

CA' FOS CARI



Ca' Foscari
University
of Venice

sustainability

report

2015

“ For six years, the Sustainability Report recounts in numbers the actions of our university in all fields: research, education, policies for staff, faculty and students, investment in infrastructure and services. In all its actions Ca' Foscari promotes innovation in both processes and contents, paying particular attention to sustainability, that it has elected, among the first ones, as a basic element of its mission.

Michele Bugliesi
RECTOR OF CA' FOSCARI UNIVERSITY OF VENICE

G4
28

How to interpret this report

This Sustainability Report describes all the activities undertaken at the Ca' Foscari University of Venice as part of an integrated sustainability strategy and presents all the information in a clear, synthetic manner so that this may be used by all stakeholders.

All the data provided in this document are for the **calendar year 2015** and the **academic year 2014/15**. Where possible, they have been taken from official documents approved by university authorities – the University General Report 2015 and the Financial Report for 2015 – or provided directly by the relevant offices which have been involved in the drafting of this Report at various levels.

For this reason, and also because there are close links with the other means of communication and reporting used by Ca' Foscari, we have provided references to the University General Report and the official website for any who might wish to examine a particular theme in more depth.

To ensure that this Report complies with the latest international social reporting standards, it has been written in accordance with the **GRI-G4 (Global Reporting Initiative)** guidelines; the relevant indicators are listed at the end of this publication.

In line with the previous edition, the 2015 Sustainability Report maintains the same subdivision into **eight macro areas**, each with a **set of key point indicators (KPI)** and the corresponding three-year trends, as requested by the stakeholders during the annual review panel. These KPI are summarised in a single table in the annex at the end of this document for easier consultation and comparison.

Dialogue with stakeholders

The Sustainability Report is a transparent tool allowing the University to dialogue with its stakeholders and increase their engagement. In fact, since its first publication in 2011, a panel is organised each year with representatives from each of the main categories of external stakeholders. This encounter provides an occasion to discuss sustainability policies, the actions undertaken by the University and its future plans, as well as the way that the Sustainability Report might increase accountability. This panel encourages profitable exchanges between stakeholders and Ca' Foscari regarding expectations, approaches and commitments in each area.

The opinions expressed by the panellists reflect the importance of certain topics for each different category of stakeholders. As a result, this helps us to finalise the contents, and priorities, of the Sustainability Report according to the principle of “materiality”. In other words, the recommendations of the panel are treated as suggestions for the development of new initiatives and are borne in mind when writing the next Sustainability Report.

Summary

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For greater clarity and completeness the following symbols have been included:

-  GRI4 indicator
-  reference page in the University General Report 2015 [RT]
-  link to the University website [T]

This document is available on the University website in the “Sustainable Ca' Foscari” section.

CA' FOS CARPI

MISSION

Promote scientific advance, by undertaking highest quality research to address global questions and deliver acknowledged impact within across diverse disciplines.

Foster a transformative learning experience, based on dedicated scholarly teaching, a research—inspired, demand-led curriculum and an engaging student life; attract an open, international community of scholars and students at the very heart of one of the world's most stunning location.

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

DEGREE PROGRAMMES a.y. 2014/15

- 15** Bachelor's Degree Programmes (first cycle)
- 27** Master's Degree Programmes (second cycle)
- 25** 1st level Professional Master's Programmes
- 9** 2nd level Professional Master's Programmes
- 12** PhD Programmes

STUDENT BODY

	2015	variation 2014
enrolled	21,098	-1.3%
international	1,146	-2.1%
incoming	357	+10.9%
outgoing	691	+28%
part-time	779	-5.5%
graduates	4,664	+7.5%

STAFF & FACULTY

	2015	variation 2014
professors	353	+13.9%
external faculty members	154	-30.3%
researchers	146	-25.5%
visiting professors	101	+53%
technical administrative staff	550	+5.5%
temporary workers	52	-2%
language teaching assistants	78	-4.9%
research fellows	203	-12.1%

Ca' Foscari University of Venice

Like its home city of Venice, Ca' Foscari University is a crossroads of cultures, and of fields of research, ideas and creativity. Founded in 1868 as a **Business School**, it is now a medium-sized state university based in the historic centre of **Venice** with two mainland campuses in **Mestre** and **Treviso**.

☰ Presentazione di Ca' Foscari, L'istituzione, p. 9

ACCOUNTABILITY

According to QS World University Ranking by subject, Ca' Foscari is **one of the top 200 universities** when it comes to History, Economics/Econometrics and Modern Languages.

It is also one of the **top ten Italian universities** in terms of its excellence in student mobility (5th place), capacity to attract external resources (5th) and low drop-out rates (4th).

Ca' Foscari is also a high ranking university when one considers post-degree employment: it came 14th in terms of the number of students officially employed (as defined by the Italian Statistics Agency, *ISTAT*) one year after graduation. It is also a leading university in the field of research: *ANVUR* (National Agency for the Evaluation of Universities and Research Institutes) regards it highly on account of the results of its research projects.

Il Sole 24 Ore, the Italian financial newspaper, places it **9th in its list of the top Italian universities** after assessment on the basis on 12 key points and an evaluation of ANVUR data and those provided by the Italian Ministry for Education, University and Research (MIUR).

Ca' Foscari came **87th** in the 2015 edition of the **UI GreenMetric World University Ranking** sustainability chart, the highest-ranking Italian university.

CONTEXT

The city of Venice. Venice is an extraordinary city: universally considered to be one of the most beautiful cities in the world, it is also a UNESCO World Heritage site.

This prestigious context facilitates its contacts with other cultural and economic realities, both at home and abroad. At the same time, Venice is also a very difficult city, especially for the high living costs that students and their families are forced to meet. Moreover, the unique nature of this urban site means that Ca' Foscari is spread across a number of sites, some quite distant from each other, in historic buildings requiring costly maintenance and conservation work in compliance with listed building regulations.

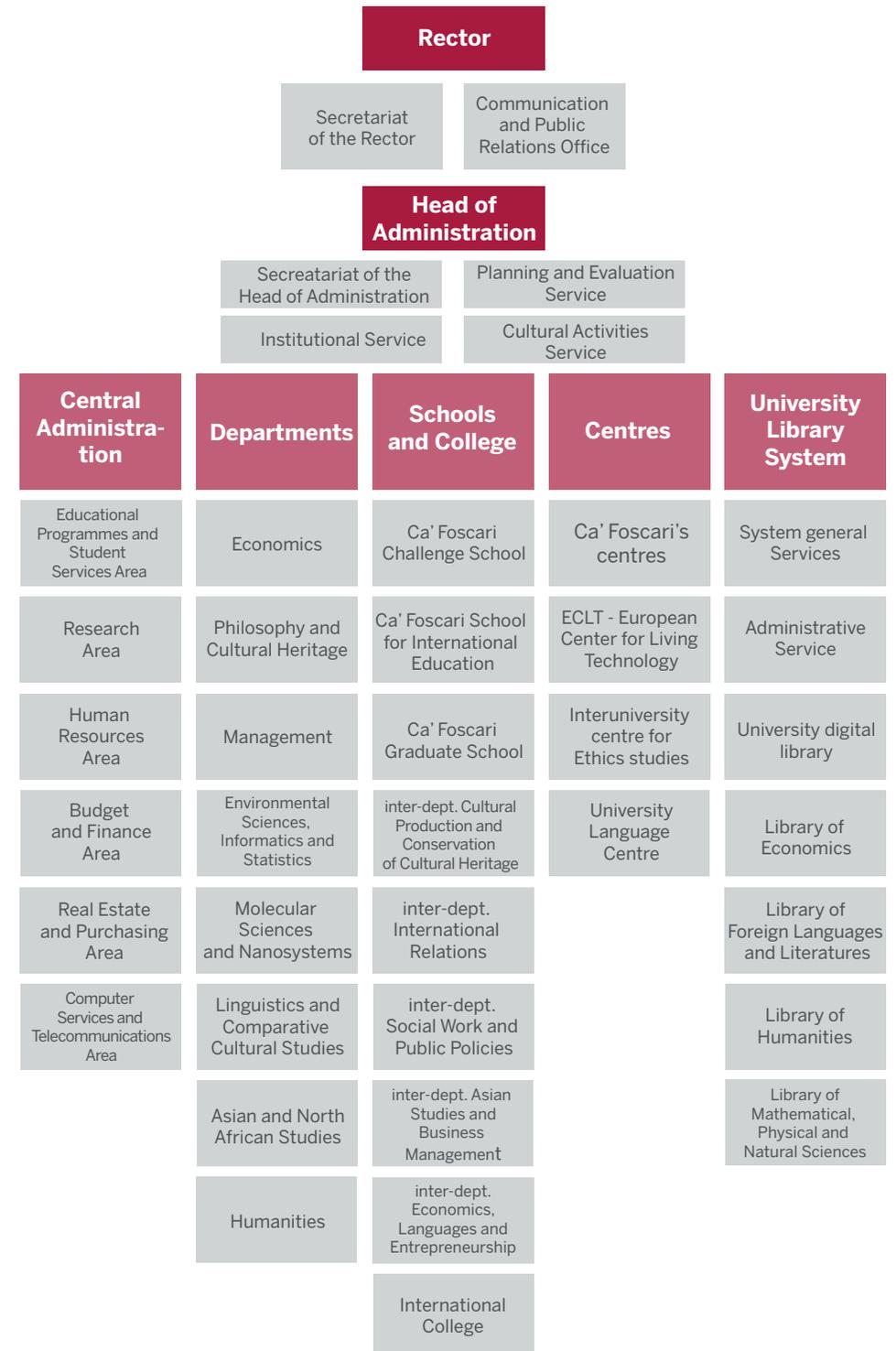
Other universities. The Veneto region has four other state universities with extensive course offerings that are often not coordinated and even in competition with each other. However, Ca' Foscari stands out from other Italian universities thanks to its language study area.

Size. As a medium-sized university with around 20,000 students – organised in four rather diverse areas – economics, humanistic, language and scientific studies – it is rather difficult for Ca' Foscari to compete in rankings, especially international rankings, which are often based on criteria that do not reflect the University's characteristics

Organisation

Ca' Foscari comprises a central Administration, 8 Departments, 4 Schools, 4 Inter-departmental Schools along with various Centres and the University Library System.

☰ Presentazione di Ca' Foscari, L'organizzazione, p. 12



Social and environmental responsibility of the University

Sustainable development is defined as development that satisfies present needs without compromising the ability of future generations to satisfy their own needs. In order to achieve this, three key elements must be balanced correctly: **economic growth, social inclusion and environmental protection**. These three dimensions are inseparable in order to implement true sustainability.

In 2010 Ca' Foscari embraced the concept of sustainability, identifying this as a process by means of which it can minimise its impact on the environment and natural resources, promote the wellbeing of the local community, social equality and economic development, while paying special attention to its **educational responsibilities towards its students**, as Ca' Foscari is only too aware that their future behaviour and decisions are likely to be significantly influenced by their university experiences. The University includes sustainability in its agenda and most important missions: it strives for **excellence in teaching and innovative research** in order to encourage full awareness of global phenomena and new solutions that can be applied directly to society where at all possible. Its goal is to become a **driving force for innovation and the wellbeing** of the city, the country and the planet.

Ca' Foscari is therefore committed to **projects that engage all its stakeholders** and the entire community. These involve a wide variety of subjects – local, national and international – encouraged to take shared action and so foster a model of sustainable development, an exchange of best practices and the combination of diverse scientific and operational expertise. The University is also a member of numerous **international networks** directly concerned with social responsibility and sustainable development.



PRME

RUS Rete delle Università per lo Sviluppo Sostenibile

ISCN



SUSTAINABLE DEVELOPMENT SOLUTIONS NETWORK

GUPES



Values, principles and codes

Over the years Ca' Foscari has acquired tools, codes and policies to support the principles underpinning its actions and to guarantee its community equal opportunities in research, in their studies and work.

UNIVERSITY STATUTE

The Statute illustrates the fundamental principles of the University and defines the organs and structures performing the actions of Ca' Foscari.

[Ateneo / Chi siamo / Statuto, norme e regolamenti / Statuto](#)

CODE OF ETHICAL CONDUCT

On 21 October 2014 the University promulgated its new Code of Ethical Conduct (Decree of the Rector No. 795), setting forth the fundamental values and commitments undertaken by the University with the aim of reinforcing the ethical, social and environmental dimension in institutional activities and defining the behaviour.

