



**Fondazione
Università
Ca'Foscari**

Annual Report 2019





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Università
Ca'Foscari

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The Value Proposition of Fondazione Ca' Foscari

Fondazione Università Ca' Foscari Venezia, an instrumental body of the University of Venice since 2010, pursues its mission within the University's 'third mission' through integrated training, research and technology-transfer programmes and cultural activities, with the aim of contributing to the sustainable and responsible growth of the local area and communities. The Fondazione is a complementary system to the University in managing complex projects. Its integrated and interdisciplinary approach involves creating an integrated package of skills and services of the University's various facilities, centres and departments. The President of the Fondazione is Prof. Michele Bugliesi, Rector of Venice's Ca' Foscari University. The Chief Executive Officer is Ing. Tommaso Santini

The Fondazione works to create and promote new initiatives, projects, events, communities and networking at national and international levels, whether commissioned by the University or taken up on its own initiative. As part of its policy of focusing its core business of teaching and research, the University has progressively shifted the management and administration of certain initiatives that are instrumental and functional to the prevalent activities within the Fondazione's organisation, and in particular: post-graduate and executive teaching, technology-transfer, public engagement, and services for the University such as administrative support to the Career Service and the management of the Housing Office. Following the transfer of the Edizioni Ca' Foscari S.r.l. division to the Fondazione, which was completed by the end of the 2019 financial year, also publishing initiatives moved to the Fondazione, in keeping with the third mission and with public engagement in particular.

The Fondazione is also entrusted with fund-raising initiatives on behalf of the University within the scope of the Development Office, the managing of some special projects - including Science Gallery Venice and innovative teaching initiatives - and some research-and-technology-transfer initiatives promoted through establishing ad hoc competence centres. In particular, the Centre for Sustainability (C4S) was established in 2019 with the aim of promoting knowledge exchange in the area of sustainability and the circular economy between the academic-scientific world and the economic and social fabric of the local area.

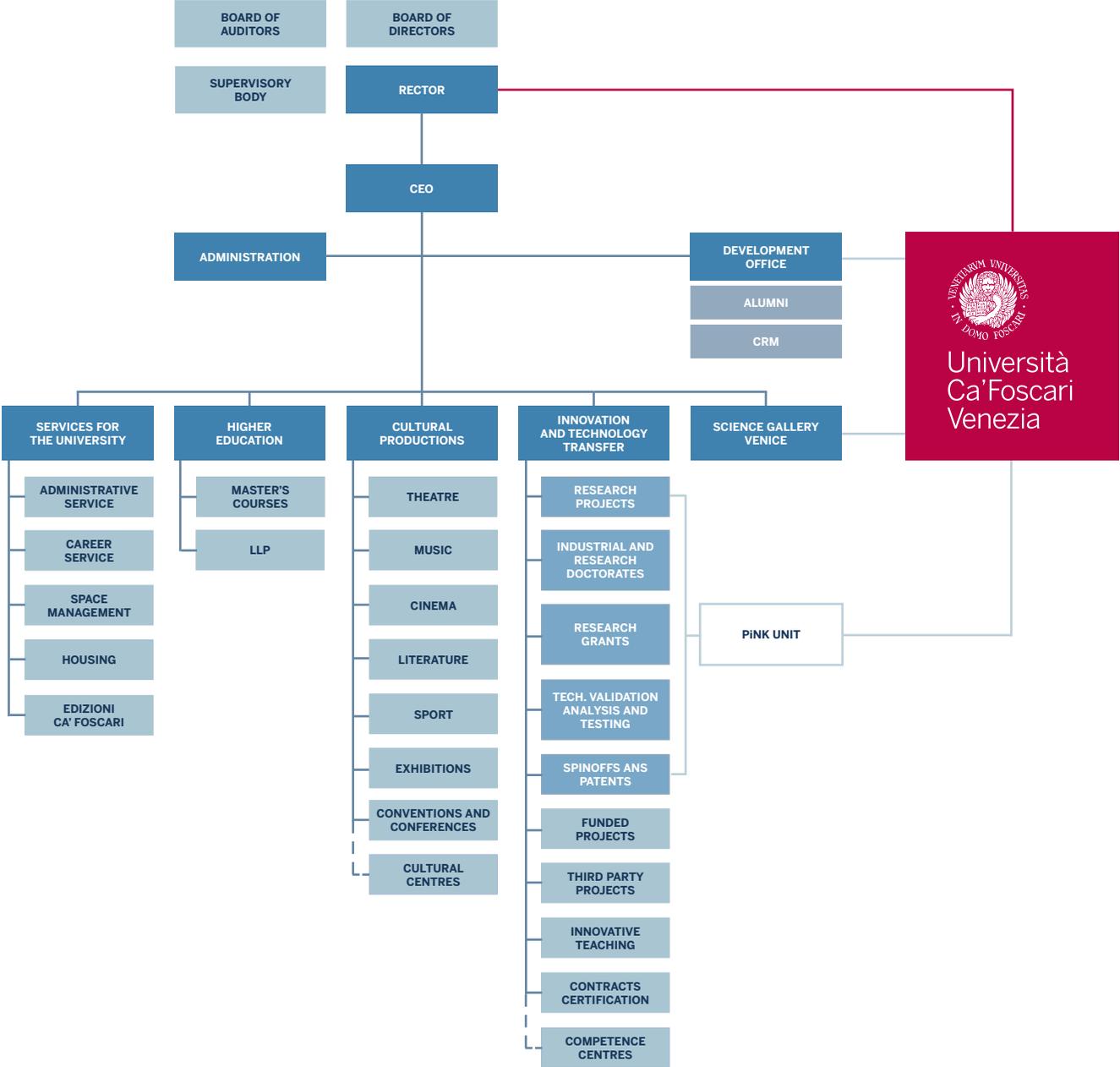
The Fondazione is accredited by the Veneto Regional Government administration to provide ongoing higher education, and is certified as conforming to UNI EN ISO 9001:2015, issued by the certifying body LRQA Italy. With reference to corporate and executive training, it is also involved in the EQUIS accreditation process, to which the University's Management Department has been subject. In line with the methods adopted by Ca' Foscari University, the Fondazione develops its higher education courses (Masters and Lifelong Learning Programme - LLP) in keeping with the needs of the local area and in response to the needs of its customers, to achieve utmost satisfaction with a view to continuous improvement.

For several years the Fondazione has been adopting the code of ethics of Ca' Foscari University, and a code of conduct to guarantee its community transparency, quality and safety when exercising its functions, pursuing economic, social and environmental sustainability. Fondazione Ca' Foscari is equipped with compliance mechanisms such as the Head for the Prevention of Corruption and for Transparency, an external Supervisory Body for verifying application of the 231 model, and a Data Protection Officer for controlling Privacy. The Fondazione also promotes equal opportunities and respects policies on inclusion and protected categories.

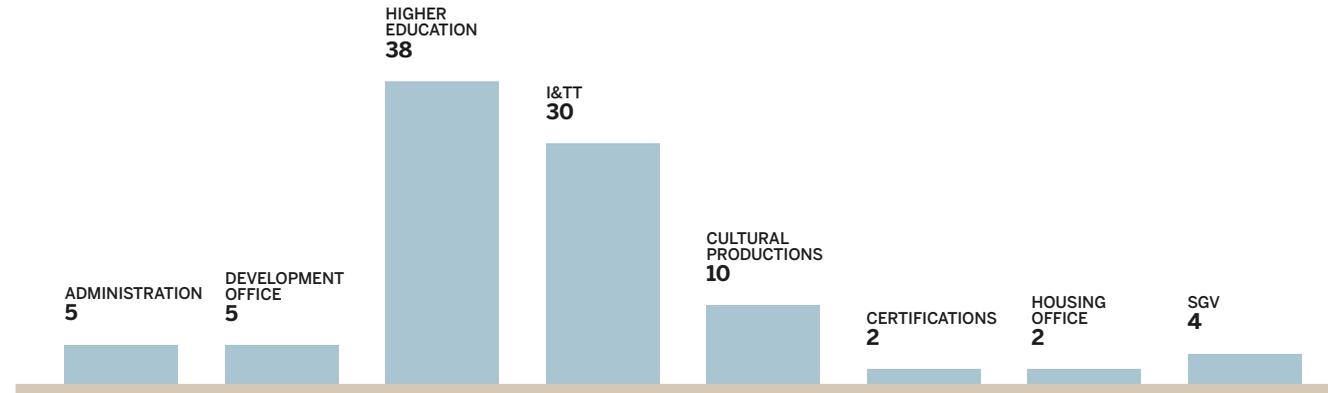
The Fondazione

In 2019 the Fondazione continued to operate according to the principle of cost-effectiveness, respecting the economic and financial sustainability of the institution and, in particular, ensuring it could cover the cost of the resources needed for its work, through contributions from the University and third parties, both public and private, contributions of various kinds, and from the revenues deriving from managing projects and initiatives. In 2019, the Fondazione continued to enhance the value of its internal resources by working on training, stabilisation, and a system of remuneration and welfare based on equity principles. It also launched the study of its policies towards reconciling personal and working time by adopting smart-working solutions. The Fondazione currently has a total of 103 employees and collaborators.

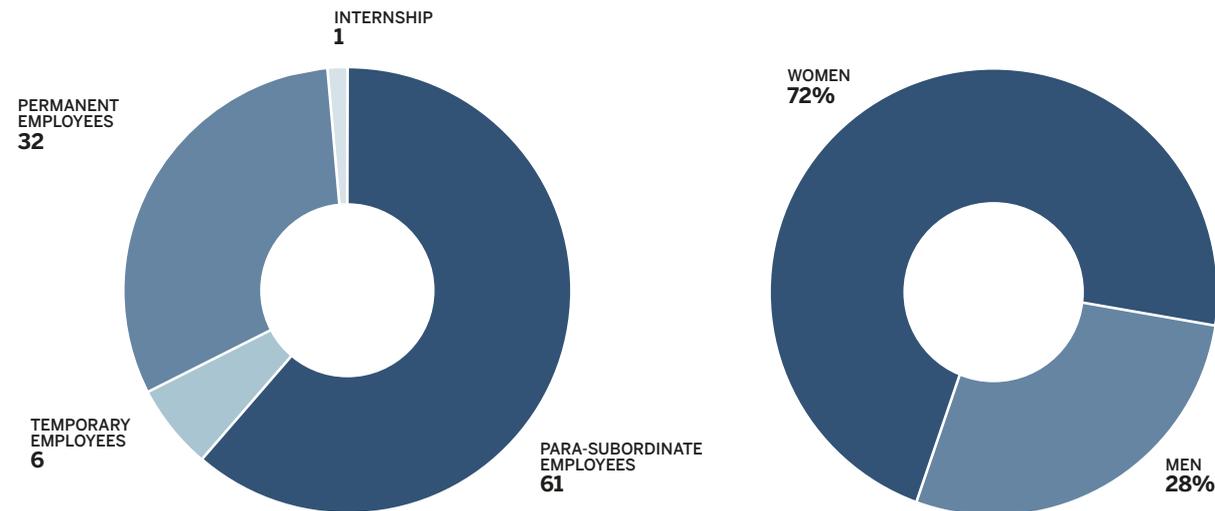
Organisation



Staff distribution
(employees and collaborators)
by area



Staff composition
by contract type and gender



In 2019 the Fondazione consolidated its organisational structure in its four main operational areas – Higher Education, Cultural Production, Innovation and Technology Transfer, and Services for the University - supported by two staff functions - Administration and the Development Office. The new organisational structure and an even more simplified scheme of relations with the University contribute to improving the level of efficiency and effectiveness of the Fondazione as well as the range of its services, also though greater integration with the University, and in particular through:

- integrating the University’s and Fondazione’s technology-transfer teams using the PiNK (Promoting Innovation and Knowledge) unit, involving the University’s spin-offs, centres and research groups;
- redefining the Challenge School organisation under the University’s new Business School project;
- the transversal action of the Development Office, which is responsible for fund-raising and CRM for the University and for developing strategic relations with donors and alumni.



Governance

The Fondazione’s governance is based on the central role of the Board of Directors, which can have up to 11 members and operates in compliance with management-choice transparency and internal control-system effectiveness.

The Board of Directors was renewed on 21 May 2019 for a three-year term and has 8 members, two of whom representing Institutional Partners. The Statutory Board of Auditors has 3 members, two of whom are auditors appointed by the Ministry of Economy and Finance (MEF).

