging it for their professional development as a valuable alternative to an academic career. On the other hand, the project will serve to qualify Ca' Foscari as a reference of translational research and innovation so as to strengthen and extend our corporate partnerships, the research investment of industry and private funding.

Venice Innovation Hub (VIH). VIH is a joint project by Ca' Foscari, the City Council of Venice, VEGA s.c.a.r.l., IUAV, the University of Padua, the University of Verona, the University of Udine, the University of Trieste, the University of Trento, the University of Bozen and SISSA to create an integrated hub for innovation and entrepreneurship leveraging the estates and the technological infrastructure available at the VEGA Technology Park. The project also draws on the urban regeneration plan under development on the Marghera waterfront that will secure a complete restyling of the area and create a direct connection with the Ca' Foscari's Science Campus in Via Torino. VIH will seek a strong partnership with a local network of entrepreneurs as well as with public investors. It will offer the local entrepreneurial community a place to work, meet and grow whilst providing an opportunity to be exposed to training classes and mentors, to share experiences and be connected with an international network of corporate partners that will be involved in the programs of the Hub. The activities of VIH will involve various units inside Ca' Foscari and its Foundation, creating an innovation ecosystem that will spur satellite initiatives at other Ca' Foscari campus sites. We currently envision VIH branches in Venice – at the Economics Campus (San Giobbe) and, prospectively, at the Science Gallery Venice (San Basilio) – and in Treviso, using our successful past experience within the SmartCommunities association and our partnership with other local institutions.

Well aware of our institutional role and leadership as a public university, we will act as an efficient and accountable administration, seeking a shared vision and commitment towards the objectives of the plan. In our transition from our centenary tradition to a future as one of the first-class universities in the world, three major directions should be pursued to secure a sustainable development towards the main objectives of the plan.

5.

Secure a Sustainable Academic Future

KPI

5.1. **Faculty size**
5.2. **Career development**
5.3. **Working environment**
5.4. **Sustainable campus**
5.5. **Performance based state funding**
5.6. **Establishment of Fundraising unit**

TARGETS

5.1. **+10% faculty (permanent, non-permanent, joint appointments)**
5.2. **3 Research profiles per Department; 3 HR Research Excellence awards +3 Teaching Excellence awards university wide**
5.3. **Complete HRS4R accreditation; introduce smartworking policies**
5.4. **-10% energy consumption (per cubic meter), +20% waste recycling both by 2020**
5.5. **Maintain current levels of funding**
5.6. **€ 3m additional revenue stream**

5.1 Faculty Development

STRATEGY

In order to implement our research agenda and the new curriculum development plan we will increase the hiring of our faculty to raise its total size of about 10%, including non-tenured (professor and researcher) positions. Of these, no less than 2-4 international faculty should be hired every year over the next five years to around 3%-5% against the current figure of 1%.

ACTIONS

Hiring. The hiring of faculty should take age into account with the objective to lower the current average age, and prioritize the recruitment of young personnel at all the academic role and positions. Priority should also be given to improving the fit between the faculty hired, research agenda pursued and programs offered.

Career development. Adequate prospects for career development should be ensured to our most talented and best performing faculty in research, teaching, innovation and public engagement. In addition to career upgrades, further incentives will be provided by creating various faculty profiles (with corresponding benefits), and by reserving a quota of the overall faculty development budget to incentivize the engagement in the multi–disciplinary themes envisioned by the research agenda and the curriculum development outlined by the plan. As part of the faculty development actions, Ca' Foscari will proceed towards the Human Resources Strategy for Researchers (HRS4R) accreditation along a process which should be completed by 2018 to provide Ca' Foscari with the "HR Excellence in Research" award.

5.2 Staff Development

STRATEGY

In order to support the increased international standing and exposure envisioned in the plan, we will ensure to preserve the current size of the administrative staff.

ACTIONS

Hiring. The new acquisitions will target personnel with full technical proficiency, skilled at creating an adequate administrative interface to a diversified community of students, faculty, academic and corporate partners.

Career development. Support and training will be provided for personnel currently on payroll to increase their international exposure (e.g. by seeking exchange programs with our international partners), upgrade their technical proficiency, promote their professional engagement with the objectives of the plan and provide incentives based on merit and performance.

Family-friendly working conditions. Ca' Foscari has long invested in a series of initiatives aimed to create family-friendly conditions for its administrative staff. This investment will continue to further promote trust and quality and support them with flexible working schemes associated with reward based on rigorous and timely assessment procedures.