[Ateneo / Chi siamo / Statuto, norme e regolamenti / Codici / Codice etico](#)

CODE OF CONDUCT FOR THE PREVENTION OF SEXUAL HARASSMENT

The Code of Conduct for the prevention of sexual harassment is intended to prevent all forms of sexual harassment and safeguard the dignity of all employees and students at Ca' Foscari University. It aims to affirm the dignity of the individual and prevent forms of behaviour that could be considered sexual harassment in places of work or study, and to promote the favourable outcome of any disputes that may ensue.

[Ateneo / Chi siamo / Statuto, norme e regolamenti / Codici / Codice di condotta contro le molestie sessuali](#)

CODE OF CONDUCT FOR THE PREVENTION OF MOBBING

The aim is to prevent all forms of moral or psychological abuse in the workplace by either the employer or employees to the detriment of other staff, whether of equal, lower or higher rank.

[Ateneo / Chi siamo / Statuto, norme e regolamenti / Codici / Codice antimobbing](#)

STUDENT'S RIGHTS AND DUTIES

The University adopted a Charter of the Rights and Duties of Students enrolled in its degree programmes, encouraging their participation in the procedures and decisions relative to their careers.

[Ateneo / Chi siamo / Statuto, norme e regolamenti / Regolamenti / Studenti](#)

THREE-YEAR PLAN FOR THE PREVENTION OF CORRUPTION

This plan maps all processes at risk of corruption within the University and draws up relative countermeasures. The response actions are periodically monitored to maintain their organisational impact and effectiveness.

[Ateneo / Chi siamo / Piani, valutazione e trasparenza / Prevenzione della corruzione](#)

THREE-YEAR PLAN FOR TRANSPARENCY AND INTEGRITY

This plan is required by law and is aimed to increase the accessibility of information concerning Ca' Foscari's organisation and activities. The intent is to make the University's staff more responsible while promoting new forms of monitoring and participation. The plan provides for the publication of information online on the Transparent Administration portal website.

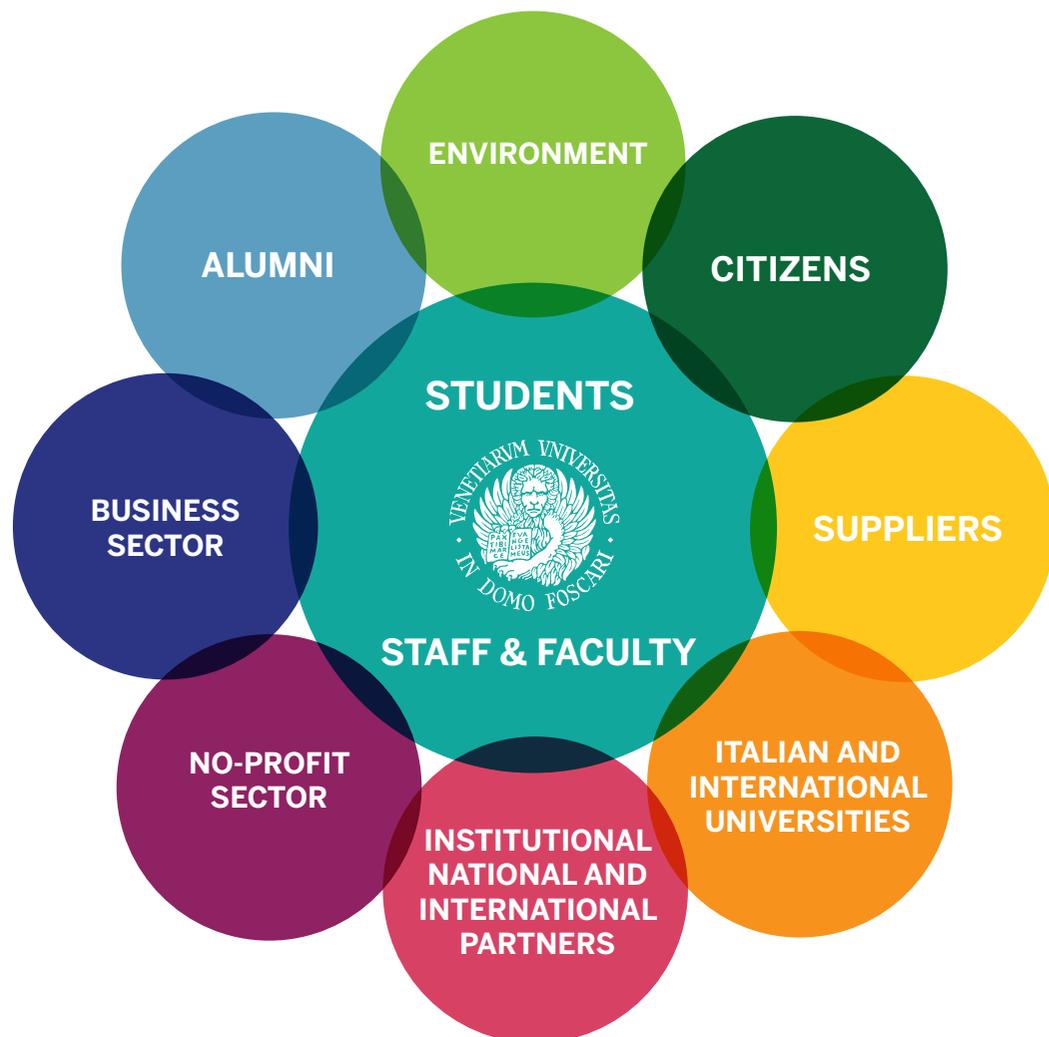
[Ateneo / Chi siamo / Piani, valutazione e trasparenza / Programma per la trasparenza e l'integrità](#)

SUSTAINABILITY COMMITMENTS CHARTER

The University has adopted a Sustainability Commitments Charter in which it defines objectives aimed at minimising its impact upon the environment and upon natural resources, increasing social cohesion and reducing inequalities within the university, while favouring the cultural development and sustainable economic growth of the local area.

[Ateneo / Chi siamo / Piani, valutazione e trasparenza / Carta degli impegni di sostenibilità](#)

University's Stakeholders



STUDENTS AND POSTGRADUATES

Ca' Foscari aims to offer all its undergraduates and postgraduates an education without discrimination, including the development of cross competencies in order to prepare them for the world of work and research. It also aims to provide them with the tools they need in order to make the most of their time at university, to feel part of a community and to fit into city life. Special care is taken over international students, resulting in stronger partnerships with foreign universities and ample provision of courses given in English.

STAFF AND FACULTY

Staff and Faculty (teaching, technical and administrative staff) are other important internal stakeholders. Despite various contingent difficulties, the University strives to create numerous occasions on which staff have the opportunity to express their concerns and needs so that it can address these by means of organisational responses and services, and all suitably accounted for. Ca' Foscari aims to enhance each individual's skills, by providing adequate training, working and researching conditions, not to mention a working environment that favours personal wellbeing.

ALUMNI

The "Ca' Foscari Alumni" community was set up in 2012. This brings together former students united by a shared learning experience as well as the identity, uniqueness and values that Ca' Foscari embodies. The University provides a forum where they can exchange ideas and experiences with the world of university, nurture professional exchanges and share these experience.

SUPPLIERS

Some of our most important external stakeholders are our suppliers. Ca' Foscari often becomes involved in developing trials with these, such as in the case of Green Public Procurement. Other universities

Ca' Foscari is also in close contact with other Italian and foreign universities, through both study and research exchange agreements and projects allowing for the sharing of organisational models and best practices. So, it participates in various Italian and international networks whose purpose is to encourage growth.

CITIZENS

Ca' Foscari engages local citizens and communities by means of cultural initiatives and events open that bring its research into the public domain, often involving external experts and leading names in each field. It also helps revitalise the urban fabric, being widely involved in projects throughout the city of Venice and promoting the visibility of the local area both nationally and internationally.

BUSINESSES

The University conducts research and provides advisory and training services for third parties, holds conventions and enters into collaboration agreements in the fields of science, education and research. Ca' Foscari also organises dedicated study days and workshops to bring students and local businesses together.

PARTNERS

Ca' Foscari collaborates with many institutions, organisations and enterprises, which often become its partners in research or training projects, thus contributing to cultural growth and innovative development of the local area and the academic world. This results in new forms of synergy and even the economic sustainability of many projects.

NON-PROFIT SECTOR

Fully aware of its social role, over the years Ca' Foscari has entered into various agreements with public bodies and non-profit organisations in order to develop common policies and measures in the fields of welfare, ecology, promotion of culture and social innovation.

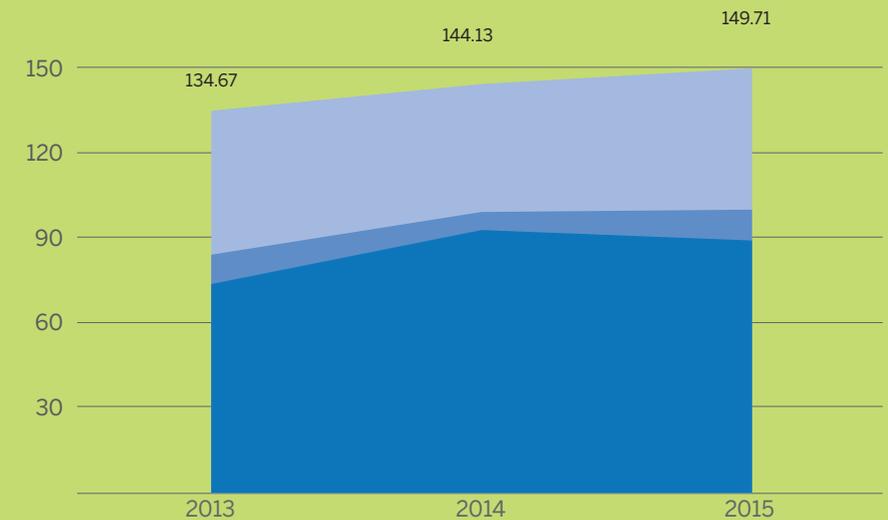
ENVIRONMENT

Ca' Foscari is committed to promoting and spreading a culture of care and environmental protection among all its stakeholders. This includes supporting scientific research into environmental protection and especially the lagoon ecosystem, studying global climate changes and potential mitigating strategies, and developing a sustainable system of tourism. It is also committed to improving the environmental performance of its own buildings, by adopting cutting-edge maintenance and building techniques.

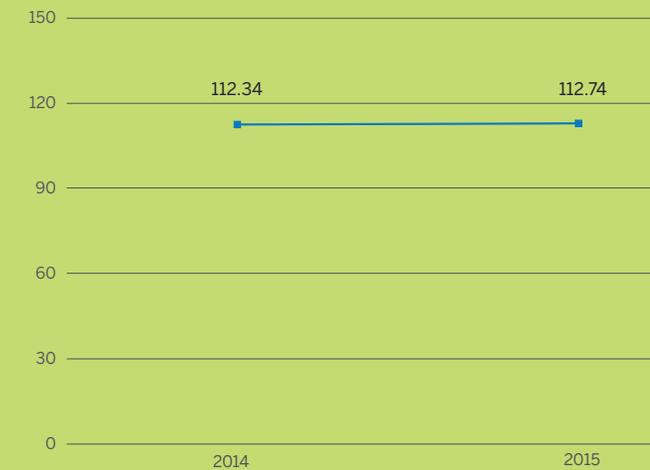
VALUE ATTRACTED

VALUE ATTRACTED (millions €)

- TOTAL
- State funds
- EU funds

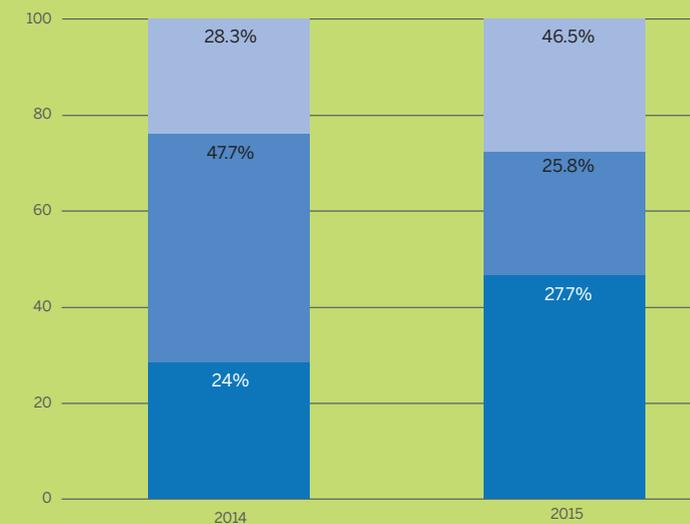


VALUE DISTRIBUTED (millions €)



ORIGIN OF SUPPLIERS (% of total)

- Venice and its province
- Veneto Region (province of Venice excluded)
- Rest of Italy



The University is an organisation with an important impact upon stakeholders and upon the local, national and global economic system.