Board of Directors

MEMBER	POSITION
Michele Bugliesi	President
Tommaso Santini	Managing Director
Roberto Crosta	Director representing the institutional participants
Cristina De Benetti	Director representing the institutional participants
Antonio Marcato	Board member
Ivana Maria Padoan	Board member
Anna Puccio	Board member
Gaetano Zilio Grandi	Board member

Board of Auditors of the accounts

MEMBER	POSITION
Andrea Valmarana	President
Rosanna Mirabasso	Statutory Auditor representing the MEF
Ugo Braico	Statutory Auditor representing the MEF
Roberto Confente	Alternate auditor
Maria Caterina Rossetto	Alternate auditor



Institutional Participants

Institutional Participants contribute to the Fondazione's pursuit of its statutory aims through contributions in cash or in kind, and through cooperation in projects and initiatives, sharing principles and values with the Fondazione. They may also take part in the Fondazione's governance through their representatives on the Board of Directors and through a representative committee by formulating advisory opinions and proposals on the objectives, initiatives and projects of the Fondazione. Institutional Participants may also request that their contribution be allocated to initiatives of specific interest to the University for implementation in their respective geographical area or sector.



remediation & waste into development

The Institutional Participants of the Fondazione (also including the entry of Eni Rewind S.p.A. on 9 April 2020), are currently:

CHAMBER OF COMMERCE OF VENICE, ROVIGO AND THE LAGOON DELTA

Which has been collaborating with the Fondazione since 2012 in carrying out projects in:

- development and evaluation of emotional and social skills within the school-work alternation paths in high schools;
- support for urban innovation, new manufacturing, the digitalisation of businesses and the enhancement of cultural heritage;
- support for the development and promotion of tourism through innovative and multidisciplinary higher education workshops.

FONDAZIONE DI VENEZIA

Contributes to creating a creative and dynamic cultural environment that enriches the curriculum of young university students and stimulates cultural production also through innovative methods. In 2019 it contributed to the implementation of:

- Active Learning Lab*, an innovative higher education lab with a focus on food;
- cultural initiatives: Waterlines, in collaboration with Ca' Foscari's Collegio Internazionale, Science Gallery Venice, Ca' Foscari Short Film Festival 2019, Incroci di Civiltà (crossroads of civilisations) 2019, and Teatro Ca' Foscari (Ca' Foscari theatre);
- workshops with companies and businesspeople on “the nautical supply chain” and “business and sustainability”;
- the “The Future of Finance” research project.

GAM (ITALY) SGR S.p.A.

Contributes to the work of the *Center for Experimental Research in Management and Economics (CERME)*, in the field of behavioural finance, supporting the creation of an innovative web platform that uses specific indicators to measure and analyse financial uncertainty in civil society.

UNICREDIT S.p.A.

Contributes to supporting studies in the field of human capital development, business skills and SME managerial skills as strategic factors for the sustainable economic and social development of North-Eastern Italy, with a focus on the private SME production system.

ENI REWIND S.p.A.

This is Eni's environmental company, and operates in line with the principles of the circular economy to enhance the value of land, water and waste - both industrial or from reclamation - through sustainable reclamation and recycling projects both in Italy and abroad. Eni Rewind S.p.A. has also launched projects for the treatment of the Organic Fraction of Municipal Solid Wastes (OFMSW) by building industrial plants that apply Eni's proprietary Waste-to-Fuel technology to transform OFMSW into bio-oil and water.



Economic Result 2019

	ANNO 2016	ANNO 2017	ANNO 2018	ANNO 2019
A) PROCEEDS	7.380.084	7.729.900	9.490.287	11.001.409
Revenues by work area	6.843.594	7.361.590	8.945.640	10.127.465
University Services	316.322	266.101	510.329	635.619
I & TT	1.513.720	1.870.761	2.113.761	2.664.830
Higher Education	3.568.479	3.747.737	4.210.339	4.806.330
Cultural Productions	1.445.073	1.476.991	2.111.211	1.784.723
Science Gallery Venice				235.962
University contributions	328.391	360.000	524.169	711.373
Management Fund	276.391	235.000	190.550	170.000
Supplementary contribution	52.000	-	-	-
Science Gallery Fund			58.619	231.381
Development Office Fund	-	125.000	275.000	250.000
Rectorate Fund for Research and Cultural Activities	-	-	-	59.992
Three-Year MIUR* Fund	-	-	-	108.201
Other Revenues	208.099	8.310	20.479	54.371
B) DIRECT COSTS	5.839.199	6.285.330	7.480.276	8.635.550
University Services	268.220	178.791	411.661	504.399
Edizioni Ca' Foscari				125
Innovation and Technology Transfer	1.250.234	1.571.102	1.811.045	2.174.877
Higher Education	3.075.554	3.286.566	3.388.686	3.869.200
Cultural Productions	1.245.191	1.248.871	1.868.883	1.562.191
Science Gallery Venice	-	-	-	524.758
Operating Margin (A-B)	1.540.884	1.444.570	2.010.012	2.365.859
C) OVERHEADS COSTS	1.363.518	1.190.705	1.630.604	1.945.253
Staff	677.066	868.694	1.253.913	1.492.463
Costs of University bodies	81.074	122.075	136.781	141.393
General expenses	380.685	177.729	222.105	240.986
Development Office	-	-	-	72.357
Sundry management expenses	224.694	22.207	17.804	-
D) DEPRECIATION, AMORTISATION AND PROVISIONS	28.532	101.290	126.379	156.548
EBIT (A+B-C+D)	148.834	152.575	253.029	264.149

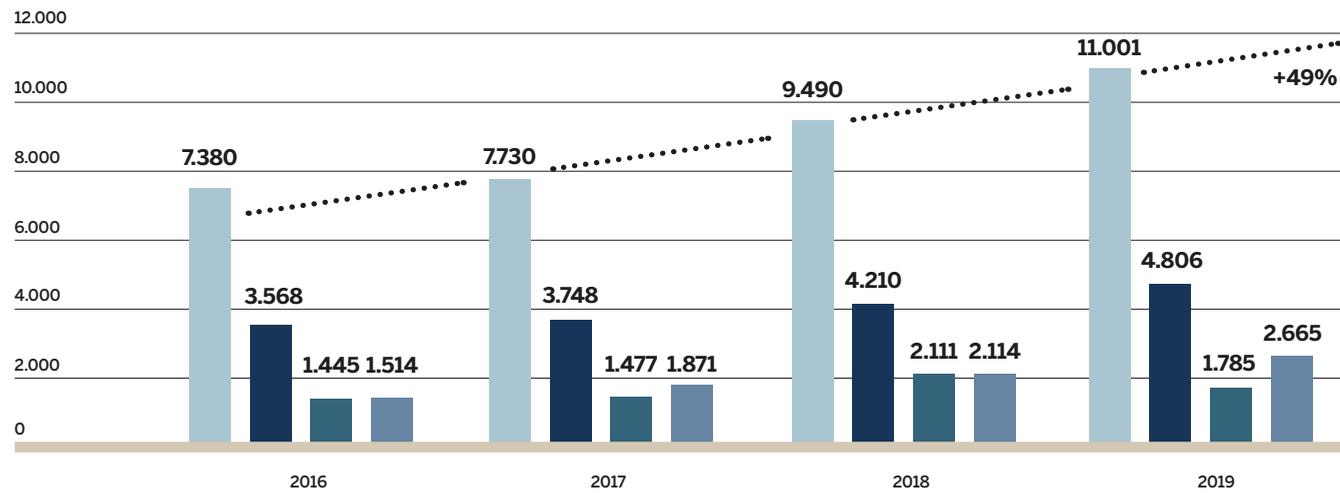
*(Ministry of Education, University and Research Competition)

Reclassification to added value 2019 Financial Period

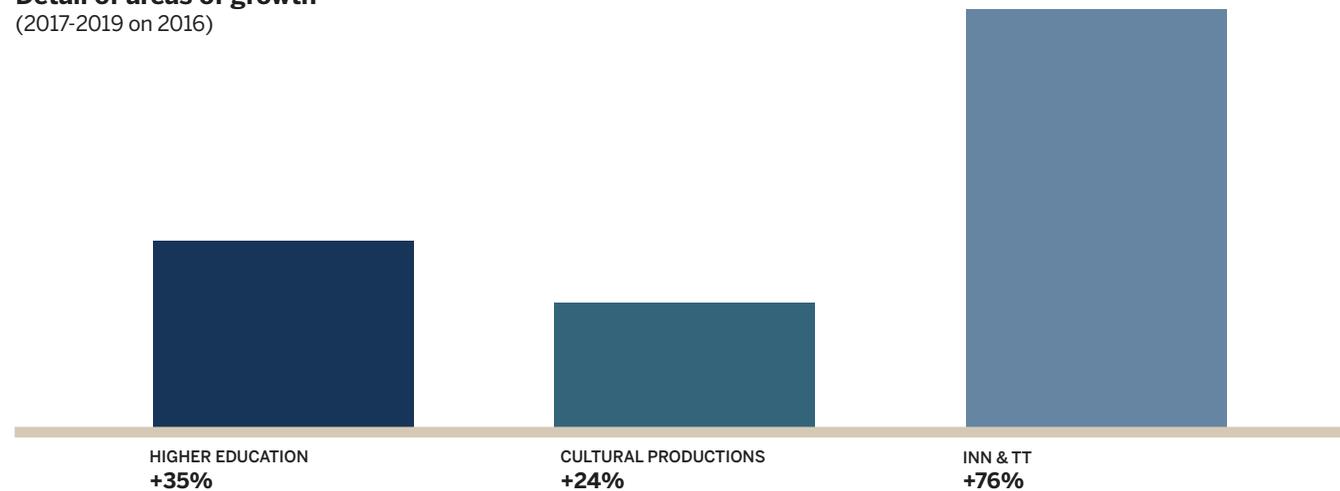
	AMOUNT (€)
A) PRODUCTION VALUE	11.001.409
Revenues	10.290.036
University Contributions	711.373
B) EXTERNAL FACTOR COSTS	9.088.249
Global Added Value (GAV) (A-B)	1.888.160
REDISTRIBUTION OF ADDED VALUE	AMOUNT (€)
Staff and facilities	1.492.463
Self-financing - <i>depreciation/amortisation</i>	131.548
Public Administration - <i>taxes</i>	264.149
Total Global Added Value	1.888.160

Total volumes and by work area and growth 2017-2019

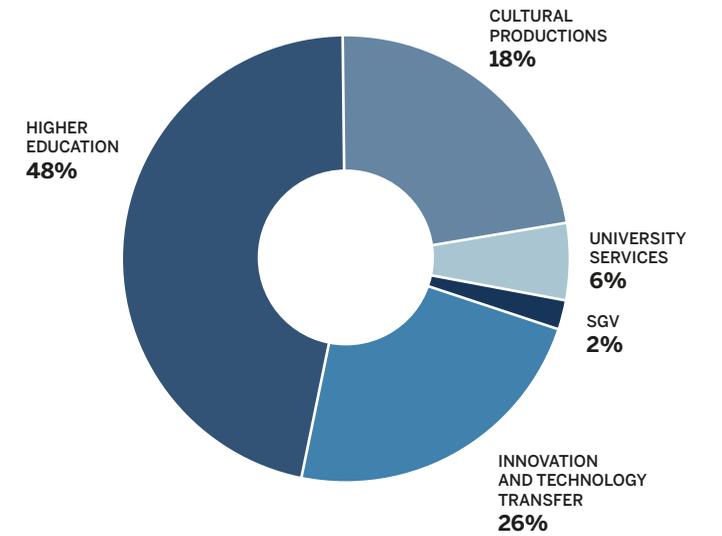
(net of the University's contributions for overheads, the Science Gallery Venice, Development Office and others)



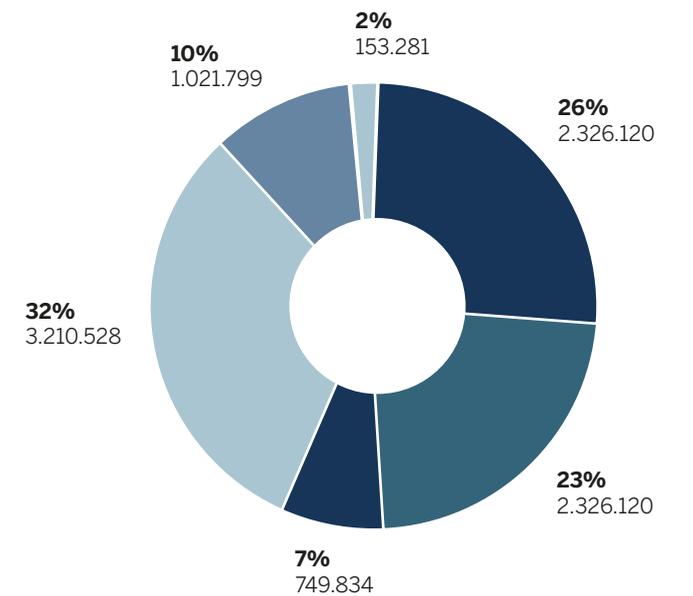
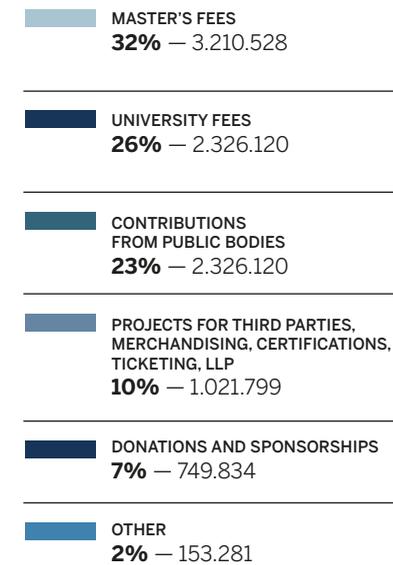
Detail of areas of growth (2017-2019 on 2016)