5.3 Effective and Accountable Administrative Action

STRATEGY

The envisioned process of transformation will require efficient administration, accountable procedures, flexible internal communication, integrated information management and an improvement of monitoring and control activities.

ACTIONS

Sustainable campus and estate development. Since 2010 Ca' Foscari has adopted sustainability as one of its statutory principles and much progress has been made in this area since then. This was marked i particular in 2013 at the *Leed* Certification of Ca' Foscari palace and by the stable position of Ca' Foscari within the top 100 sustainable universities world rankings. A substantial infrastructure and estate development underpins the strategic objectives envisioned in the plan, and calls for concrete actions to comply with Ca' Foscari statutory principles. We will move forward in this direction, setting concrete targets for energy and carbon emission, waste management, sustainable transport and mobility, green procurement, resource usage and biodiversity. This will involve administrative policies, education and research within a structured, holistic approach to promote the university campus as a living laboratory in itself. Ca' Foscari will also work proactively with the network of Italian universities to share practices and work jointly for a systematic adoption of the united nations agenda of Sustainable Development Goals.

ICT infrastructure and services. We will continue our investment in innovative ICT services and platforms to:

1) serve core administrative procedures and workflow;
2) promote the digitalization of administrative services;
3) deploy automatic access gates and long-distance monitoring systems to reduce gatekeeper and janitor service costs and extend the opening hours of our facilities;
4) provide more flexible, responsive and user-friendly interfaces for university services, for all our stakeholders (faculty, staff, students, alumni, visitors and prospective students);
5) enhance on-line learning and access to digital content, for study, research and continued development.

Integrated information management & reporting system. The execution of the plan requires an enhanced process of quality control and a performance evaluation system based on certified information and qualified methods. Significant progress has been made in the university data warehouse system over the past years. As a further step, we will strive to achieve a formalized certification protocol to ensure that data be made available for evaluation, and assessment procedures be verified at the source before being used.

Accountability & social responsibility. Ca' Foscari has fully transparent administrative and financial procedures, as expected from its institutional standing. As a further action towards transparent and accountable administration, an investment will be made in three directions:

1) to implement a accounting system for the benefit of timely and analytical monitoring of the internal processes;
2) to deliver a social balance report to exhibit the impact of our actions on our stakeholders;
3) to promote gender equality through a gender responsive budgeting in order to analyze the different impact of policy on women and men.

Internal engagement. The success of the strategic plan in achieving its objectives will depend entirely on the engagement of the academic community, the faculty and staff involved in its execution, and on their commitment to the vision as well as to the agenda set to implement it. As part of the plan, a special program will be launched to share the agenda and its execution, through:

1) periodic systematic allocation of timeslots dedicated to informal focus group meetings to share ideas and experience among different members of the academic community;
2) periodic university-wide initiatives and activities to encourage team building and a sense commitment to a common institutional identity.

5.4 Resources and Funding

STRATEGY

The realization of the vision underpinning the plan will be a challenging process due to the complex and ambitious nature of the plan itself, the change in management required, and the associated costs.

While investments can be supported by our wealth of free funds, covering the yearly operating costs will require:

1) defending our position in key sources (FFO variable, PNR – National Research Plan, Regional Funding on the FESR and FSE programs);
2) prioritizing our budget according to the strategic objectives identified by the plan;
3) activating new ways to generate income and secure funding for our activities. Part of the additional resources required are expected from an enhanced performance on competitive research tenders. These will support our research agenda and contribute to realize our faculty development objectives, while the investment in a stronger engagement in innovation and entrepreneurship will be instrumental in raising the funds needed to support our curriculum development program.

ACTIONS

Development unit. A central role in Ca' Foscari's new fundraising strategy will be played by a new 'development' unit / office activated within Fondazione Ca' Foscari with the goal to create revenues for Ca' Foscari's core activities. It will coordinate the activities required to spur and then preserve the active engagement of corporate companies and individuals in supporting Ca' Foscari's plans towards its strategic objective. A fundamental ingredient for the office's action to be effective will be the complete agreement of the faculty to operate under a coordinated strategy directed towards engaging with potential donors and sponsors, and promoting opportunities for support. The same coordinated effort will be required by all other university units and departments.

Alumni engagement. Our Alumni association will play an important role both in the development office outreach activities towards both corporate business and individuals.

A communication plan for wider engagement. Wider engagement in supporting Ca' Foscari will also require a completely new communication campaign aimed at conveying a clear representation of Ca' Foscari's social impact and of the activities we conduct in research and education that are worthy of support.

ACKNOWLEDGEMENTS

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