In fact, not only does it produce goods and services intended for collective consumption, such as research, teaching and diffusion of know-how, it also redistributes resources and wealth. Ca' Foscari is committed to investing in the local area and to attracting resources from institutions and other concerns, strengthening relationships with local, national and international institutions and partners, and promoting a system of Green Public Procurement.

Economic value

The 2015 Financial Report shows a positive operating result of **€ 4,028,131**.

This good result means more resources are available for its future commitments, mostly investments already underway, and other existing legal obligations, not to mention the 2016-2018 three-year budget.

[Ateneo](#) / [Chi siamo](#) / [Piani, valutazione e trasparenza](#) / [Amministrazione trasparente](#) / [Bilanci](#)

ECONOMIC VALUE ATTRACTED

	€ (millions)	% of total
student contribution	39.20	26.2%
State contribution	81.95	54.7%
Regional contribution	6.87	4.6%
EU contribution	10.9	7.3%
contributions from other subjects	5.15	3.4%
income for commercial sales	1.47	1%
other revenues	4.17	2.8%
TOTAL	149.72	

The economic value resulting from the Public Administration is **€ 88,817,131** (State and Veneto Region contribution) while the economic value received from international bodies is **€ 10,904,868**.

ECONOMIC VALUE DISTRIBUTED

The University also distributes wealth, that is, the economic value attracted, both directly and indirectly.

Indirect distribution of value

The economic impact of Ca' Foscari can also be measured through the value indirectly distributed throughout the city and the local area as the result of the presence and activities of the University in Venice and at a local level. A 2014 survey of staff, faculty and students conducted by the Lucchetta-Pasini research group from the Department of Economics found that the Ca' Foscari community spends roughly **€ 1,000,000** a month in Venice: **68%** on food consumption (supermarkets, bars and restaurants), approximately **20%** on accommodation and just under **7%** on transport.

Direct distribution of value

Attracted value is re-distributed directly by the University by remunerating all factors of production. More specifically:

- **Staff and Faculty**, namely employees (lecturers, researchers and technical administrative staff) and collaborators, including the recipients of pre- and post-graduate scholarships (undergraduates, postgraduates and research fellows);
- **Suppliers**, through the purchase of goods and services, the use of third-party assets and various operating expenses;
- **Loan Capital**, through the payment of interest on loans and project financing fees;
- **Public Administration**, through the payment of direct and indirect taxes.

	€ (millions)	% of total
Human Resources	103.26	91.6%
FACULTY	52.53	
MANAGERS AND STAFF	22.36	
TEMPORARY WORKERS	0.59	
PROFESSIONAL AND TEMPORARY ASSIGNMENTS	0.41	
STUDENTS SUPPORT (SCHOLARSHIPS)	16.00	
FINANCIAL AID FOR STUDENTS	1.16	
RESEARCH AND PUBLISHING ACTIVITIES	5.14	
FINANCIAL TRANSFERS TO PARTNERS	5.07	
Suppliers	7.31	6.5%
Loan capital	1.15	1.0%
Italian Public Administration	1.02	0.9%
TOTAL	112.74	

Supply chain

Like all Public Administrations, Ca' Foscari University makes most of its purchases through **Consip** (Authority for Public IT) and **MePA** (Italian Public Administration e-Marketplace) the procurement platform managed by Consip.

Consip is a joint-stock company set up by the Italian Ministry of Economy and Finance as a Central Purchasing Body, which develops innovative purchase procedures and tools (agreements, e-Marketplace, framework agreements) for administrations and companies. Under a series of specific agreements, it provides the single administrations with support throughout the procurement process.

The Italian Public Administration e-Marketplace, or **MePA**, guarantees Public Administrations, transparency and traceability in every step of the procurement process, allowing them to compare products offered by suppliers throughout Italy and giving PAs the opportunity to make requests for quotations.

ORIGIN OF SUPPLIERS

In 2015 the University purchased goods and services in MePA for a total of **€ 2,599,930**.

Over 25% of these purchases were made from suppliers in the Veneto Region.

Green Purchases

Green Purchases or **GPP - Green Public Procurement** is a process whereby public authorities seek to procure goods, services and works with a reduced environmental impact throughout their life cycle when compared to goods, services and works with the same primary function that would otherwise be procured.

In December 2015 the question of green purchases became an even more central issue in Europe, as the European Commission adopted a new package of measures aimed at promoting a **circular economy**. As a result, Public Administrations now play a key role in promoting eco-innovative products and services and the increasing re-use of materials in accordance with a system of green public procurement (GPP). Meanwhile, the Environmental Attachment to the Italian Stability Law 2016 has been approved: with similar objectives, this introduces a series of GPP obligations.

Green purchases at Ca' Foscari

In 2015 the **11% of purchases goods and services** made by Ca' Foscari's Central Administration were made in accordance with the environmentally-aware criteria.

The Ca' Foscari GPP project

In 2015 the University set up a specific project entitled "**Green Public Procurement (GPP). Restraints and opportunities for business and public administrations**" in collaboration with the Fondazione Ca' Foscari and thanks to funding from the local Chamber of Trade (Camera di Commercio Venezia Rovigo Delta Lagunare).

The purpose of this project was to spread the **culture of corporate social accountability** within both public administrations and local businesses.

Using Ca' Foscari's Central Administration as a case study, this project has calculated the effective value of expenditure on products and services of a 'green' nature compared to the total purchases made using MePA (the Italian Public Administration e-Marketplace). The original investigation has since been extended to all eight departments by means of an **online questionnaire**. The results point to a **positive trend** in green purchases.

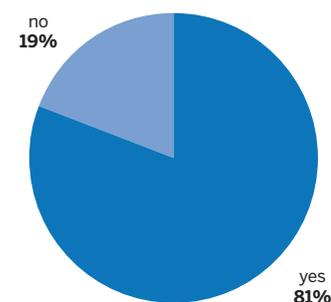
On a regional level, involving a sample of public administrations and businesses, there is a **positive trend** indicating growing interest in environmental matters. There has been an increase in the adoption of sustainability policies by both the public administrations and businesses in question. Regarding the public administrations, it emerges that **57%** of those concerned have adopted a sustainability policy and **93%** of the public bodies are aware of Green Public Procurement. **81%** of those contacted have stated that they make green purchases, but, despite this, the economic value of such green purchases has actually dropped further, amounting to **30%** on average.

An interesting fact has emerged from this study: the need for public bodies to organise **awareness initiatives**, by means of training and refresher courses and/or national events concerning green procurement for this sector. In fact, many public administrations reported difficulties at various levels, such as poor knowledge of brands and certification, a lack of information on green products, limited skills in drawing up green calls for tenders and procurement procedures that are felt to be too complex.

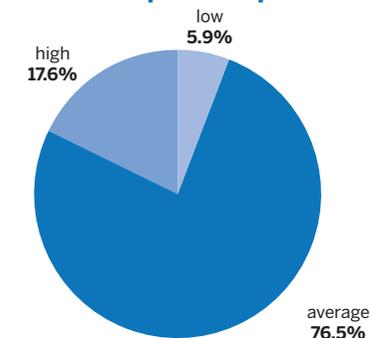
Responding to this need, in 2015 Ca' Foscari organised the specialist seminar, "**The National Action Plan on GPP (Green Public Procurement) – How to meet the minimum environmental criteria**", for purchasing officers within the University, with two specific focus groups dedicated to stationery and the organisation of events.

Among the several spin-offs of this project, Ca' Foscari took part in the Forum CompraVerde-BuyGreen in Rome with a speech on "**Sustainable Ca' Foscari – The sustainability policies it has developed and action taken with regard to green purchases**".

Does the institution carry out green procurement?



What is the importance given to the environmental aspects in purchasing?



CA MP US

In recent years Ca' Foscari has been engaged in the renovation of its buildings, with works that have substantially altered their original characteristics. In fact, additional spaces have been freed up for functional use, while new buildings and university complexes have been designed to cater for the needs for extra space due to the growing numbers of students, at the same time guaranteeing the right conditions for top quality research with more equipment and instruments, and in a safe environment.

The University has concentrated its construction activities to those areas of the city and mainland area with great potential, the aim being to regenerate and revitalise these, whilst always bearing in mind the delicate Venetian ecosystem.

WATER CONSUMPTION

(m³)

164,100

78,838

94,261

GAS CONSUMPTION

(Sm³)

934,072

617,493

940,203

ENERGY CONSUMPTION

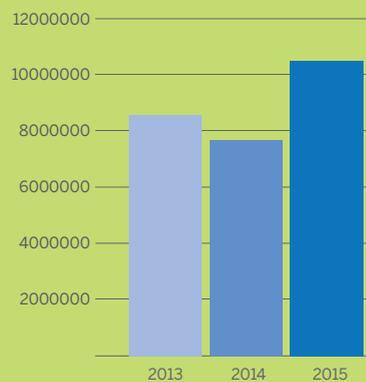
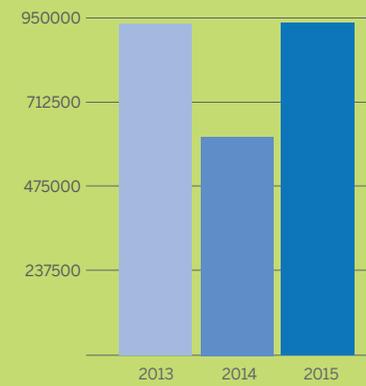
(Kwh)

8,583,146

7,697,898

10,530,375

STUDENTS' SATISFACTION ABOUT COMFORT OF CLASSROOMS, LABORATORIES AND STUDY AREAS (range 1-4)



University buildings

Ca' Foscari has **29 buildings** within the municipality of Venice and in the city of Treviso. These differ greatly in terms of their structure, use and environmental restrictions. Most of the buildings are, naturally, in the **centre of Venice** and so are historical buildings, often originally built in different periods, that have been re-adapted over the years to meet the needs of the University. In doing this we have always taken into account their historical-artistic value and complied with the building and safety standards applicable to constructions within the city of Venice. Other buildings include the **Science Campus in Via Torino**, which has recently been expanded with the construction of new buildings, and the **campus in Treviso**.

VALUE OF REAL ESTATE at 31/12/2015

	€ (millions)
land and buildings	61.78
equipment and plants	2.93
scientific equipment	3.59
fixtures and furnishing	3.02

BUILDING WORKS

Expansion of the Economics Campus in San Giobbe

The recently expanded **Economics Campus** was inaugurated on the 16th of October 2015, in the presence of the Italian Prime Minister Matteo Renzi. Works included the renovation of the area known as Ex Mulini Passuello, costing **€ 18,500,000**, a redevelopment project that has returned an important area to the city, providing new public areas including a **2,000 m²** park that can also be enjoyed by all city dwellers, as foreseen in the convention signed by Ca' Foscari and the Municipality of Venice as part of the **"E tu cosa ci vedi"** participatory process.

A 23m high old silo tower built in 1923 has been redeveloped: the external shell has been maintained, while the fifteen internal vertical cells on six floors have been modified to obtain a ground floor and three raised storeys used to house a library and spaces used by the Economics and Management departments, plus fifth and sixth floor used for research labs. Another building houses the Economics library archives in the ground and first floors, plus on the upper floors faculty rooms used by the Law department, now entirely sited in San Giobbe together with all the Economics activities.

The final stage of the redevelopment of the San Giobbe centre will be the residential hall for students: this will have **225 lodgings** and various **common areas** to be used for catering, cultural events, co-working, laboratories and sports activities.