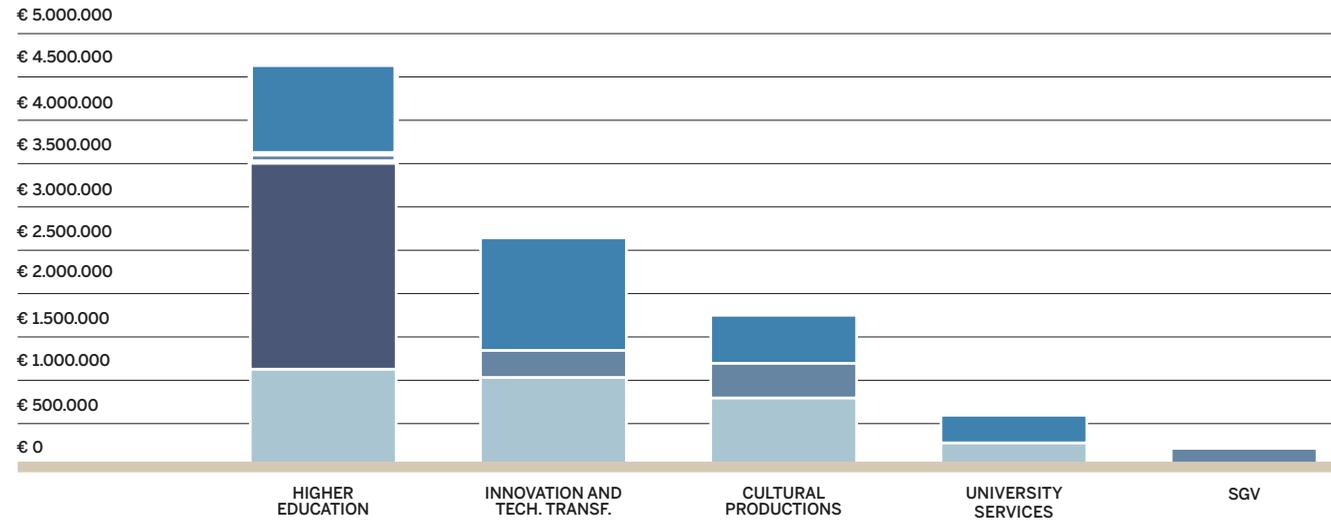
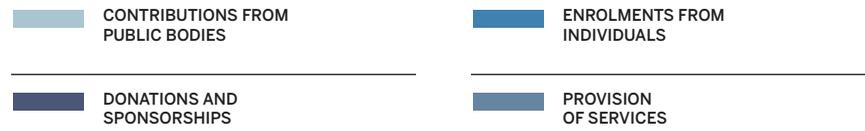
Revenues by working area



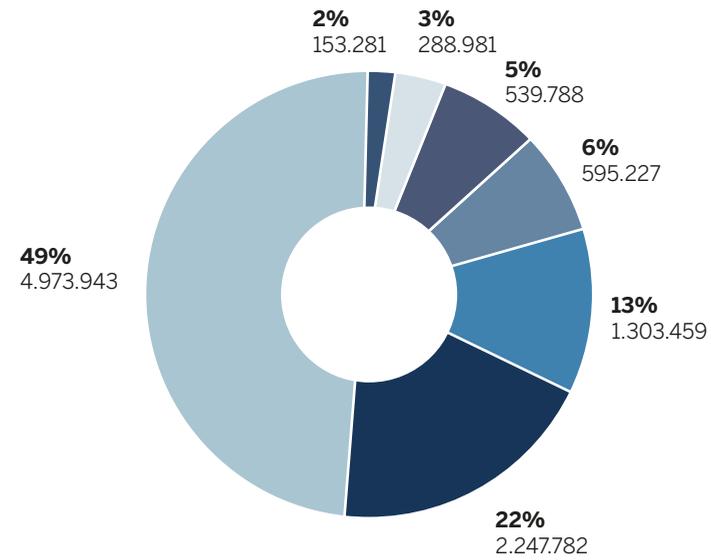
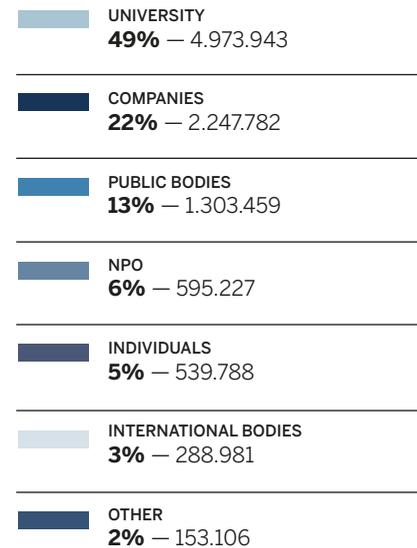
Revenues breakdown



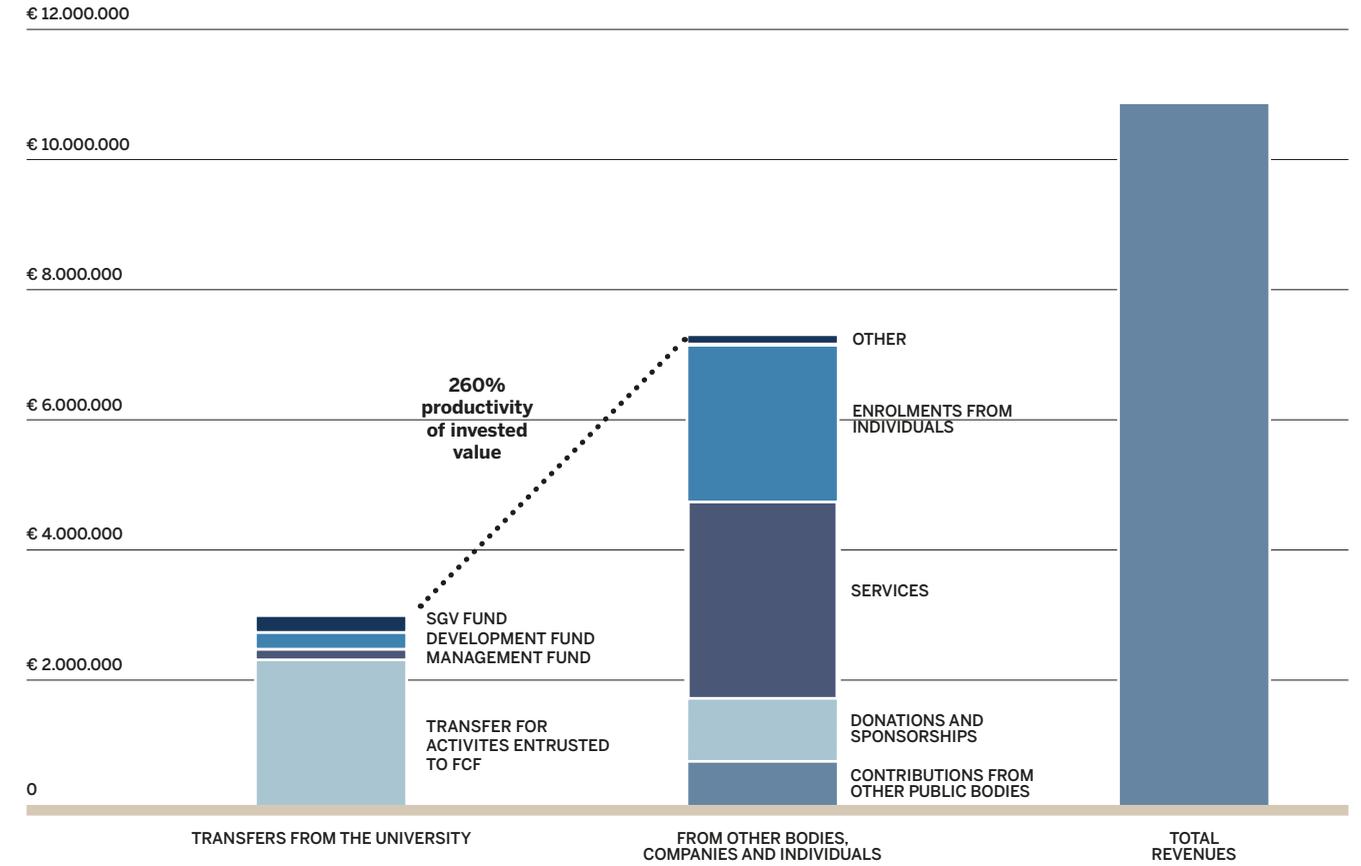
Revenues Breakdown by working area



Contributors breakdown



Productivity of invested value

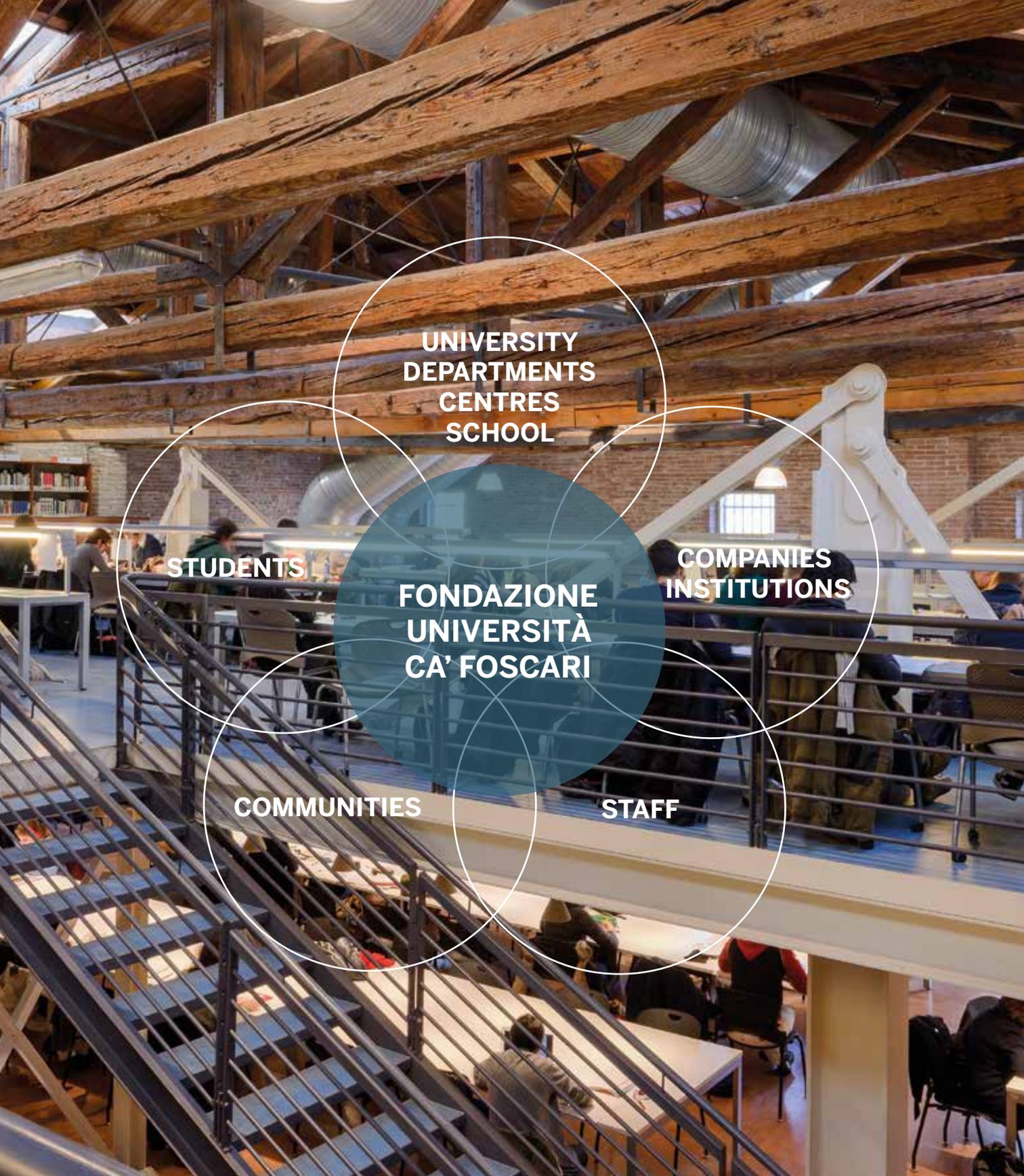


The Fondazione for its stakeholders

The Fondazione's work and goals reflect the demands and expectations of its stakeholders, first and foremost the University with its facilities, Centres and Departments. Indeed, the Fondazione was established as an instrumental body of its University, and works to enhance the system of skills and experiences of the University's professors, researchers and community as a whole in its relationship with reference businesses, institutions and communities.