Maintenance work

Various actions were taken over the course of 2015 to improve the energy performance of Ca' Foscari. These include the installation of new **thermostatic valves** on radiators in eight sites and the installation of **movement-sensitive LED lighting** for Palazzo Malcanton-Marcorà.

Moreover, two pilot projects have met with considerable success:

- the installation of thermostatic valves on the radiators at Ca' Bembo and an overhaul of the regulation system, resulting in a **39% saving in the consumption of gas** compared to the previous year;
- the adjustment of the CFZ air-conditioning plant to cater for the radiant under-floor heating system and ventilation control, leading to a **25% saving in gas consumption** and a **27% saving in electricity** compared to the previous year.

ENERGY CONSUMPTION

8 sites are responsible for **89%** of the University's energy consumption, reflecting their major surface areas. The **Via Torino Science Campus** now consumes the most energy, given that 2015 saw the inauguration of the new buildings, resulting in a considerable rise in consumption levels, though partly compensated for by a drop in consumption at the Santa Marta site (the previous site of the Science Faculty) as the various departments gradually moved to the new Campus during the year.

Some of the increase in electricity and gas consumption is due to the need to guarantee adequate levels of comfort in both sites, which continued to be used throughout the year, albeit neither at full capacity.

Worth noting is the fact that the new Via Torino site houses several **cutting-edge instruments and technologies**, such as two clean rooms and a system of fume hoods for the chemical laboratories, not used in the old site, and which are energy intensive. Nevertheless, plans are afoot to find a way to **optimise the functioning of the various utilities** in the new campus buildings.

CARBON EMISSIONS MANAGEMENT

Thanks to an agreement with MATTM – the Italian Ministry of the Environment and Protection of Land and Sea – Ca' Foscari has implemented a **Carbon Management** programme during the 5-year period 2010-2014, the goal being to create an effective model for calculating the CO₂ emissions of complex structures like universities. This project has involved the publication of **Guidelines on Carbon Management for Italian Universities** and certification by **Bureau Veritas** for the calculation their carbon footprint.

In 2015, upon completion of this project, Ca' Foscari entered upon an **audit of the resources used** (now obsolete) and further analysis to identify a new calculation solution suited to its needs. The 2015 data are, therefore, for **carbon emissions generated by the use of electricity and natural gas**. Ca' Foscari added a **100% green energy purchase clause** in its 2015 electricity supply contract, however it was decided not to take into account any emission calculations as the final data for the actual amount of energy from sustainable resources have not been provided.

	2013	2014	2015
carbon emissions generated by the use of electricity and natural gas (tCO ₂ eq)	5,370	4,964	6,099

STAFF F&FA CULTY

Ca' Foscari strives to boost the potential of its faculty members and technical administrative staff by providing training activities and courses that support their professional growth and help develop their competency in various fields and interrelations.

The University is committed to ensuring its career development and recruiting processes promote individual merit. It is also concerned with supporting those with family and parenting commitments, promoting the adoption of flexible employment schemes to allow employers to achieve a good family/work balance.

STAFF TRAINING HOURS

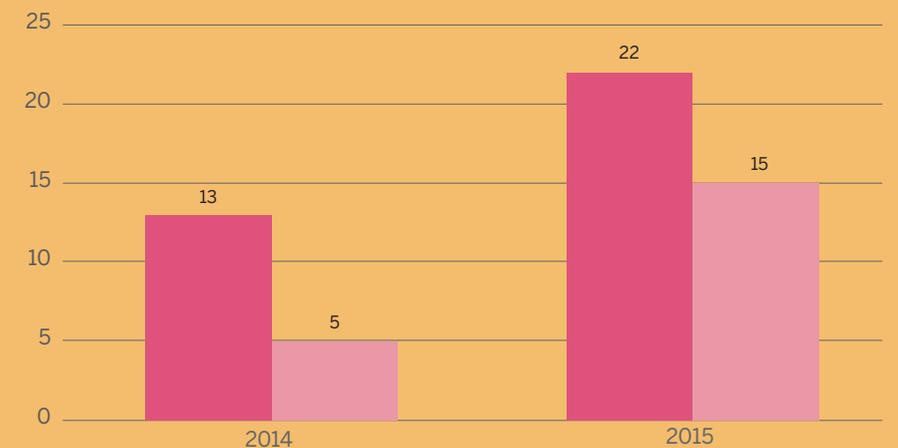


INDEX OF GENERAL ORGANISATION WELLBEING (range 1-6)

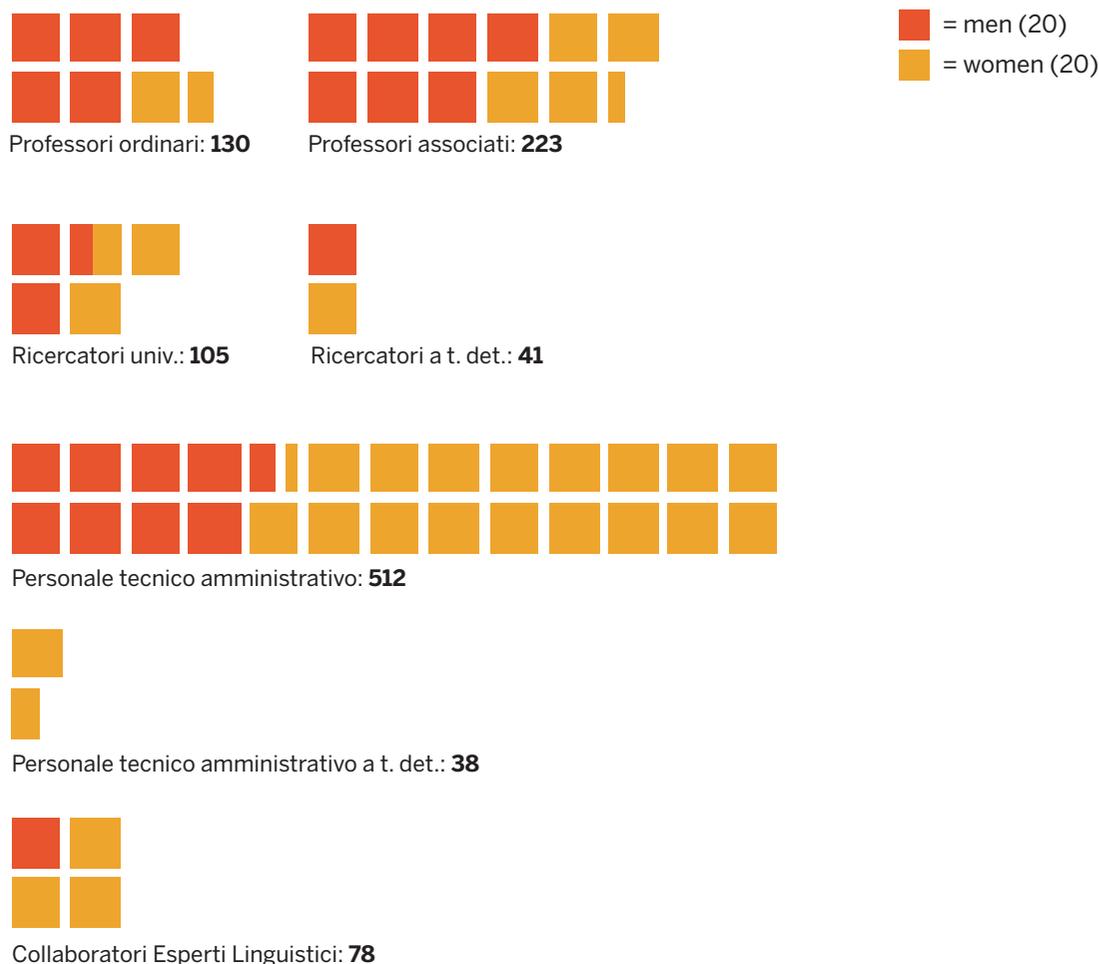


TURN-OVER RATE OF TECHNICAL ADMINISTRATIVE STAFF

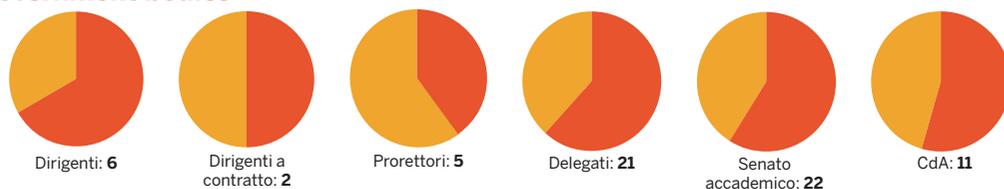
- staff hired
- staff leaving



Staff and faculty by gender



Government bodies



In 2015 the gender ratio (women/men) for **faculty members** was **0.6**, with female teaching staff amounting to 38.3% of the total. This ratio gradually **worsens the higher up the hierarchy one goes**: from **0.3** for associate professors (24.6% women) to **1.1** for permanent university researchers (51.4% women) and **1.2** for fixed-term university researchers (53.7% women).

The same gender ratio (**0.6**) is found in **management**, but improves slightly in the other governing bodies (**0.7** for the Academic Senate, delegates and pro-rectors), the best ratio being found in the Board of Directors (**0.8**).

The ratio for technical/administrative staff was **2.2** and **3.9** for language teaching assistants.

These data are in line with the trend seen over the last three years.

Employee wellbeing

SURVEY ON ORGANISATIONAL WELLBEING

In 2015 **Ca' Foscari** and the **Assessment Centre** again repeated the survey into organisational wellbeing.

Staff surveys provide a major opportunity for acquiring useful data allowing us to **monitor** and **improve out personnel policies**, the way the University is organised and the general wellbeing of staff and faculty.

The questionnaire covered three main areas – Organisational Wellbeing; the Assessment System; Assessment of Senior Staff – which in turn are split into 14 different aspects. All employees were requested to complete this survey online and **58.9%** did so, bearing witness to their engagement and their attention to the themes it deals with.

It emerged that overall wellbeing was judged to be **3.79** (on a scale of 1 – 6), marking a fall of 1.6% compared to the opinion expressed in 2014. The mean opinion was positive in terms of organisational wellbeing (**3.99**), but employees were critical about the assessment system adopted (**3.07**) and senior staff (**3.67**).

	2015	variation 2014
average rating on organisational wellbeing	3.99	- 1.72%
average rating on the immediate superior	3.67	+1.38%
assessment system adopted	3.07	-3.46%

[Amministrazione trasparente / Performance / Benessere organizzativo](#)

THE EQUAL OPPORTUNITIES, EMPLOYEE WELLNESS AND ANTI-DISCRIMINATION COMMITTEE

The Committee promotes various initiatives intended to ensure **equal opportunities**, puts in place safeguards to **prevent discrimination on the basis of gender and/or sexual orientation**, and provides support to victims of abuse. It is also intended to **prevent mobbing** taking place in the University.

[Ateneo / Chi siamo / Organi ed elezioni](#)

CONFIDENTIAL COUNSELLOR

In 2010, a **Confidential Counsellor** was appointed to help prevent all forms of abuse. The Counsellor supplies free advice and support to members of the Ca' Foscari community who have experienced discrimination, abuse, injury to their dignity, or mobbing.

[Ateneo / Chi siamo / Organi ed elezioni](#)

Balancing family and work

FAMILY&WORK AUDIT CERTIFICATION

Ca' Foscari started its "**Acquisition of Family&Work audit certification**" project in September 2015. Approved by the Region of Veneto, this is a new investigation into innovative methods in the field of how work is organised at Ca' Foscari.

The aim is to create an innovative model that complements conventional pay systems, but allows for flexibility in terms of use, bearing in mind the needs of faculty and staff when it comes to work and the family. The ultimate goal is to improve their quality of life and work. The certification process has been entrusted to a **Working Group with 10 members** with expertise covering the various needs of the organisation, the different categories of workers and cross-department figures concerned with safety and communication. This project also involves the **CUG (Equal Opportunities Commission)** and the **Quality Committee**. The working group, assisted by a certified auditor, has analysed the current practices that facilitate a good family/work balance (or have the potential to do so) and has suggested a few measures to promote new practices, in line with the steps in the certification procedure.

A **three-year plan** has been developed that foresees changes to working hours, organisation and the workplace, the preparation of an information and communication policy to bolster the project and investments in the training of staff and management. If approved, the actions and measures in the plan will be **monitored for three years**, after which certification will be confirmed.

On the strength of this Family&Work audit certification, Ca' Foscari will be able to bring about a cultural change that will have a positive effect on the wellbeing of staff and faculty and increase a sense of belonging, as well as further benefitting the image of the university.

SPECIAL AGREEMENTS WITH STAFF & FACULTY

Ca' Foscari undertakes to enter into special agreements with staff and faculty in order to improve their wellbeing outside of work. More specifically, its activity in this sense concerns **supporting family life, parenting, travelling to and from work**, ease of **training** and the promotion of **wellbeing, health** and physical **fitness**.

The list below shows which agreements were in force in 2015:

- **3 preschool facilities and 4 summer activity centres in the local area**, with discounts and reserved places;
- **annual public transport travel passes** for getting to and from work at a discounted rate, purchased in bulk by the University and paid for in instalments (deducted from monthly salaries);
- **a reserved sector in Mestre Bicycle Park** – in the immediate vicinity of the railway station – and an agreement with a bicycle repair and maintenance cooperative for services at a discounted rate;
- **6 medical centres** in the local area offering discounted services;
- **free advice** from a private health clinic (Associazione Italiana Educazione Demografica - Consultorio Familiare Privato) and the Iside Social Cooperative providing support for victims of violence and abuse;
- **subsidised rates** for the sports activities offered by CUS - Centro Universitario Sportivo;
- **subsidies** and the chance of free **participation in study** and languages courses provided by Ca' Foscari.

Staff training

The University provides staff training to support the **professional growth** of its employees, the development of **competencies** and the **quality** performance of its services, as well as extending its organisational culture.

The number of training and refresher courses for technical staff **rose in 2015**, an improvement that is reflected in the responses to the course questionnaires (**286 questionnaires received** concerning 18 courses).

2015 saw the opening of the **Personal Development Lab**, a workshop that focuses on developing the emotional and social skills needed to improve professional performance. Those attending it included several middle managers. Training will be completed during 2016.

	2015	variation 2014
budget for training	€ 104,850	+23%
people trained	376	+15%
user satisfaction	3.44 out of 4	+6.5%

☰ Il Personale, La formazione del personale, p. 131

Servizio civile in Ca' Foscari

The Servizio Civile Nazionale (SCN) is an alternative civil service whose activities comply with the principles of solidarity, participation, inclusion and social utility. It also helps boost the employment of young people by offering all Italians aged between 18 and 28 the chance to become involved for 12 months in projects in various sectors (cultural, environmental, social and international cooperation).

Ca' Foscari has hosted SCN activities for more than a decade now, thereby engaging young people in various fields of activity.

23 volunteers took part in the following activities in 2015:

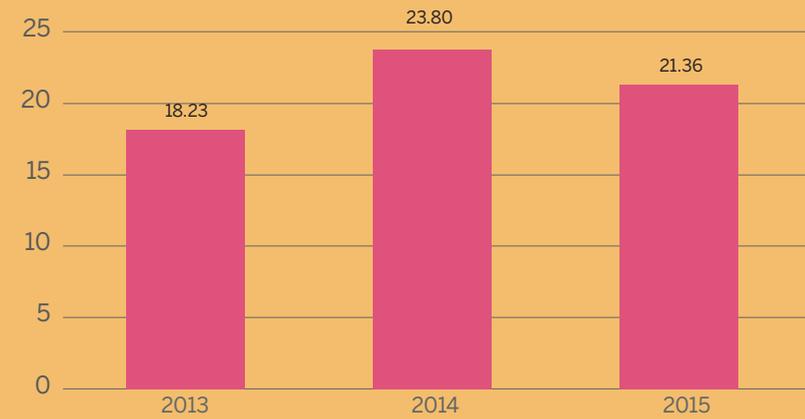
- **La biblioteca diventa digitale** - library digitalisation overseen by the Humanities and Science Libraries, the University's Digital Library and the Ca' Foscari Cultural Zone;
- **Biblio-bussola: how a library can act as a compass**, providing guidance in a sea of resources – overseen and managed by the Economics and Linguistics Libraries;
- **Ca' Foscari Open Doors** – assistance and tutoring for foreign students, workers and those on transfer;
- **Lavoro come fine, Università come mezzo** – (employment is the goal, university the means) induction and orientation for young people entering and leaving the University;
- **Disabilità & Dislessia: Unicum a Ca' Foscari** – an assistance and support service for the disabled and dyslexic within the University.

STU DEN TS

Ca' Foscari is committed to offering its students a life-changing experience, guaranteeing them excellent study facilities, residential halls, sports facilities and cultural/social venues, as well as the best employment opportunities by investing in building close relations with companies and institutions.

The University is also actively involved in supporting a person's right to education and in increasing the efficiency and efficacy of the services it provides, especially those for international students.

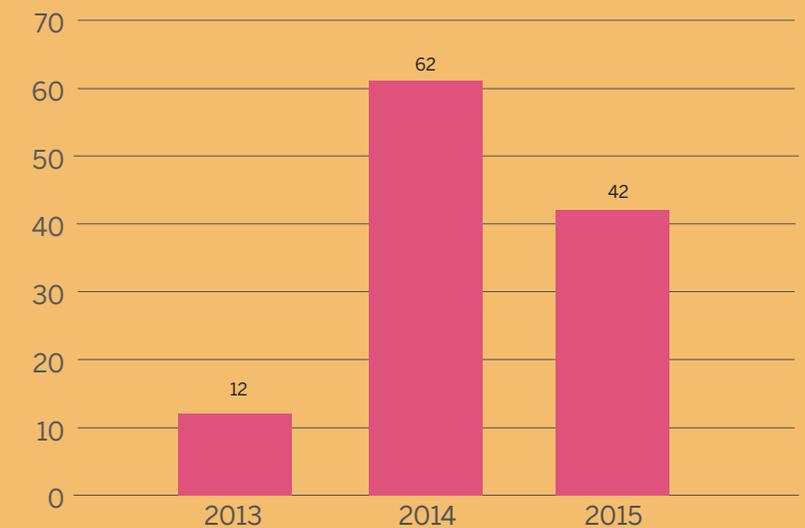
SCHOLARSHIPS AND OTHER FORMS OF SUPPORT FOR STUDIES (millions €)



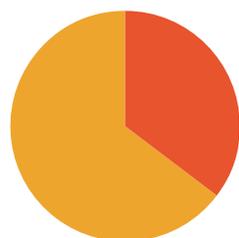
STUDENTS' SATISFACTION ABOUT SERVICES OF UNIVERSITY (range 1-4)



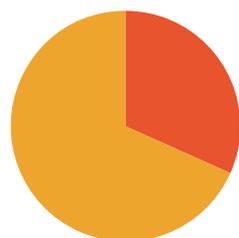
TUTORSHIP CONTRACTS SET UP FOR DISABLED STUDENTS



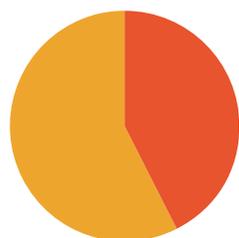
Student community by gender



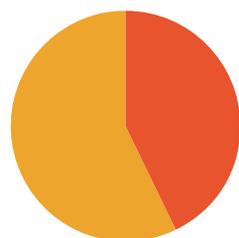
Enrolled: **21,098**



Graduated: **4,664**

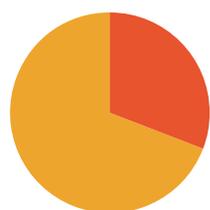


Research post-graduates: **376**

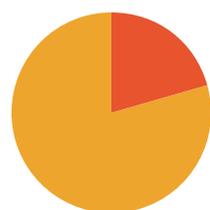


Research fellows: **203**

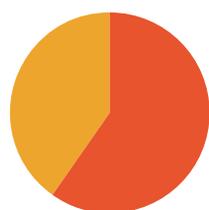
PARTITION BY SCIENTIFIC AREA



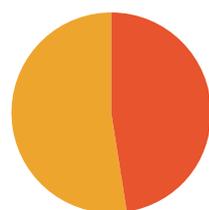
Umanistica: **3,537**



Linguistica: **7,514**



Scientifica: **1,597**



Economica: **7,228**

The composition of the student community at Ca' Foscari in 2015 was **predominately female**, with a gender ratio of **1.82** (women/men).

The gender difference was less obvious when it came the **research post-graduates** and **research fellows**, the gender ratio being **1.35** and **1.34** respectively.

On differentiating the student data by scientific area, more female students enrolled on **humanities** and **linguistics degree courses** (respective ratios: **2.24** and **3.83**).

The number of male undergraduates rose when it came to **scientific courses**, the gender ratio being **0.67**, while the same ratio was roughly **1.1** in the case of **economics** and **business courses**.

With regard to **graduates**, the female/male ratio remained basically unchanged, except for courses in the scientific field, where this ratio rose to **0.94**, highlighting the almost equal number of male and female graduates, despite the smaller number of women enrolled on these courses.

These values have stabilised over the past three years.

Financial Aid for students

The University has introduced various initiatives to facilitate students' access to further education and to provide them with various forms of support, including financial aid, in order to continue their studies.

☰ I servizi agli studenti, Diritto allo studio, p. 55

REGIONAL SCHOLARSHIPS

These provide financial aid intended to **help cover students' living costs** and are awarded to students meeting the income and merit requirements laid down by the call for applications. The total amount payable for the 2014/15 academic year was **€ 7,599,182**, allowing scholarships to be awarded to **all eligible applicants**.

REDUCTION OF TUITION FEES

Depending on the financial situation of their families documented by certification of ISEE (indicator of equivalent economic situation) students may be entitled to a reduction of tuition fees, calculated by combining income with merit. There are 8 different categories of subsidy.

STUDENT COLLABORATION (150 HOURS PAID INTERNSHIPS)

In 2015 Ca' Foscari offered a total of **225 non-specific student collaborations** (150 hours) for a total of approximately **€ 255,000** and **100 specific collaborations** for a total of roughly **€ 146,000**. In order to be eligible for specific collaborations, students must meet the merit requirements laid down in the call for applications; in the case of students with equal merit, preference will be given to students with greater financial need, as documented by the ISEE certification submitted. The list of successful applicants is decided after an interview as part of the selection process.

STUDENT LOANS

This type of support takes the form of loans granted to students under **particularly favourable conditions**: they are a financial instrument allowing students to take responsibility and plan their future with greater independence and freedom. Student loans offer an additional opportunity to **meet the costs of a university education**, even at post-graduate level (master's and PhD programmes).

SCHOLARSHIPS FOR INTERNATIONAL STUDENTS

25 subsidies were awarded to international students in the 2014/15 academic year (**25% more** than in 2014) after these had completed the assessment procedure to formalise their matriculation on one of the Ca' Foscari study programmes and had met the merit requirements. Each subsidy saw the student's annual university fees cut by **€ 2,000**. In agreement with the Ministry for Foreign Affairs, **8 subsidies** were also awarded to international students (and Italian overseas residents) for a period of study, research or specialisation, the total awards amounting to **€ 48,200**.

SUBSIDIES FOR REFUGEES

The International Relations Offices, in collaboration with the Municipality of Venice, called for applications by **students classed as refugees or in need of international protection** for enrolment on 3-year and 5-year degree courses during the 2014/15 academic year. **2 of the 3 possible subsidies** were awarded in 2015, exempting the recipients from payment of university tuition fees, excluding regional taxes, minimum tax and stamp duty. A further call for applications during the 2015/16 academic year provided for **10** such **subsidies** for Syrian students enrolling on teacher training courses who meet the merit requirements set down in Italian Legislative Decree n° 251/2007.

SCHOLARSHIPS AND AWARDS MANAGED BY CENTRAL ADMINISTRATION

This category of scholarship is intended to **foster excellence** in various fields of study and to support access to university education by capable and deserving students. **3 mobility scholarships** were awarded in the 2014/15 academic year to students enrolling on a university degree course and coming from other Italian regions. These were selected on the basis of a national competition organised under Italian Law n° 98/2013. Total scholarships amounted to **€ 16,275**.

INITIATIVES FOR PART-TIME STUDENTS

Anyone unable to study full-time due to work, ill-health or the need to care for non-self-sufficient family members can request the **status of part-time student** when enrolling at Ca' Foscari (with the exception of courses excluding this possibility).