The Fondazione works in compliance with the principles of economic and managerial efficiency, ensuring its employed personnel and collaborators fullest security, flexibility, equal opportunities and remuneration policies in accordance with the principle of equality.

With respect to companies, institutions and individuals, the Fondazione acts as a contact point for accessing the University's expertise, by meeting the needs of the local businesses and communities in which it operates through an integrated and interdisciplinary services ranging from corporate and executive training to innovation, technology transfer and knowledge, and public-engagement initiatives. It is a complete offering within the scope of the third mission, aimed at maximising value creation for the parties involved.





The Fondazione also contributes to the dissemination and sharing of the results of research and teaching through an extensive programme of initiatives in the fields of the arts and sciences, music, theatre, cinema, literature and sport, all of which make up an integral part of the cultural offering of Venice the city, and the surrounding metropolitan area.

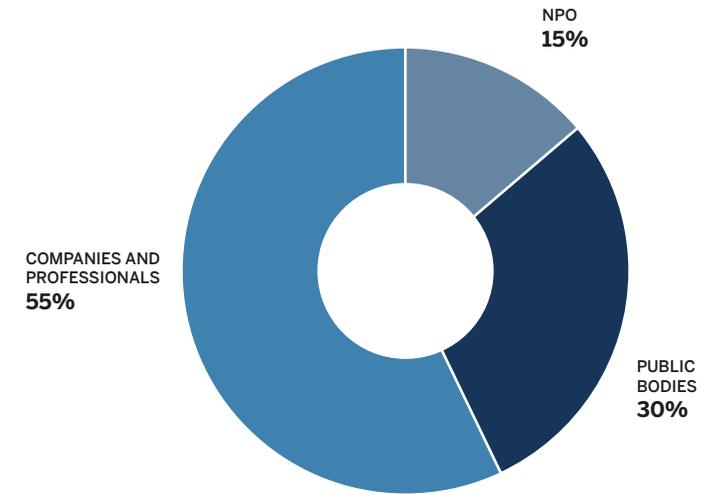
The Fondazione carries out an intense work of developing of the network of relations with the area, in close cooperation with the University, offering companies and institutions strategic partnerships and customised services built on the University's wealth of knowledge and experience.

Many years of experience in promoting initiatives and services, developed with a structured and integrated approach, and the constant attention paid to stakeholders, all contribute to the diffusion of the Ca' Foscari 'brand' towards the surrounding area and communities also through:

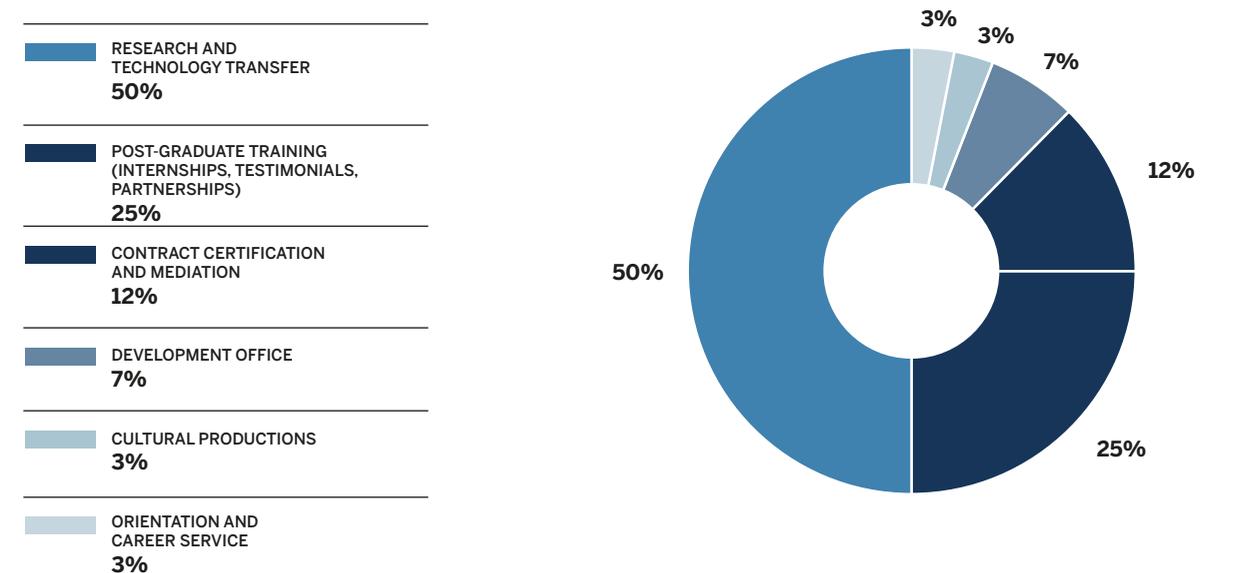
Ca' Foscari Alumni: the association of former students of the University and Challenge School vaunts a network of over 100,000 people. Present in 85 countries worldwide, it promotes the identity of university graduates and master's holders, and the awareness of the University. The association supports the Fondazione and University in particular by collaborating in putting on over 70 events a year for its network, to fund-raising and the promotion of innovation and technology transfer. In 2019 Ca' Foscari's Alumni contributed to scholarships, fund-raising for the high-water emergency dedicated to Ca' Foscari's International College and the Venice city council, and to the Kids University, Science Gallery Venice, Fucina Arti Performative, and BV Tech projects.

Strategy Innovation Hub: Initially set up as both a physical and virtual space in the Economic Campus of S. Giobbe in Venice, the Strategy Innovation Hub's remit is to bring together local and global students and business owners, established and new businesses, the academic world of sciences and humanities, and the B2B and B2C sectors, to foster the generation and sharing of innovative ideas and their transformation into successful business models. The hub aims to create a community of entrepreneurs and managers who, together with the academic world, develop strategic-innovation projects, training events, conferences and workshops that bring positive effects not only for their businesses but the industrial and business fabric of the local area as a whole, to take up the challenges posed by the changes in the environmental, economic and social contexts. In this setting, the **Strategy Innovation Forum (SIF)** is an annual appointment for a scientific debate on a research topic. The fifth edition, scheduled for 2020, will involve a network of over 850 companies and Italian and international speakers, who will discuss the impact of Artificial Intelligence and Blockchains on business models. The Strategy Innovation Hub was inaugurated in December 2019 and is funded by Ca' Foscari and the partner companies of Alf Da Fris, Arper, Axians, Cisco, Electrolux, Foscari, Intesa Sanpaolo, Kpmg, Maw, Ors Group, Sharp and Valdesign.

External parties involved

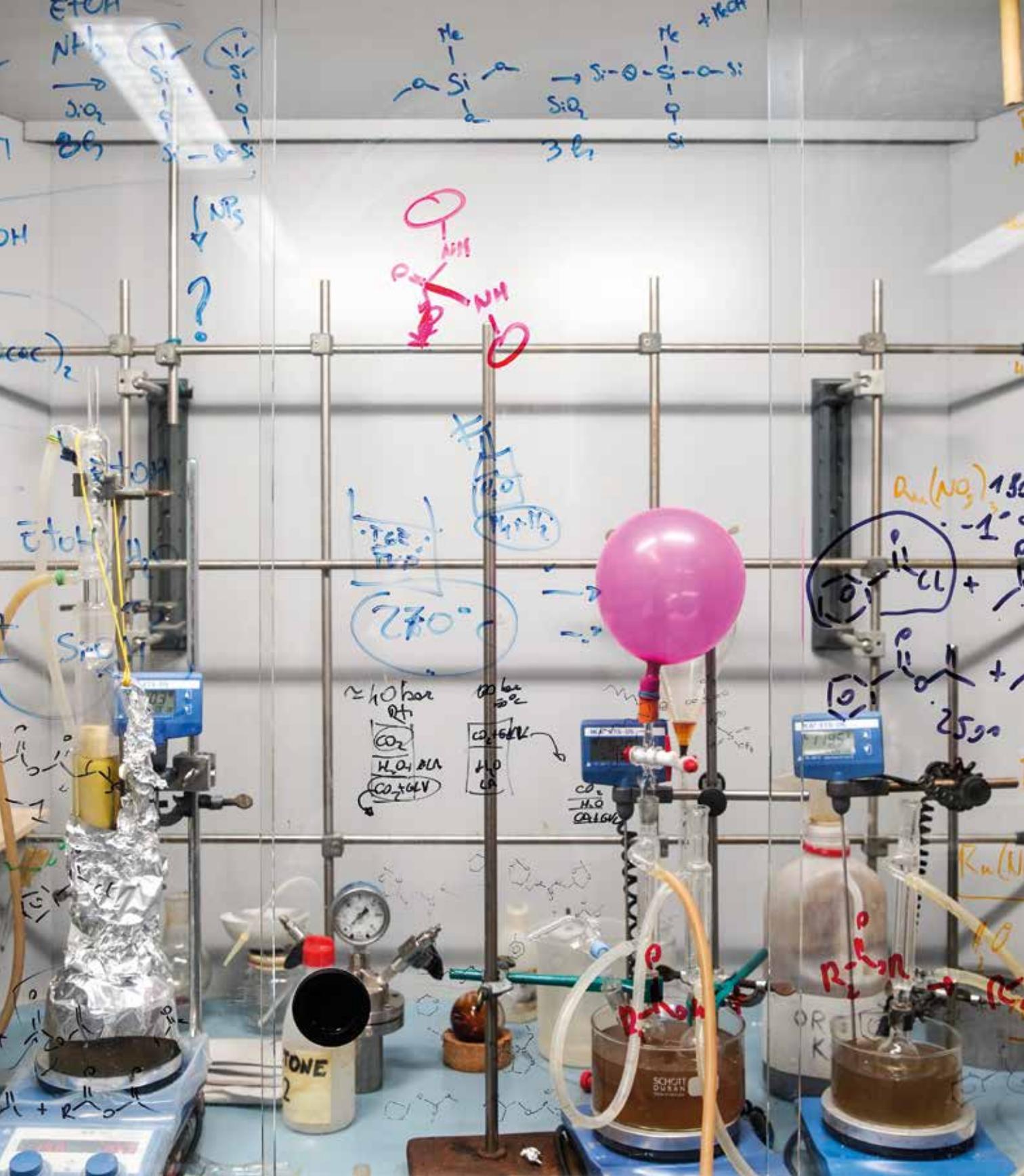


External parties by type of



Technology transfer, intellectual property, self-entrepreneurship

The Fondazione operates in the field of Innovation and Technology Transfer (ITT) activities in cooperation with the *PInK (Promoting Innovation and Knowledge)* unit, the University's office dedicated to technology and knowledge transfer, promoting collaboration among universities and the business world, and knowledge-sharing among different scientific-technological areas of the University. The strategic integration between the Fondazione's ITT team and PInK offers support to businesses and academia in business acceleration and incubation, and legal assistance in protecting patents and intellectual property. The Fondazione's ITT team has gained significant experience in the promotion, design and management of funded projects - promoted by the European Social Fund and other regional and national European institutions - and contributes to enhancing the collaboration with the Ca' Foscari spin-offs also through the management - in collaboration with IUAV - of the certified incubator located at Venice's Vega-Science and Technology Park. It is a workshop for developing innovative projects, in particular in cybersecurity and artificial intelligence, and supports start-ups, spin-offs and businesses in general.



Innovation and Technology Transfer Area

Thanks to a careful policy of positioning and promotion of its offer, the Fondazione's ITT area has gained distinctive expertise and experience in projects in the sphere of environmental-, economic- and social sustainability. It also cooperates with: Eni Rewind S.p.A., Saipem S.p.A., SNAM S.p.A., Veritas S.p.A., Ascotrade S.p.A., Pilkington Italia S.p.A, Palladium Group, Compagnia delle Opere - Fabbrica dell'Eccellenza, Atlantia S.p.A., Unicomm Group, and SMICT Competence Centre.