TUTORING SERVICE

The Tutoring Service is designed to support students throughout their university education, meeting their needs for **guidance, information, and active participation** in a range of university initiatives. The aim is to help improve the quality of learning, thus contributing to **reducing the drop-out rate**, the average length of studies and the numbers of students completing their studies after the prescribed time.

The tutoring service deals with two main areas: **information** and **specialist** services. The specialist tutoring service is offered by capable and deserving **students** enrolled in second-cycle degree or PhD programmes, and involves providing course-specific, additional, preparatory as well as remedial tutorships, guidance in choosing courses, as well as initiatives for international students.

The training of information and specialist tutors was revised in 2015 to favour disabled students, ensuring a fuller understanding of disability and specific learning problems in order to provide better levels of support for students requiring tutoring.

Services for students with disabilities

DISABILITY AND SPLD SERVICE

The Disability Service was introduced under Italian Law 17/1999 (integrating and amending Framework Law 104/1992), which requires universities to appoint a professor as **Rector's Delegate** and to set up services providing students with disabilities with support for their studies and in participating in university life. The Service also provides support to students with specific learning disabilities (SpLDs) under Italian Law 170/2010 which recognises dyslexia, dysgraphia, dysorthography, and dyscalculia as SpLDs. The Disability Representative is responsible for coordinating, monitoring and providing support for all initiatives ensuring the full participation of students with disabilities in university activities. The Disability Service organises and supervises services for students with disabilities and with SpLDs enrolled in the University in accordance with available resources. These initiatives are carried out to foster the independence of students and ensure that they can participate fully in university life.

The Disability Service organised **individual, personalised tutoring** in 2015, providing specific tools and software, LIS (Italian sign language) interpreting services and accessible teaching material. An average of **82 disabled students** and those with specific learning disabilities (SpLDs) submitted applications for this service, resulting in **42 specific tutoring services**.

☰ I servizi agli studenti, il servizio disabilità e DSA, p. 68

THEATRE&DISABILITY

An induction day was organised at the start of the academic year for new disabled students to present the services on offer to them and to explain how to benefit from these. The "**Rewind - Venezia senza barriere**" theatre workshop, conceived and developed by the director **Matteo Berto**, was organised in Spring 2015 by the Disability and SpLD Service in collaboration with the Teatro Ca' Foscari and the Municipality of Venice (Office for the elimination of architectural barriers, "Città per tutti"). This theatre workshop, open to all disabled students and the Disability and SpLD Service tutors, explored the **student-Venice relationship** from the point of view of architectural barriers. Those taking part were encouraged to express their personal vision of an accessible city in order to produce an **ideal model allowing for free movement**. The workshop ended with a performance that brought to light the great divide between the students' wishes and reality.

SPORT&DISABILITY

March 2015 saw the presentation of various sports programmes open to disabled athletes and students in collaboration with the **Mestre Canoe Club** and Antonietta Baldo, **Rector's Delegate for sport**. Those who attended this day considered the concept of "**motory exploration**": the ability to push one's limits in movement. A demonstration of canoeing highlighted the accessibility of this sport for all, thanks also to the participation of several members of the paracanoe championship team.

ART&DISABILITY

A cycle of **4 sessions** conceived and run by **Tiziana Luciani** started in October 2015 with the aim of **exploring one's abilities**, attitudes and resources. Participants in this art therapy initiative (**Arteterapia**) were assisted and encouraged to enter upon a voyage of discovery around the university by sharing their expectations, experiences and problems faced, and proposing solutions to these.

WORK&DISABILITY

2015 ended with **2 careers advice sessions** specifically held for undergraduates and graduates with disabilities. Promoted by the Adecco Foundation and organised by the Disability and SpLD Service, these meetings allowed disabled students and new graduates to come into the contact with the world of work. Starting from an assessment of their skills, the sessions provided students with information and suggestions as to how to find employment and the tools needed to achieve their professional goals.

Bringing together University and World of Work

PLACEMENT SERVICE

The Placement Service is intended to support graduating and newly graduated students with **support in finding work** both in Italy and abroad. It does so by supplying students with strategies allowing them to **identify their personal and professional objectives**, helping them to analyse their **skills, motivations and competences** in order to draw up a professional project in line with their studies and with the developments in the professional world. The Placement service also organises a wide variety of workshops and seminars providing career guidance on various themes, as well as events and projects intended to bring together the University and the world of work. As far as employment is concerned, Ca' Foscari enjoys a better success rate than the Italian average: according to the most recent **Almalaurea** survey the Ca' Foscari employment rate is 5 points higher than the employment rates of other universities, both in the short and in the medium term. The quality of teaching, crossdisciplinary competences and the Placement Service initiatives, both during and after their studies, gives Ca' Foscari graduates the opportunity to work in professional contexts all over the world.

GRADUATES (one year after)	2013		2014		2015	
	% UCF	% others	% UCF	% others	% UCF	% others
working	52.2	44.4	50.8	44.1	49.3	42.7
not working and not seeking work	26.5	26.7	28.9	27	30.3	31.5
not working but seeking work	21.3	29	20.3	28.9	20.3	25.7
not working or seeking work, nor participating in a university course or traineeship	22.3	23	23.1	22.4	24.3	25.8

EMPLOYMENT RATE OF GRADUATES

The 28th AlmaLaurea survey into the employment of graduates once again found that Ca' Foscari students fared better than the national average. The 2016 survey considered almost **6,900 graduates** – 3,000 from the first cycle and over 4,000 from the second cycle – who had graduated in 2014, 2012 and 2010.

In work 1 year after graduating with a Bachelor's degree

41.6% of new graduates after a three-year degree course at Ca' Foscari in 2014 were in work (national average: 38.4%). It should be borne in mind, however, that the majority of students chose to continue their studies, with **only 28% beginning to seek employment immediately**; of these, **13.5%** worked at the same time as continuing a 5-year degree course and **11%** stated that they were jobseekers, not currently in work or full-time education.

In work 1 year after graduating with a Master's degree

Employment prospects improve for students with a second-cycle degree one year after graduation: **62%** of Ca' Foscari graduates with a Master's degree in 2014 were in work (national average: 53.7%). **Fixed-term contracts** prevailed in this case (72%), while **28%** have a permanent job.

In work 3 and 5 years after graduating with a Master's degree

79.6% of doctorates who graduated in 2012 with a Master's degree and were interviewed **three years later** stated that they were in paid employment (national average: 70.7%); **10.1%** are not in work and not actively seeking employment; **6.2%** are studying at university or working as interns (fewer than the national average); some **10.3%** were still looking for employment (national average: 17%). These figures improve **five years after graduation**: **84.5%** are in work (roughly 8% more than the national average), while less than **6%** are not in work and not actively seeking employment (far fewer than the national average: 13%).

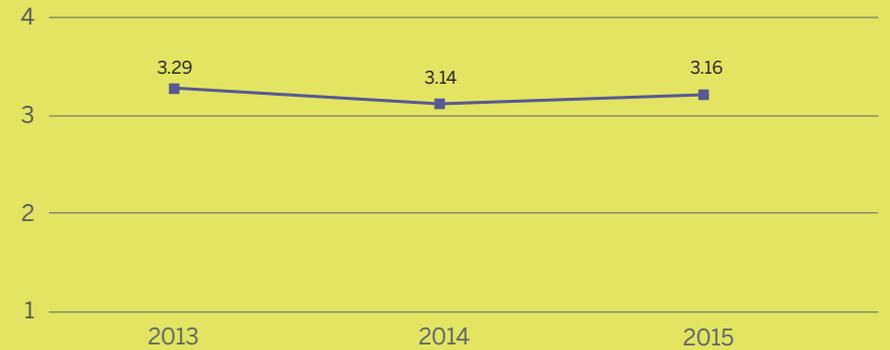
☰ I servizi agli studenti, il servizio placement, p. 72

TEACHING CHANGING

Teaching must be capable of preparing young people for the world of work, while at the same time performing a social function, that of educating new generations in sustainable behaviour and so produce citizens who can account for their conduct no matter what their field.

Ca' Foscari aims to offer high quality teaching that stimulates critical thinking and develops useful skills in order for its students to face the challenges of the 21st century. It undertakes to provide all the necessary tools so that it not only excels around the world, but also to improve its performance, offering innovative, interdisciplinary courses with special attention to all aspects of sustainability.

STUDENTS' SATISFACTION ABOUT EDUCATION (range 1-4)

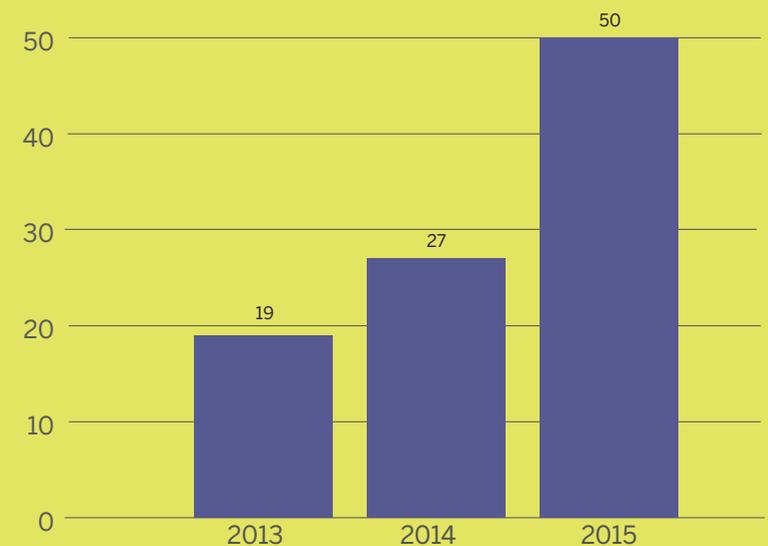


ECT OF SUSTAINABLE CONTENTS (% of CFU total)

■ ECT of sustainability
■ total ECT



GRADUATES WHO GAINED THE "SUSTAINABLE COMPETENCIES"



Degree programmes on sustainability

Among the many courses offered by Ca' Foscari is a growing number of study paths that allow students to address matters related to sustainability – environmental, social and economical – at all levels and in various different areas of university research and study.

Accademic year 2014/15

Bachelor's degree programmes	Sustainable Chemistry and Technology
	Environmental Sciences
	Sciences of Society and Social Service
Master's degree programmes	Language Sciences
	Science and Technology of Bio and Nanomaterials
	Sustainable Chemistry and Technology
	Environmental Sciences
1 st level Professional Master's programme	Work, Social Citizenship, Interculturality
	Teaching and educational psychology for students with sensory disabilities
	Environmental and Land Law
	Immigration: Migratory phenomena and social change
	Management of social and strategic innovation
2 nd level Professional Master's programme	Science and Techniques of Prevention and Safety
	Translation and interpreting theory and techniques, Italian - Italian Sign language (LIS)
	Characterisation and Remediation of Contaminated Sites
PhD programmes	Science and Management of Climate Change
	Environmental Sciences
Joint degree	Environment, sustainable chemistry and technologies
	Creating sustainable innovative competitive advantages in international business for eu-australia
	Sustainable development

“Sustainable competencies” project

Sustainability Competencies is a project launched by Sustainable Ca' Foscari in 2012 that aims to **include sustainability as a subject** in its own right in the various study paths undertaken by Ca' Foscari students. The project, developed in collaboration with the various Departments and Schools of the University, provides for **voluntary activities** to be included in students' study plans and assessed by the referent professor that will allow students to acquire **1 extracurricular ECT**.

The activities offered can be suggested by students or their professors and may vary in nature: from bibliographic or field research to participation in seminars and workshops or involvement in practical creative activities. The project has attracted many students keen to participate by carrying out **research and projects with innovative interdisciplinary approaches**.

www.unive.it/sostenibile / Progetti

Spring school “Land use and the vulnerability of socio-ecosystems to climate change”

The Spring School entitled “**Land use and the vulnerability of socio-ecosystems to climate change: remote sensing and modelling techniques**” was held in May 2015, organised by the **VICCS interdisciplinary centre (Venice Centre of Climate Studies)** as part of the Research PhD course in **Science and Climate Change Management**. This school explored a study path focussing on the impact of climate change in the local area, drawing on remote satellite monitoring technology and assessing the vulnerability of socio-ecosystems. The economic factors capable of supporting management and planning decisions were also taken into consideration.

INNOVATIVE COURSE OFFER

For years now Ca' Foscari has been interested in the innovative delivery of its courses in order to boost the use of new technology and so improve learning. In 2014 the **MOOCs platform (Massive Online Open Courses)** was developed and planned to provide free courses to all users – both Ca' Foscari students and external users – who register on the project website ok.unive.it. Actual teaching started in 2015 with some **14 online courses** ranging from literature to art history, gender linguistics and business development economic models.

Ca' Foscari joined the **Eduopen university network** in September 2015: this aims at creating an Italian ecosystem of MOOCs to promote the innovation and internationalisation of teaching and the diffusion of open educational resources.

ok.unive.it

The Urban Innovation BootCamp

One of the most important sustainability initiatives in 2015 was **The Urban Innovation BootCamp**, focussing on social and environmental innovation. Developed by the **Treviso Campus**, it aims to propose a new method of education and to link up the skills offered by Ca' Foscari students directly with the needs of the local area.

The first edition of this boot camp was inspired by the methods adopted by the D. School at Stanford University and attracted **43 students** aged under 30 and several lecturers, international experts, businesses and representatives of civil society, who then worked together for 8 weeks.

These developed no fewer than **5 innovative solutions** for dealing with the problems of **mobility, community services** and the **regeneration** of urban areas in the city of **Treviso**.

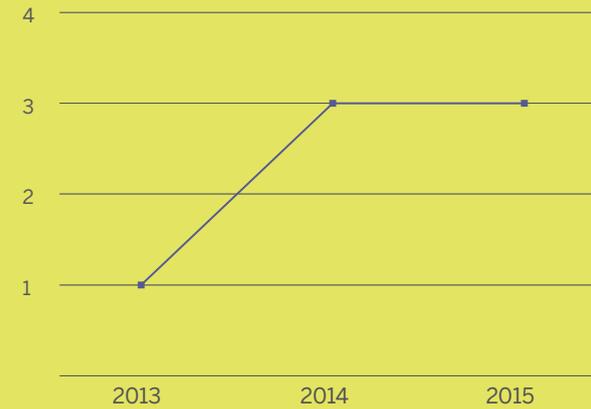
Thanks to innovative, engaging teaching, the boot camp allowed participants to develop **cross-disciplinary skills** and speed up the formation of new ideas and solutions destined to have a major impact for the local community in terms of the **green city**. The project also strengthened the local ecosystem for urban innovation through the creation of a network between the University and local businesses and institutions.

RESEARCH CH

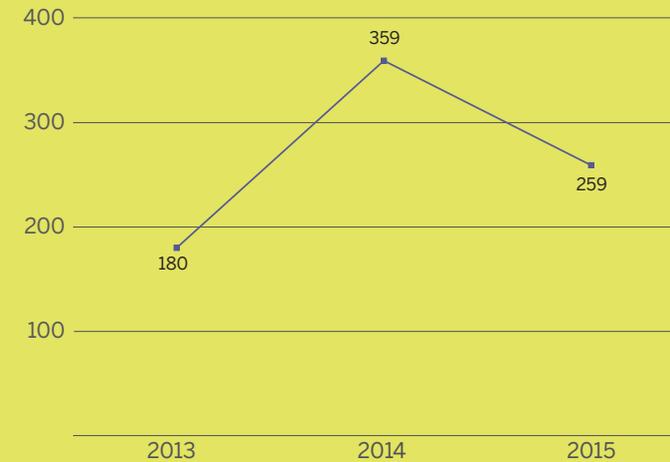
Ca' Foscari promotes research destined to have an impact on social and environmental issues. It supports this by attracting investment, enhancing existing skills and competencies, drawing on the results of previous University research and attracting the best talent on the international scene.

To direct this research towards such cross-disciplinary themes is a commitment that Ca' Foscari fully intends to pursue by increasing the number of its dedicated research projects and setting up research groups that address matters of great interest for society and embody the main challenges of our generation and those of future generations in order to encourage growth that is environmentally, socially and economically sustainable.

SPIN-OFFS SET UP



PUBLICATIONS ON SUSTAINABILITY TOPICS



FUNDS DEDICATED TO RESEARCH ON SUSTAINABILITY (% of total)

- research projects on sustainability
- all research projects



Research for global challenges

Ca' Foscari aims to make the University the ideal place for planning and conducting innovative research, facing the complex challenges of our time with an interdisciplinary approach and through new collaborative projects with the world's top international research centres.

Six areas of research were identified in 2015 concerning issues known as **Global Challenges**, i.e. strategic, cross-disciplinary matters. These will be studied by **interdisciplinary research groups** conducting cutting-edge research in order to face the global challenges of today and the future, and so ensure sustainable development of technology and knowhow.

The six areas are:

- science of complex economic, human and natural systems
- interdisciplinary socio-cultural studies
- public management, wellbeing and social innovation
- creative arts, cultural heritage and digital Humanities
- environmental technology and the green economy
- economics and management of innovation and enterprise

 Ricerca / Ricerca a Ca' Foscari / research for global challenges

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, stylizing models that can be applied in a variety of fields, ranging from **climate projections** to the implementation of risk management and **mitigation strategies** and the understanding of **behaviours in socio-economic and natural systems**.

This enterprise engages the work and contributions of mathematicians, computer and data scientists, physicists, linguists, historians, social scientists and researchers in the humanities, economists, ecologists and climatologists.

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, such as **radicalisation, migration, and integration** within increasingly multicultural and multilingual societies, both within and outside the boundaries of the European Union. The cross-fertilization of **language and cultural studies** with institutional and regional **economics** provides innovative solutions to all such societal and political challenges, based on deeper insights on Intercultural relations.

PUBLIC GOVERNANCE, WELFARE AND SOCIAL INNOVATION

Addressing **social exclusion, discrimination** and various forms of **inequalities** is a crucial challenge for the future of Europe and its citizens. The understanding of rapidly changing multicultural and multilingual societies requires a cross-disciplinary approach, spanning across the **social sciences** and **humanities**, and including **law** and **ICT**, to address issues such as **gender equity** and **diversity, access to education**, accessibility and **disability rights, health** and **social welfare, labour markets, active ageing, demographic change, family and children protection, consumer protection**, and sustainable **company law**.

CREATIVE ARTS, CULTURAL HERITAGE AND DIGITAL HUMANITIES

Cross-disciplinary approaches to **human culture, languages** and **technology** create new research fields such as digital humanities and heritage science. These innovative approaches change the way **cultural heritage** and shared values are studied, preserved, restored, managed, disseminated or even created. **Creative industries** have in fact emerged as a **key driver of economic growth**, where user-driven innovation plays a leading role.

ENVIRONMENTAL TECHNOLOGY AND GREEN ECONOMY

Among the key challenges of our society there is the understanding of **climate information** and make available in real decision-making processes, in order to finding **resilient and efficient alternatives** to our fossil-based economy.

Only a holistic approach that blends **environmental sciences** with **geopolitical and economical studies** can develop effective mitigation and adaptation strategies to climate change and other environmental challenges.

ECONOMICS AND MANAGEMENT OF INNOVATION AND ENTREPRENEURSHIP

In the context of the post-2007 global financial crisis, is born the need to analyse and develop new economic frameworks and tools, such as **circular and resilient economy, systemic and interactive innovation, bio-based products**, and **multi - actor approaches**.

Similarly, a more competitive economy and a resilient society require digital innovation and the adoption of disruptive technologies, **new business models**, and strategies based on creative thinking and deeper understanding of the growing volumes of data and information available.

Spin-offs

The term "**spin-off**" is used to describe the incorporation of a new legal entity drawing on the resources of an existing company or other enterprises. At Ca' Foscari the setting-up of a research spin-off is seen as both a means of turning the university's acquired knowledge to account and as a way to transfer new know-how in economics, science and technology to the production system. The main objective of any spin-off is to favour **contact between university research bodies, the world of manufacturing and local institutions** in order to support further research and spread new technologies that will have a positive fall-out on industrial production and social wellbeing for the local community.

Ca' Foscari set up **three new spin-offs** in 2015:

- Strategy Innovation,
- ARIES,
- Green Decision.

The last of these is especially concerned with sustainability issues, as it provides services that support those called to make decisions regarding environmental matters linked to the development and approval of new materials and products. Green Decision originates from the Department of Environmental Science, IT and Statistics; the University contributes to its share capital through the Fondazione Università Ca' Foscari.

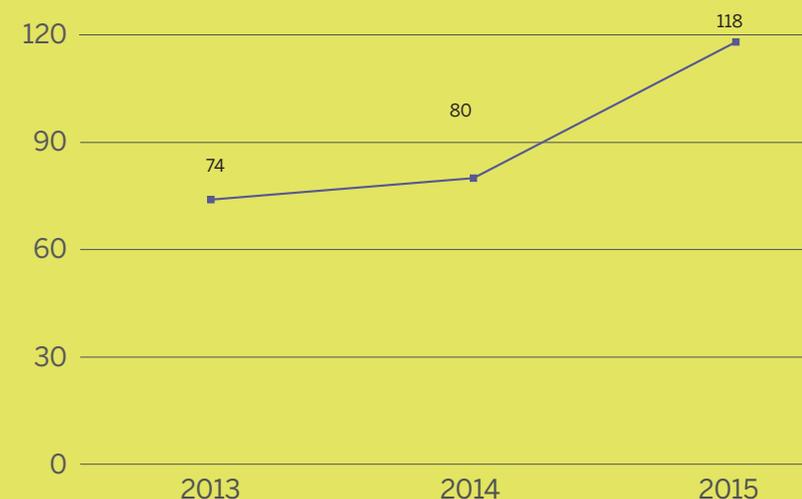
 Terza missione / Spin-off

ENG AGE MENT

Ca' Foscari is committed to diffusing a culture of sustainability among its students, staff and faculty, as well as among the local and international community by constantly looking for new communication channels to help increase awareness of and involvement in these issues. The University wants to be a driving force for sustainability and so organises a wide range of events (seminars, conferences, projects), often of an artistic nature, the goals being to increase awareness of sustainable behaviour and sharing the results of its scientific research into sustainability.

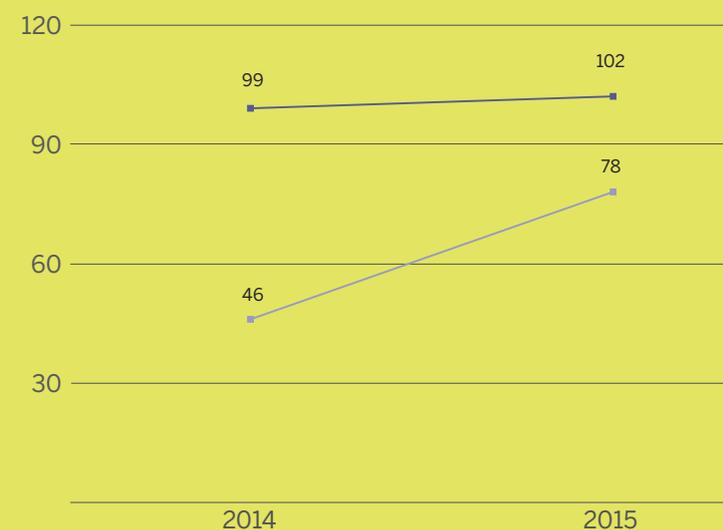
Stakeholders are actively involved on various occasions in order to generate synergic interaction in the local community. They are also involved in the creation of co-participation projects aimed at improving the University's spaces and structures, not to mention the surrounding urban areas.

EVENTS ORGANISED RELATED TO SUSTAINABILITY



“CA’ FOSCARI SOCIALE” PROJECT

- no-profit associations registered
- students and employees registered



COMMUNICATION FOR SUSTAINABILITY

CFSostenibile	2015	variation 2014
unique visitors on the website	28,774	+90.9%
fans on the Facebook page	544	+75.5%
followers on Twitter	452	+36.1%
subscriptions to the newsletter	224	n.a.

Dissemination

COMMUNICATION FOR SUSTAINABILITY

Right from the start of the Sustainable Ca' Foscari project the University has engaged in **dedicated communication**, initially through its official web portal and subsequently its **social network accounts** (Facebook and Twitter) and a **monthly newsletter**. Launched in March 2015, this newsletter details current initiatives, explains how to get involved and provides news on the University sustainability.