In particular, the services offered to businesses and institutions in the area coordinated by the PiNK unit include:

- **Research projects and shared laboratories** through the cooperation of staff and the use of own facilities and equipment;
- Funding of **research grants** for young scholars, typically PhDs;
- Funding of **research grants** for young graduate students;
- Funding of **doctoral scholarships** on restricted topics intended for highly qualified personnel, who can then use their skills in companies;
- **Industrial doctorate**, which allows companies to train their employees already engaged in highly qualified work;
- **On-demand research** whereby companies can benefit from Ca' Foscari's skills and excellence to meet their innovation and research needs. These initiatives are carried out in the principal interest of the client, and their costs are commensurate with the projects commissioned;

- **Consulting** consisting, for example, in preparing monographic studies, the provision of technical or scientific opinions, opinions on project works, feasibility studies, technical and scientific assistance etc.;
- **Analyses, tests and calibrations** carried out on commission by Ca' Foscari researchers, in particular in the fields of chemistry and ecology.

The Fondazione also supports companies and institutions in:

- **Scouting** structural funds, funded project management and design services;
- **Open-innovation and acceleration projects** through innovative teaching;
- **Validation** of innovative technologies and assessment models of Environmental, Social and Governance (ESG) impact;
- Corporate Social Responsibility (CSR) and Stakeholder Engagement;
- **Coaching** and training on innovation issues;
- Organisation of events and **networking** and dissemination initiatives to facilitate the meeting between supply and demand for innovation and the promotion of research.

The Fondazione promotes and manages the work of the following competence centres:

- **Center for Sustainability (C4S)**: directed by Prof. Antonio Marcomini, this centre aims to integrate sustainability indicators, frameworks and models with scientific and technological innovation by developing models, projects and initiatives to achieve the goals identified by Agenda 2030 for Sustainable Development. Representatives of Eni Rewind S.p.A. and Saipem S.p.A. sit on its scientific committee.
- **Governance & Social Innovation (GSI)**: directed by Prof. Stefano Campostrini, the centre develops applied research and consulting projects in the areas of social innovation for the Public Administration, involving the main representatives in the public accounting of government institutions and the judiciary.
- **Ca' Foscari Competency Centre**: directed by Prof. Fabrizio Gerli, the centre works in developing the portfolio of soft skills in undergraduate and post-graduate training, and in designing human resources management through the competency-based approach, promoting the results of research internationally through the publication of contributions in high-impact journals.
- **CF Applied Economics**: a centre of analysis and applied economic research directed by Prof. Roberto Roson;

In the area of technology-transfer services, we would also like to highlight the participation of the University in **SMICT - Competence Center Scarl**, with administrative headquarters at the Economic Campus of San Giobbe in Venice, founded in April 2019 by the 8 Universities of the Triveneto together with the Chamber of Commerce of Padua, Fondazione Bruno Kessler, the National Institute of Nuclear Physics, and 29 private companies. It is accredited and supported by MISE (Ministry of Economic Development) with a co-financing of EUR 7 million. The name of the company is the acronym of the technologies that the competence centre deals with (*Social networks, Mobile platforms & Apps, Advanced Analytics and Big Data, Cloud and the Internet of Things*). It defines itself as a “structural connection between the systems of research and business”, capable of allowing companies to draw on the skills of over **155.000 students, 6.000 researchers and 300 patents**, with the aim of stimulating the creation of new products, processes and services through the tools of industry 4.0. The focus of SMICT's work entails the strategic aggregation of the potential of the players of the local area, conceived as the keystone for producing concrete, competitive results - also with a view to attracting European funds.

The Fondazione develops innovative teaching workshops - **Active Learning Lab (ALL)** - for companies and institutions in the field of strategic and social innovation in a perspective of open innovation. Through six- to eight-week programmes, talented students from different disciplines, guided by teachers and facilitators, accompany corporate teams in taking up the challenges of innovative companies through methods such as Design Thinking, Lean Start-ups, Lego Serious Play, Business Model Canvas, and the theory of change. The ALLs are included in the teaching package of all the University's Master's Degree Courses, and are thus recognised as educational credits for all the students who take part in them.

€ 2.664.830

TOTAL VALUE OF TECHNOLOGY TRANSFER

80

RESEARCH, INNOVATION AND TECHNOLOGY-TRANSFER PROJECTS

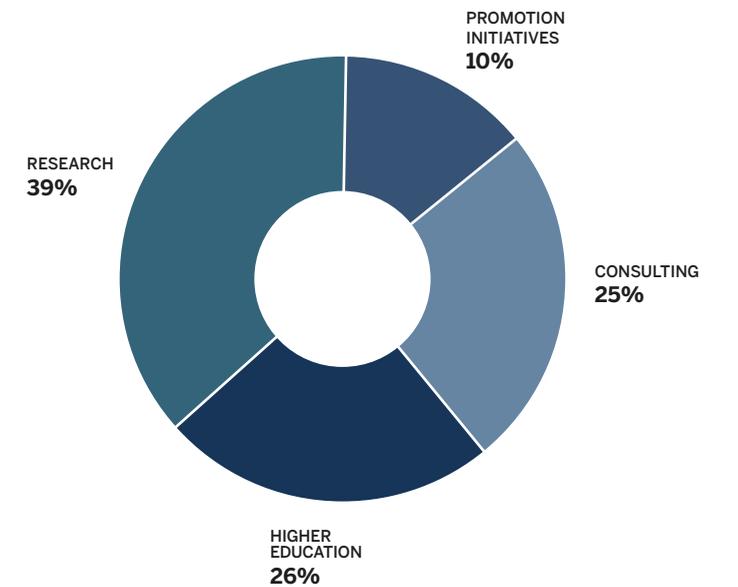
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BUSINESS MODELS GENERATED AND ANALYZED

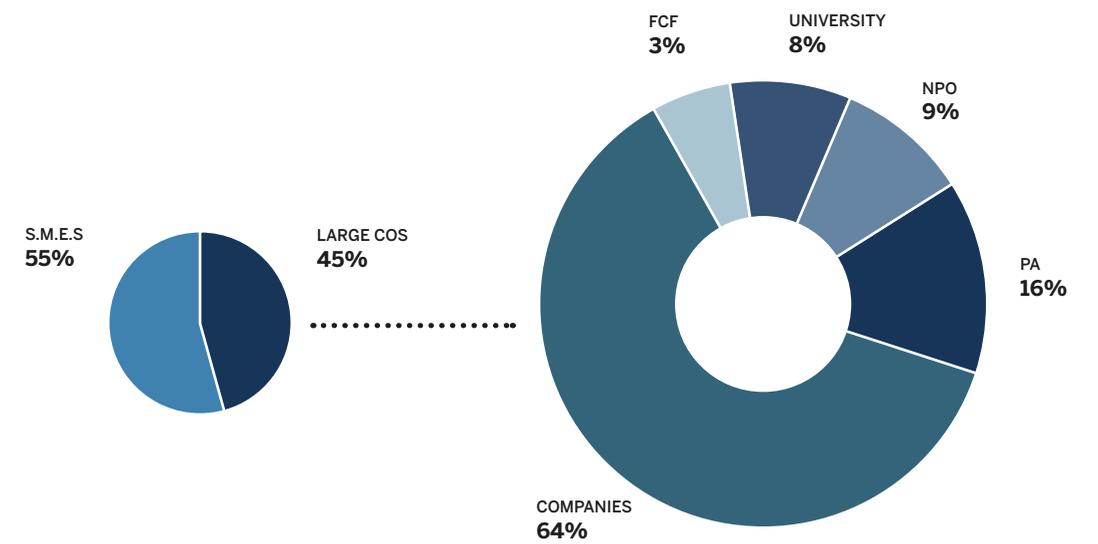
104

SKILLS-DEVELOPMENT PATHS FOR 4.721 PARTICIPANTS

Services provided on the value of the ITT projects



Beneficiaries of services provided on the value of the ITT projects





Impact projects

Below are some of the most significant projects implemented by the Fondazione during the 2019 financial year.

Third-party consulting and research projects

Groundwater monitoring and scientific-technical support to the design of environmental remediation solutions - Pilkington Italia SpA.

In addition to the above-mentioned monitoring works carried out within the site of national interest of Porto Marghera Venezia, technical support was also provided to present an environmental-remediation project as part of the funding for the Porto Marghera Complex Industrial Crisis Area (Law 181/1989). The works commissioned by Pilkington Italia SpA began in 2016 and ended in July 2019.



Analysis and assessment of the creditworthiness of municipalities in financial difficulty: database improvement, analysis of emerging legal issues, and international comparison - Farmafactoring

The project follows up on the cooperation between the Fondazione and Ca' Foscari University through the newly-established Governance and Social Innovation Centre and Banca Farmafactoring, with the aim of achieving new insights into the situations of municipalities facing financial difficulty, also through a process of international comparison and consolidation of the document database of municipalities in such situations. As part of the work provided for by the collaboration with Banca Farmafactoring was the editorial project of the "Ca' Foscari Report on Municipal Councils, 2018", published by Castelvechi and presented during the fifth edition of StatisticAll, the Festival of Statistics and Demographics, Treviso.



Scientific support to the writing up of the "Project of environmental restoration of the former gas-holders area of San Francesco della Vigna" - MTK Group

The project, approved by the Veneto Regional administration, aims to identify the most sustainable design solution for the environmental remediation of a heavily polluted area in order to return its use to the community through interventions which are low-impact and which fully comply with current legislation aimed at protecting all future users of the area, both private citizens and workers.



Drafting of the Strategic Plan for the SMACT Competence Center

This project focuses on defining the goals and related Plan of Action for the works of the SMACT Competence Centre, in compliance with the guidelines developed by the Ministry of Economic Development (MISE). The project will end in 2020.



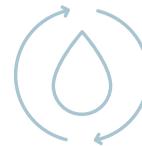
Specialist support activities for updating and revising the Social Impact Assessment model for SNAM.

This project is conducted in collaboration with the University of Brescia and the Applied Economics CF Centre, and is divided into five work phases. It studies a revision of the method of assessing the economic impact of the infrastructures built by SNAM (gas pipelines, gas compressor stations, storage plants), with reference to the municipal, provincial, and regional context.



Research in the field of contaminated-sites requalification and models for evaluating the work of Eni Rewind S.r.L. both in terms of sustainability of the proposed interventions and ecological risk analysis (before and after intervention), and analysis of the repercussions on the local area through assessments of not only economic effects.

The research project was divided into three main areas: Life Cycle Assessment (LSA) analysis of environmental interventions; development of a model to assess the economic, environmental and social impacts of the corporate investments with particular relevance in Corporate Social Responsibility; validation and development of the Environmental Risk Assessment model of contaminated sites. The results of the project were presented at the international conference “Ecological Risk and Health-Risk Assessment” at Remtech 2019, Ferrara, and at the SICON Workshop, Rome.



Digital Impact Scorecard

This consultancy project was financed by Electrolux to monitor the effects of digital transformation processes the company has started in its production facilities.



“Validation and implementation of the REVALUE model of SAIPEM S.p.A. aimed at highlighting the social and economic effects of activities and investments”, in collaboration with the Applied Economics CF Centre.

The project was carried out using a method of quantitative numerical analysis of the social and economic impacts of investments, and the variables that influence them. It is particularly important in the area of investments in the resource sectors, and in developing countries.



Social Impact Index - Research into developing an indicator of social impact produced by a company and its application to a sample of selected companies

The research has been carried out in collaboration with Associazione Compagnia delle Opere with the aim of creating an indicator called “Social Impact index”, to identify and measure the social impacts of selected companies. The indicator provides a quantitative analysis of the level of innovation and social progress of business strategies and their impact on the local area



Technical and scientific support for Veritas S.p.A. in support of research to implement within the Green Propulsion Laboratory, co-funded and managed by the Ministry of the Environment.

Under the supervision of the researcher Prof.ssa Cristina Cavinato, technical-scientific assistance was provided to developing fermentation tests of organic waste, waste oils and sewage sludge aimed at creating volatile fatty acids (VFA), PHA (polyhydroxyalkanoates) precursor biopolymers.



SIT - Update and unification of environmental databases for managing the lagoon ecosystem - Consorzio Venezia Nuova

This study involves tapping into environmental data on Venice's lagoon to create a software for consulting and managing information on habitats, species, quality and sediments. The project will end in December 2021.



Sustainability assessment with reference to locating the waste-transfer station along the SP47 Via Piave Nuovo in Jesolo - Veritas S.p.A.