DIFFUSION INITIATIVES

Various initiatives dealing with the theme of sustainability were organised in 2015 involving the active collaboration of several structures, schools, Ca' Foscari departments and external bodies and organisations. These resulted in the **engagement** and **participation** of both **people from the University** and, increasingly, the **local community**.

Three events have, over the years, been fixed appointments for Ca' Foscari: involvement in the **M'illumino di meno** (I use less light) initiative, with radio programmes and a dedicated information campaign; the **Short&Sostenibilità** video competition during the University's own short film festival; the **European Week for Waste Reduction** (EWWR), with re-use and recycling activities.

The following events were also organised in 2015:

- **L'impresa socialmente responsabile** (The socially accountable business) – Presentation of the 6th Report into social commitment, in collaboration with the AIESEC student union;
- **Ca'Foscari@EXPO**: a series of information sessions at the EXPO Aquae pavilion during the international EXPO trade fair;
- **Basta un attimo! Diventa donatore AVIS**: two blood donation days at the Science Campus to promote the culture of donating blood among students, faculty and staff;
- **Il valore del consumatore responsabile - The value of a responsible consumer**: sustainability certification as a consumer tool, in collaboration with Fairtrade Italia;
- **DIRE FARE DARE - Scoprire il volontariato a Ca' Foscari**: volunteer associations from the local area were invited to the University to promote their activities, in collaboration with the Coordinating Body of the Voluntary Associations of the Veneto Region (CSVV).

In addition to the aforementioned initiatives, Ca' Foscari organised another **118 events** over the course of 2015: seminars, conventions, workshops and presentations organised by various departments, schools and structures within the University all linked to the various aspects of sustainability (**47.5% more** events than in 2014).

Engaging the local community

With regard to its relations with the local community, Ca' Foscari has adopted the **Veneto strategy for smart, inclusive and sustainable growth** using digital technology for social, cultural and economic purposes. In fact it signed an agreement with the Veneto Region in 2015 to organise digital innovation initiatives involving the local community citizens, businesses and public administrations, in order to set up participatory co-design workshops for public services.

The "**Ca' Foscari sociale**" project has had a major impact on the local community. Launched in 2012, the goal is to promote the world of volunteering and local welfare within the Ca' Foscari community.

The project started with an **online bulletin board** where both those looking for volunteers and students/staff willing to undertake voluntary work could post details. The **University of Voluntary Work** was set up in the 2014/15 academic year offering a free one-year training path for existing and aspiring volunteers. This project, made possible thanks to input from the **Coordinating Body of the Voluntary Associations of the Province of Treviso**, is open to all local residents and is run by **staff volunteers from Ca' Foscari**.

Last but not least, 2015 saw Ca' Foscari and the head office of **AVIS** (the Italian blood donation association) **for the Province of Venice** start promoting the culture of blood donation among the Ca' Foscari community. The initial awareness campaign (**Basta un attimo. Diventa donatore AVIS**) attracted **50 first-time blood donors from among students, staff and faculty**.

Involvement of students

Sustainable growth is also promoted among Ca' Foscari students by means of **extra-curricular training activities** away from the lecture hall, letting students face the many facets of sustainability outside their usual areas of interest, and in an **interactive manner**.

Those students who take part in these initiatives find themselves working **actively** towards the success of each project. They become part of a **group of people** from all walks of life and studying in different fields to their own, thus giving them the opportunity to develop interdisciplinary competencies and learn about new applications for their studies. **Researchers** and **academic staff** are also involved in these projects, again coming from different disciplines; they benefit from being able to turn their research to account and explain it to students face to face.

This type of project also has a **public output**, namely the chance for students to present their work and so become themselves **promoters of sustainability** among their peers and the local community.

www.unive.it/sostenibile / Partecipa / Iniziative per studenti

ART&SUSTAINABILITY: DANCING SOLAR FLOWERS

Ca' Foscari is particularly interested in the use of creative instruments and alternative communication channels to promote a proper understanding and involvement in sustainability issues. Over the past few years, one successful area of activity has been that concerning **Art&Sustainability**, resulting in projects that stress the link between sustainability and the world of Art, which has close ties to both the City of Venice and some of the University's main areas of research.

The University staged the **Dancing Solar Flowers** installation by **Alexandre Dang**, artist and engineer, in the Cortile Grande [main courtyard] of Palazzo Ca' Foscari in 2015 during the 56th edition of the Art Biennale. Dang's artistic works are dedicated to renewable energy – especially solar energy – and their potential to meet global energy needs. The installation comprised a lawn made from recycled pallets with about **200 flowers** "planted" in and around this. These flowers moved thanks to the solar produced by a small photovoltaic cell. The aim of this installation was to give a familiar and easily understandable face to solar energy, as its full potential is often hard to grasp. **22 students** from **14 different study courses** were involved in this project, both in the practical construction of the installation and research into the artistic and scientific issues raised by this work.

The students could thus take part in one of the crucial moments in staging a site-specific

installation, working in close contact with the artist and perceiving the limits and opportunities afforded by a historical site. The students were supervised by two professors in their research activities (one with expertise in contemporary art, the other in solar energy). The installation remained in the courtyard, open to visitors, for **six months** (May to November). A series of panels bearing the results of the research conducted by the students were exhibited during special occasions, such as Art Night and the European Researchers' Night.

TECHNOLOGY&SUSTAINABILITY: ECO-FEEDBACK DEVICES

During the second semester of the 2014/15 academic year Fabio Pittarello ran a course entitled **Interazione Uomo-Macchina** (man-machine interaction) as part of the three-year degree course in Information Technology. Students were involved in development of household **eco-feedback interface**, designing devices that promote virtuous behaviour in the home. **80 students** were given the brief to design interface devices that would remind members of a family about their consumption and the production of energy, to make them more **aware of their actions** and to promote **responsible use of energy resources**. The devices had to be adjustable to meet different levels of skill/knowledge within the family, with special reference to school-aged children, who could also be engaged by the use of **gaming** mechanisms. Each project was then assessed by a team of experts and a Primary School class, who were asked to score each device on the basis of their **usefulness, ease of use, aesthetics** and whether or not they would like to have such a device in their own home. The three top projects were awarded during the seminar entitled **Eco-feedback - la tecnologia che ci rende sostenibili** (technology makes use sustainable) open to the public.

CONSUMPTION&SUSTAINABILITY: FOCUS GROUP ON SUSTAINABLE PRODUCTION AND CONSUMPTION

During the Expo 2015 trade fair, Ca' Foscari presented a project on sustainable **production and responsible consumption**, run in collaboration with Fairtrade Italia, the aim of which was to enhance and share the University's research into food and water sustainability, promoting **active participation** of students, staff and faculty.

The project involved a preliminary event with in-house and guest speakers with a call for seven different focus groups, each coordinated by a faculty member and dealing with different themes linked to nutrition and the scarcity of resources from both the manufacturer's and consumer's viewpoint and with a multidisciplinary approach.

41 students from 19 study paths took part in these focus groups, one of which in the laboratory in collaboration with the Cantiere Ca' Foscari theatrical company. The results were later presented during the **European Researchers' Night**.

FEEDBACK FROM STUDENTS

In 2015 a "sustainability" section was added to the **annual questionnaire** handed to all students in order to get structured feedback on the various activities that Ca' Foscari organises in connection with sustainability. **77.3%** of those students who had taken part in initiatives linked to sustainability held that these had been **valuable experiences**, while **37%** felt that these activities had had a **positive effect on their habits** and behaviour.

KPI

VALUE	2015	variation 2014
economic value attracted (millions €)	149.71	+3.87%
funds from Italian Public Administration (millions €)	88.82	-3.99%
funds from EU and international bodies (millions €)	10.90	+70.58%
economic value distributed (millions €)	112.74	+0.36%
% suppliers from Veneto Region (Province of Venice included)	53.5%	-25.38%
% green purchases	11%	n.a.
CAMPUS		
students' satisfaction about comfort of classrooms, laboratories and study areas	2.92/4	+4.66%
water consumption (m ³)	94,261	+19.56%
gas consumption (Sm ³)	940,203	+52.26%
energy consumption (kWh)	10,530,375	+36.8%
Carbon emission from energy and gas consumption (tCO ₂ eq)	6,099	+22.86%
STAFF&FACULTY		
general index of organisational wellbeing	3.79/6	-1.56%
training hours	13,851	+19.95%
staff hired	22	+69.23%
staff leaving	15	+200%
STUDENTS		
scholarships and other forms of support for studies (million €)	21.36	-10.26%
recipients of scholarships and student loans (% on eligible applicants)	100%	=
students' satisfaction about services of University	2.92/4	+1.04%
tutorship contracts set up for students with disabilities	42	-31.15%
TEACHING		
% ECT of sustainable contents out of total	35.66%	+1.86%
graduates who gained the sustainable competencies	50	+61.29%
Students' satisfaction about education	3.16/4	+0.64%
RESEARCH		
funds dedicated to research on sustainability (% out of total)	13.24%	-3.96%
publications on sustainability topics	259	-4%
spin-off set up in 2015	3	+50%
ENGAGEMENT		
events organised related to sustainability	118	+47.5%
no-profit associations registered in the Ca' Foscari sociale project	102	+3%
students and employees registered in the Ca' Foscari sociale project	78	+69.57%
subscriptions to CFSostenibile newsletter	224	n.a.

GRI4 - Global Reporting Initiative

The table below contains a list of the indicators contained in the GRI-G4 guidelines and reported by Ca' Foscari University of Venice.

33 out of the total of 92 indicators were held to be relevant and applicable to the University. Alongside each GRI indicator you will find the relative page reference in this document. For more information on the Global Reporting Initiative see www.globalreporting.org

General Disclosures standards		page
Strategy & Analysis		
G4-1	Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	inside cover
Organizational Profile		
G4-3	Report the name of the organization	p. 4
G4-4	Report the primary brands, products and services	p. 4
G4-5	Report the location of the organization's headquarters	p. 4
G4-6	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	p. 4
G4-7	Report the nature of ownership and legal form	p. 4
G4-8	Report the markets served	pp. 27, 35, 39
G4-9	Report the scale of the organization, including: number of employees, number of operations, net revenues (for public sector organizations), quantity of products or services provided	p. 3
G4-10	Report the total number of employees (permanent, total workforce) by employment contract and gender; whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors; any significant variations in employment numbers.	p. 22
G4-12	Describe the organization's supply chain.	p. 14
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	p. 6
Stakeholder engagement		
G4-24	Provide a list of stakeholder groups engaged by the organization	p. 8
G4-26	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	p. 43
Report profile		
G4-28	Reporting period (such as fiscal or calendar year) for information provided	inside cover
G4-29	Date of most recent previous report (if any)	04/11/2015
G4-30	Reporting cycle (such as annual, biennial)	annual
G4-31	Provide the contact point for questions regarding the report or its contents	back cover

General Disclosures standards		page
Governance		
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts	pp. 5
G4-38	Report the composition of the highest governance body and its committees	p. 22
Ethics and integrity		
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	pp. 6-7
Specific Disclosures Standard Economic		
G4-EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	p. 13
G4-EC4	Report the total monetary value of financial assistance received by the organization from governments during the reporting period	p. 12
G4-EC7	Report the extent of development of significant infrastructure investments and services supported	p. 18
G4-EC8	Report examples of the significant identified positive and negative indirect economic impacts the organization has	p. 12
G4-EC9	Report the percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation	p. 14
Environment		
G4-EN3	Energy consumption within the organization. Report in joules, watt-hours or multiples, the total: Electricity consumption, Heating consumption, Cooling consumption, Steam consumption	p. 17
G4-EN6	Reduction of energy consumption	p. 17
G4-EN32	Report the percentage of new suppliers that were screened using environmental criteria.	p. 14
Social		
G4-LA1	Report the total number and rate of new employee hires and turnover during the reporting period, by age group, gender and region	p. 21
G4-LA2	Report the benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation.	p. 24
G4-LA9	Report the average hours of training that the organization's employees have undertaken during the reporting period, by gender and employee category.	p. 21
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	p. 22
G4-PR5	Results of surveys measuring customer satisfaction.	p. 17, 27, 35



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