This study focuses on the economic and environmental sustainability of possible alternatives for locating the waste-transfer station for the catchment area of Eastern Venice and subsequently, if necessary, on economic and environmental assessments. The project started in July 2019 and ended in February 2020.



Experimental Economics Activities

The Fondazione provides support to the Department of Economics for works of the Laboratory of Experimental Economics. In particular in 2019, three initiatives were carried out in collaboration with the Department of Economics of Ca' Foscari and other bodies.



Survey of visitor satisfaction of the Peggy Guggenheim Collection, Venice

As part of the project carried out through the "Governance & Social Innovation" centre, an inclusive questionnaire was created to measure visitor satisfaction and given to visitors through a multilingual online surveys-management platform.



Research for developing an improved customer-experience study through sensory amplification - Unicomm S.r.l. (Selex Group).

The aim of this project is to study the multisensory impact on consumer behaviour in specific food-retail departments, bringing into play not only sight and touch, but also hearing and smell. The project ended at the end of 2019.



Evaluation of PFOS- and PFAS-abatement technology and the impact of the effluent on the receiving body - eAmbiente S.r.l.

This project makes a technical-scientific evaluation of the efficiency of new plant sections aimed at reducing the concentration of perfluoroalkylic compounds before and after their application in a waste-water treatment plant, with possible evaluation of toxicological aspects.



Funded projects

Enterprise 4.0 and Digital Transformation for SMEs in Venice and Rovigo (PID)

This project, financed by the Venice and Rovigo Chamber of Commerce, aims to introduce and assist local businesses to digital transformation through initiatives of training, mentoring and open innovation. This project was conducted by a team of professors and researchers from Venice's Ca' Foscari University, representatives of the Chamber system, and digital specialists and ambassadors. The Fondazione managed training and innovation for companies through workshops, pilot projects and a Digital Transformation Observatory. Seventy-eight local companies were accompanied towards digital transformation, supported by scholarship holders and researchers from the University's management and IT areas. The project ended with an event attended by 20 prominent speakers on the themes of digital transformation and the participation of over 200 professionals and business owners.



InLab Belluno

This project, funded by the Cariverona Fondazione under the call for proposals "System initiatives to promote the local area" and planned to end in 2022, focuses on creating an aggregator of competences at the service of a new model of governance. It is based on the transformation of critical points of the local area (e.g. the geographical border position and territorial dispersion) into opportunities to develop innovative models of social policies and community education.



BUMO_BEE: Business Models for Benefit Enterprises.

This project, financed by the Veneto Region within the framework of POR FSE 2014-2020 DGR 1267/2017, sets out to integrate into the business models of Veneto SMEs the social value and effects that business brings to the community. The aim is to guide them towards the Benefit Corporation model. In 2019, the Fondazione completed the training and accompanying initiative, taking the 10 companies involved in the project to B-Corp certification, out of about 100 members.



Beyond EPICA - Oldest Ice Core: 1.5 Myr of greenhouse gas - climate feedback.as

Project funded by the European Commission through the Horizon Program 2020, with the aim of analysing future prospects in the field of paleoclimatic reconstructions through Antarctic ice cores. The project is coordinated by prof. Carlo Barbante. In the context of the project, the University of Bern grants EUR 3.4 million to Fondazione Università Ca' Foscari for expenses associated with logistics. In particular, Fondazione took care of purchasing the coring machinery and, more generally, of providing supplies necessary for carrying out the research campaign. The conclusion of the project is scheduled for May 2026, due to an extension of the timing in the context of the Covid-19 health emergency.



MACC - Manufacturing, Culture and Commerce. Transforming the authenticity of the Veneto region into a tourism experience

Financed by the Veneto Region within ROP ESF 2014-2020 DGR 1220/2017, this project seeks to merge manufacturing, trading and culture with the aim of integrating the Veneto region's specific products and services into the tourist experience. The project reinforces the notion of "experience" that allows tourists to return home not only with memories of landscapes and monuments but also with products and relationships generated by manufacturing and commerce. The Fondazione has coordinated training, workshops with experts from the business, cultural and academic worlds, and the structuring of public-private network development plans, all aimed to bring cultural institutions into collaboration with the system of creative manufacturing and high-end hospitality.



Action Plans in youth policy

This project, funded by the Veneto Region under DGR 1392/2017, has three themes: generational exchange, prevention of youth malaise, and creativity workshops. The Fondazione coordinates the project, supporting the regional office using a dashboard of indicators and a control system with the aim of making an impact assessment to collect the territorial and cultural effects of the implementation of the Plans.



Home-collection service of blood and biological samples, with storage and transport to the collection point - Veneto Region Health Authorities.

The project, which is expected to be completed in 2021, provides that the Fondazione, through the expertise of the "Governance and Social Innovation" centre, will conduct a survey to assess user satisfaction with the service provided.



Internal monitoring and evaluation of the YOUNG 50 project.

Works conducted through the "Governance and Social Innovation" centre in support of ULSS 6 Euganea health department as part of the EU project "Young 50 Stay Healthy - Cardiovascular Risk Prevention", and scheduled to end in 2021.



Inter-institutional cooperation agreement to carry out common-interest research, analysis and data processing on the economic, social and financial situation of the Veneto region.

As part of the multi-year project between the Veneto Regional Council and Ca' Foscari University, the Governance and Social Innovation Centre of Fondazione Ca' Foscari has carried out socio-economic analyses of the impact of the policies of board bodies with the aim of providing support to the legislative, guidance and control departments.



Open Innovation Projects

Contamination Lab - Food (CLab - Food), 11 February 15 May 2019.

This edition was run in cooperation with the TESAF Department of the University of Padua and with the participation of Sistema Prosecco, Consorzio Olio Toscano IGP, Consorzio Grana Padano, Consorzio Vini del Trentino, and Consorzio delle Valli e delle Dolomiti Friulane. It looked at the development of products and services aimed at protecting the identity and traceability of Italian food products in contexts where this culture is not yet developed. In the workshop, groups of students carried out 8 projects to meet the common needs of the Consorzi di Tutela (protection consortia), including the development of application prototypes, commercial solutions, business models with scalability potential, social-media contests, and social initiatives. The winning group was awarded a study trip to Bordeaux with the opportunity to learn about the world of incubators and start-ups in the flourishing French city.



Contamination Lab - Sport and Health (CLab - Sport) 27 May 19 July 2019.

Published in cooperation with the University of Udine and with the participation of Lima Corporate S.p.A., Master Italia S.p.A., Rugby Riviera 1975 ASD, Porzio S.r.l., CUS Venice, CMP, and Venice Marathon, on the theme "The sports society of the future: participation, education and sustainability", with the aim of finding new solutions to re-think the role of sport and its supply chain in society. The projects resulting from the workshop touched on the themes of urban regeneration, sports ethics, sustainability, and the benefits of sport for social relations. The winning group of the edition went on a study trip to Bordeaux in September 2019 together with the winning team of CLab - Food.



Contamination Lab - Escher-Arte e Tecnologia (CLab - Escher), 21 ottobre 13 dicembre 2019.

Inspired by the figure of Maurits Cornelis Escher, Dutch artist, engraver and graphic designer, the autumn edition in cooperation with Microtec and Fondazione Maurits was dedicated to developing solutions to improve the perception of art through technology. Carried out by the workshop participants, the projects touched on the themes of artistic reflection, the social possibilities deriving from 'using' art, the interaction between personal experience and artistic production, and art as a tool for urban regeneration. The members of the winning group were given the opportunity to go on an acceleration path to develop the idea of the project..





Corporate and Executive Training

The Fondazione works in post-graduate training through its organisational division Ca' Foscari Challenge School, which develops and awards Level I and II Masters and Advanced Training courses (*Lifelong Learning Programme - LLP*). The Dean of Ca' Foscari Challenge School is Prof. Stefano Micelli. The Challenge School is included within the EQUIS accreditation path of the School of Management coordinated by Ca' Foscari's Department of Management. A strategic plan has recently been launched to reorganise the services provided. It is divided into four "Schools" dealing with *The Environment, Humanities, Government, and Management*, within which also the "School of Hospitality" project has been launched, in cooperation with Cassa Depositi e Prestiti, TH Resort Group and other private and institutional partners.

The aim is to create a range of executive and corporate services which, by enhancing the University's scientific and educational capabilities, caters to the needs of several market segments with different products:

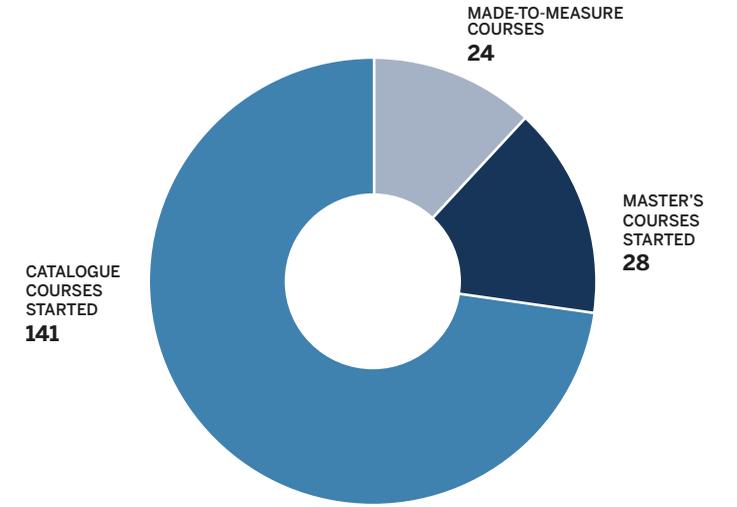
- Executive and post-graduate Master's courses, Level I and Level II;
- Short-and-medium continuous training courses, modular courses, vocational courses;
- Higher education programmes built around the needs of businesses and public companies;
- Courses financed by the Veneto Region, INPS (National Institute for Social Security) and the Interprofessional Funds for continuous training.

In the area of continuing education, new collaborations have been started up with partners having complementary profiles that add to the distinctive character of the CFCS (Ca' Foscari Challenge School) proposals (Centro Marca Banca, Luxottica, YourCfo, Gambero Rosso, and Utilitalia). In general, the planning of the initiatives in the catalogue for companies meets a need for refreshing/updating that focuses on the individual, from employees to top managers, on issues such as internationalisation, sustainability, process innovation, organisational design, and also on soft skills. As usual, a specific proposal has been developed for administrative civil servants. Here, as well as technical issues, also the topics on internationalisation and change management were well appreciated. The market of tailor-made projects created on specific customer needs has been developed further.

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MASTERS AND ADVANCED TRAINING COURSES**

*MASTERS OF AC.YR. 2018-19 AND MASTERS AC.YR. 2019-20 STARTED IN 2019

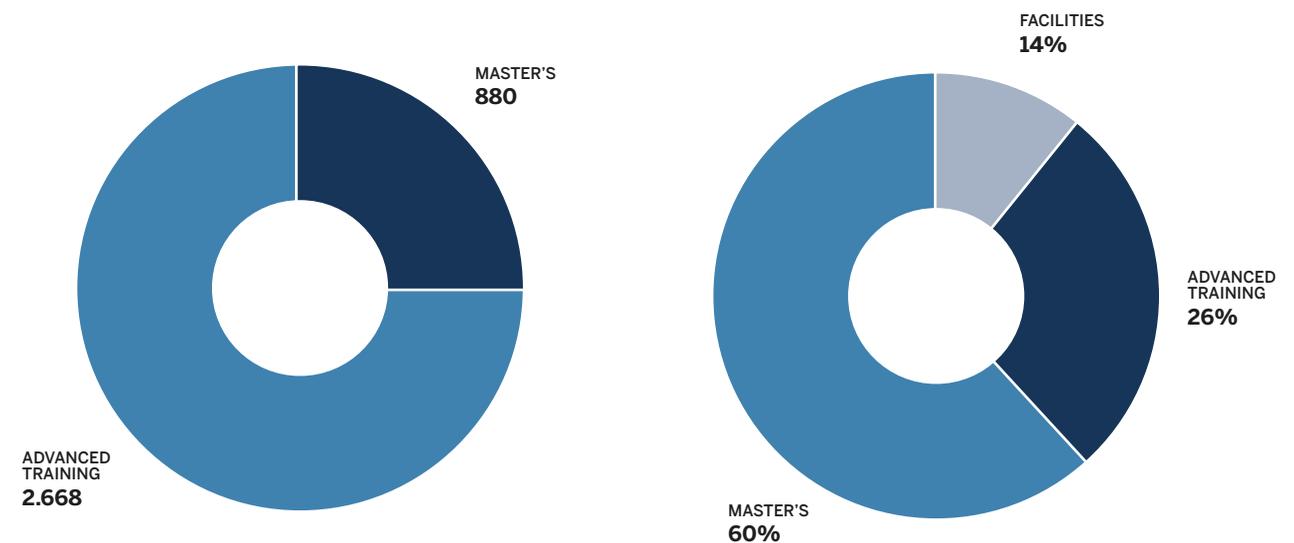


3.548

PARTICIPANTS ENROLLED IN MASTERS- AND ADVANCED-TRAINING COURSESE

€ 4.806.330

VALUE OF TEACHING



Master's

The teaching courses for 2019-2020 includes a total of 30 master's-level courses, of which 20 at 1st level requiring a Bachelor's degree and 10 at 2nd level requiring a Master's-level degree. The Master's courses are characterised by much work in designing and building external partnerships. The new Master's courses are therefore closer to the needs to update companies and/or promptly cater to the employment needs of the more junior profiles. These include the "Luxury customer advisor" Master's course, in exclusive collaboration with the LVMH group, and the "Sustainable Real Estate" Master's course in collaboration with IUAV (Venice University's Architecture Faculty), which interprets and responds to the new dynamics of Italy's real-estate sector and exploits a network of professionals and major sponsors (Gabetti Group, Generali Real Estate, Scenari Immobiliari, Finint S.p.A., and Il Quotidiano Immobiliare).

28

MASTER'S COURSES RUNNING, OF WHICH

24

EXECUTIVE

880

ENROLMENTS

544

INTERNSHIPS

110

TESTIMONIES

462

PROFESSIONALS IN THE TEACHING STAFF

€ 2.500 - € 15.400

PRICE RANGE FOR MASTER'S-LEVEL COURSES

Higher education

The Higher Education initiatives launched in 2019 include the courses organised at the Ca' Foscari Challenge School, aimed at entrepreneurs, managers, civil servants and public executives, and ad hoc projects that meet the specific needs of companies and the Public Administration. These include training on digitisation for companies, improving process effectiveness and reliability, and the management of national and international orders in English. In 2019, special attention was also paid to providing Advanced Training courses specifically designed for the tourism-accommodation sector. The courses taught targeted skills for managing the accommodation facilities of the future through digitisation, home automation, and sustainability.

In the wide range of the advanced training courses Ca' Foscari Challenge School's provided in 2019, we highlight the intensive courses for professionals and individuals dedicated to topics of particular relevance, for example on: developing commercial strategies based on analysing big data and blockchain- and AI (artificial intelligence) technologies; managing international trade through the study of customs procedures; on promoting relations between the voluntary sector and the public administration to create shared value, as well as on refresher courses on health and safety.

The Challenge School runs courses aimed not only at private-sector professionals and managers but also at public-sector officials and executives. The over 60 courses for the Public Administration in 2019 included those on project management, digitalisation processes for the Public Administration management,

165

COURSES

141

IN MULTI-COMPANY CATALOGUE

24

MADE-TO-MEASURE

2.668

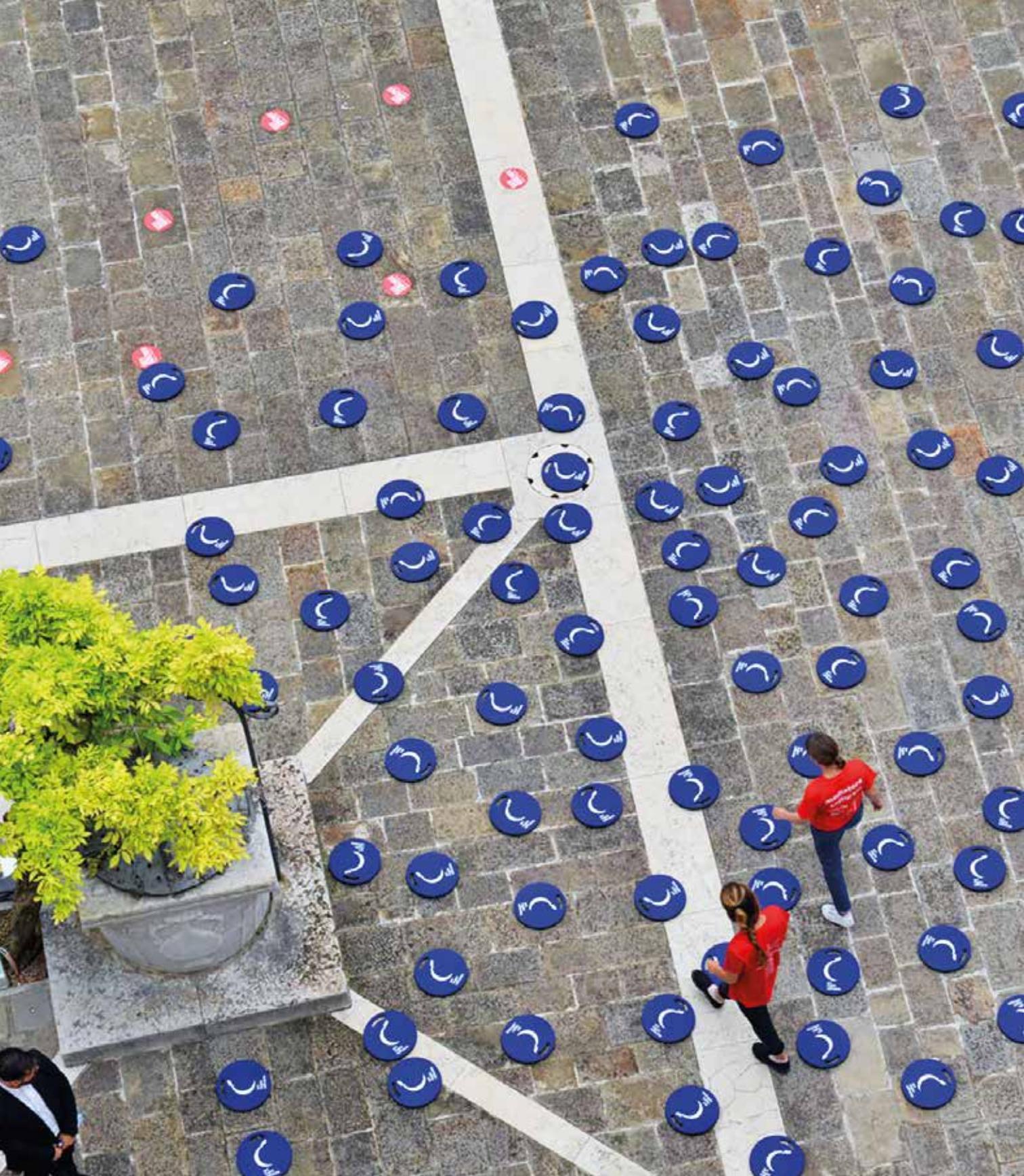
ENROLMENTS

€ 150 - € 1.500

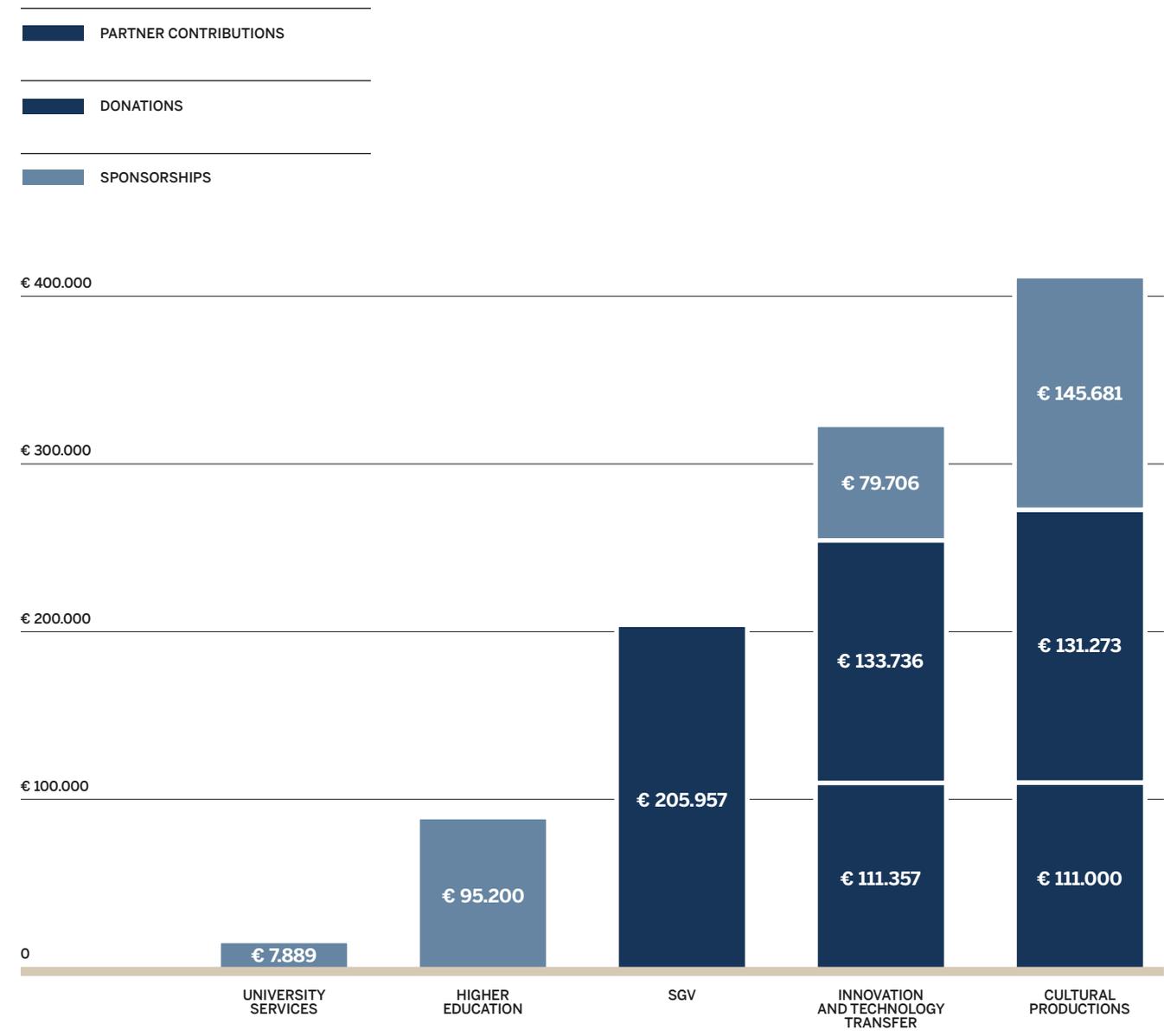
PRICE RANGE PER COURSE IN THE CATALOGUE

commercial innovation through analysing virtuous case studies, inter-municipal unions, local-area development and economic-financial tools for accountancy administration.

Ca' Foscari Challenge School succeeds in attracting public funding for businesses and the Public Administration, guaranteeing beneficiaries high-quality and financially-sustainable higher education services.



Public Engagement



Development Office

In 2019 the Development Office consolidated the organisation of the office and its functions, which were identified with the management and development of:

- 1) fundraising initiatives, donations and sponsorships;
- 2) the alumni network;
- 3) projects within the University's CRM system.

Fundraising

Sums collected from donations, contributions from private individuals, and sponsorships amounts to € 1.021.798, divided as shown in the chart on the previous page.

All collection initiatives are managed in full compliance with tax provisions and regulation 231/2001 on anti-money laundering and transparency. The fundraising activities included:

- managing prospect charts containing possible contributors and loyal donors to the University and the Fondazione;
- managing a crowdfunding platform, with the launch of the first projects to be supported;
- the stewardship plan, which in 2019 set up the first “Friends of Ca' Foscari Night” (22 March) and the first “Friends of Ca' Foscari Report”, which gives a balance sheet of the fundraising;
- Support for the 5x1000 (pre-tax donations) campaign.

Alumni Network

In 2019 the Alumni network association promoted the University as a brand, its alumni excellence, bringing it visibility in Italy and abroad. The New York and Moscow Chapters were started up, and the Shanghai Chapter has been relaunched, thereby creating important synergies between the Chinese entrepreneurial and institutional worlds and the Ca' Foscari Office in China. A strategy has been defined for all the Chapters to become increasingly pro-actively engaged with the initiatives of the International Relations Office.

With the numerous contacts with companies and institutions in Italy and abroad, initiatives aimed at promoting internships, placements and career opportunities continued in collaboration with the University's Career Service and the International College. Ca' Foscari Alumni continues to be strategic within the Development Office's work in attracting and engaging small, medium and large donors by building on the sense of belonging.

Customer Relationship Management (CRM) Platform

In 2019 the University purchased a Marketing Automation platform integrated with a CRM that will be used in managing 'massive' communications (> 5,000 contacts) towards stakeholders. The CRM system is entrusted to the Development Office, which oversees its data collection, use and development according to the University's needs.

Science Gallery Venice

Science Gallery Venice (SGV) is the Italian node of the Global Science Gallery Network, the worldwide network of university galleries dedicated to promoting dialogue between science and art with the aim of actively involving communities through unique cultural and emotional experiences. It has a high innovation impact characterised by its focus on digital humanities, sustainability, and business.

The Venice seat will officially open in 2022 at the end of the restoration works of “Fabbricato 4” at San Basilio, inside the area of the Port Authority of the Northern Adriatic, part of the historical buildings of the maritime authorities, and in the limelight in the process of urban regeneration of a strategic area of the historic city led by the universities and the port authority. SGV sets out to act as a local leader in creating interdisciplinary artistic experiences that stimulate critical thinking and social connections in the new generations. It also aims to provide tools to train individuals who can constructively question reality and actively contribute to building their own future.

In 2019 the project acquired the partnerships of Fondazione Venezia and Banca Intesa as new founding partners that joined the Port Authority and DVRI (Distretto Veneziano della Ricerca e Innovazione), who have been project supporters since 2018.

A further partnership, linked to the Earth-Water-Sky Artists’ Residence project, is the Primat foundation, which in 2019 developed the artistic project of Emma Critchley, underwater photographer and winner of the international competition for the 2019 edition of the programme, based on the results of the ICE MEMORY project (by Carlo Barbante).

During 2019, SGV collaborated in several other projects, including Hello Machine, a travelling art and science installation with workshops and fringe workshops, and Mental Recycling, an exhibition held within the Economic Campus of S. Giobbe on the theme of the social responsibility of art. Two installations have been organised to celebrate important anniversaries: the exhibition entitled Elements at the Scientific Campus of Mestre, celebrating the 150th anniversary of the periodic table of elements, and La mia luna, a photographic exhibition staged in cooperation with the ESA (European Space Agency) dedicated to the fiftieth anniversary of the moon landing. Initiatives also continued within the Young Voices projects, which involve students selected from the pools of Ca’ Foscari and the Accademia di Belle Arti di Venezia to engage in activities of the development, communication and dissemination of the SGV project. On the collaborations front, worth noting are the research project Coordinate Galassie, carried out in coordination with the Venice District of Research and Innovation to measure the effects of the relationships between the entities of the network, and the exhibition L’arte delle scienze marini (the art of marine sciences), organised in collaboration with DVRI and the Institute of Marine Sciences at the M9 museum.



Cultural productions

The Fondazione organises institutional events, scientific conferences and exhibitions set up in the University's exhibition spaces and held in collaboration with external partners; it also collaborates with the University in planning and producing major cultural events and the activities related to theatre, music, cinema, literature and sport.

€ 1.784.723

VALUE OF CULTURAL PRODUCTIONS

53.766

PARTICIPANTS

18.890

SHOWS/EXHIBITIONS

2.785

THEATRE

9.950

CERIMONIES

1.570

MUSIC

7.100

MAJOR EVENTS

1.500

CINEMA

6.256

CONFERENCES

250

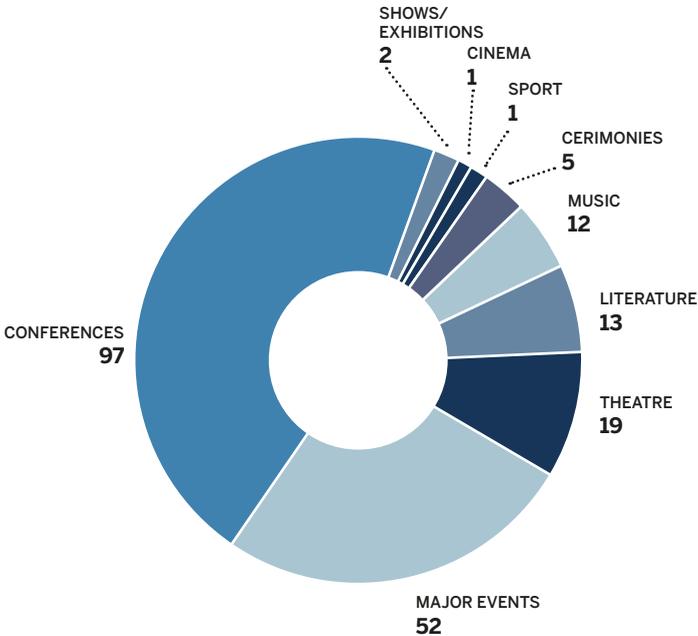
SPORT

5.465

LITERATURE

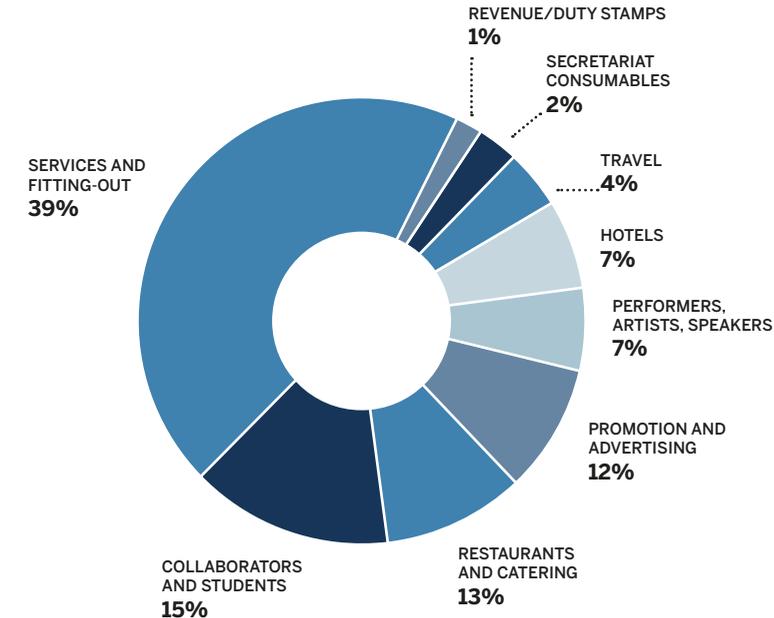
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CULTURAL PRODUCTIONS



€ 1.555.104

VALUE OF DIRECT SUPPLY-CHAIN



Theatre

The wide range of the **Ca' Foscari Theatre** productions in 2019 included performances with a strong contemporary dramaturgical focus, with original works and rewritings of classics of literature and legend, alternated with projects with an opening towards music and dance. The programme was enriched by numerous learning initiatives in the form of student workshops mainly on the themes of overcoming conflict, and with the project "Siamo in scena" ('we're on stage'), organised with Ca' Foscari's career-counselling sector within the scope of Alternanza Scuola Lavoro (school-work alternation). In autumn, the season entitled "The main road: recomposing the present" was opened with a programme dedicated to the 'loss of bearings' that marks our present, the fragility of the human being, and the violence of history past and present, all through performances, a residential project and workshops. A space was also given to presenting the works of young local drama companies that propose new forms of writing for productions.

Fucina Arti Performative Ca' Foscari. Born in 2018 from the conversion of Cantiere Teatro Ca' Foscari, in 2019 this workshop staged "Alias Cronache Dal Pianeta Asperger", which premiered in Venice and was repeated at Milan's Neri Parenti theatre, and in Treviso.

Music

MusiCaFoscari presents itself as a centre for the production and diffusion of musical culture in keeping with the various local organisations and institutions operating in the field of music for young people: contemporary and popular music, and improvisation through high-profile events connected to Italian and international musicological research. In 2019, MusiCaFoscari organised theoretical-practical workshops on improvisation and composition techniques for students-musicians, and a music review which was due to have the participation of national and international guests but which had to be postponed to 2020 due to exceptionally high water in November 2019.

Ca' Foscari Choir and Orchestra. Founded 40 years ago, this initiative gives students, teaching staff and others the chance to start or continue to cultivate their passion for vocal and instrumental music. The repertoire of these ensembles varies annually, and ranges from medieval and renaissance music to contemporary and avant-garde productions. In 2019 the Ca' Foscari choir also took part in the MusiCaFoscari exhibition, started an exchange project with other choirs, and celebrated the traditional Christmas Concert.

Literature

The **Incroci di Civiltà** (crossroads of civilisations) international literature festival celebrates Venice's long tradition as a crossroads of cultures, people, languages and traditions by bringing authors and their readers together into dialogue about urgent contemporary issues. The twelfth edition of the festival was held from 3 to 6 April 2019 with a programme dedicated to authors from 28 different countries. The opening and closing days of the festival were celebrated with the participation of Jonathan Coe and Daniel Pennac, respectively.

The event was preceded by **Verso incroci** (towards crossroads), seven events staged in prestigious buildings in Venice's historic centre, the M9 museum in Mestre, and the city of Treviso.

To complete the picture of the literary offerings for 2019 was **Writers in Conversation**, a series of appointments with Italian and international writers that gave the opportunity to actively converse with writers, journalists and artists through their novels, surveys, drawings and poems. Among the authors who took part in the review was Pulitzer Prize winner Jhumpa Lahiri.

In 2019 the **Writing Workshop with Tiziano Scarpa and Roberto Ferrucci** was re-proposed, made up of 12 appointments addressed to students or recent graduates of Ca' Foscari, and focused on various forms of writing, mainly on the reworking and discussion of texts written by the participants themselves.

Cinema

The **Ca' Foscari Short Film Festival**, in its ninth edition in 2019, is the first festival in Europe conceived, organised and managed directly by a university. The heart of the event is the International Competition, made up of short films made by students from the most prestigious film schools in the world, representing different countries. The international jury is made up of well-known directors. The 2019 edition was held from 20 to 23 March at the Auditorium Santa Margherita and was attended by Patrice Leconte, one of the most important French directors of recent decades.

Sport

The Eighth International Universities Rowing Challenge, organised as part of Venice's Historical Regatta, involved not only Ca' Foscari University and IUAV but also Sozhou Vocational University and the Universities of Vienna and Trento.

Ceremonies

The Inauguration ceremony of the 2018-2019 academic year was held on 12 February 2019 in Venice in the prestigious Teatro Stabile del Veneto Carlo Goldoni. During 2019, three 3-year degree awarding ceremonies were staged in the exclusive setting of St. Mark's Square, with the guest participation of writer Daria Bignardi and the director of Turin's Egyptian Museum, Christian Greco. On 4 June, in the presence of guest of honour Prof. Lucio Picci of Bologna's Alma Mater Studiorum University, the ceremony for the awarding of PhD degrees took place at Venice's Goldoni Theatre.

During the year, an Honorary Master's Degree in Administration, Finance and Control was conferred upon Sergio Stevanato, and Prof. Thomas Maschmeyer was awarded an Honorary PhD in Chemistry.

Major Events

Strategy Innovation Forum (SIF) 2020.

Now in its fifth edition, this event nurtures Italy's most authoritative think-tank on strategic innovation promoted by the Fondazione in collaboration with Venice Ca' Foscari University, the Veneto Region and Area Science Park. Coordinated by Ca' Foscari Professors Carlo Bagnoli and Stefano Campostrini around the theme "Effects of AI and Blockchains on business models", the SIF has a dynamic format with speeches using the TED Talk format, panel-debate sessions and exclusive networking get-togethers for Italian companies (see pages 17-18).

20-24 May 2019

Kids University

In its third edition, it is held at the Scientific Campus in Via Torino, Mestre, with the active involvement of over 1,100 students aged 8 to 13, who took part in workshops and interactive lessons on the theme of scientific communication.

22 June 2019

Artnight

The long Night of Venetian Art - in its ninth edition - is an event conceived and organised by Ca' Foscari University in collaboration with the Venice city council and included in the official calendar of European Art Nights. Art Night involves the city's public and private cultural institutions with hundreds of free events. During the 2019 edition, the site-specific performance took place of "The conversion of a horse - 23 living paintings from the work of Michelangelo Merisi da Caravaggio".

27 September 2019

Venetonight

Researchers' Night. Since 2005 this initiative has been bringing together researchers and the general public in different European cities on the same day in late summer: the fourth Friday in September. In 2019, Venice's Ca' Foscari University, in coordination with the Universities of Padua and Verona, celebrated the tenth anniversary of the event, which held a wide range of workshops, shows, games, itinerant lectures and many other activities to present the results of the research.

Shows and exhibitions

In 2019 Ca' Foscari's exhibition areas hosted the following exhibitions:

10 May - 3 November

“Gely Korzhev. Back to Venice”

The exhibition, curated by Silvia Burini, Giuseppe Barbieri, Faina Balachovskaja in collaboration with the Tret'jakovskaja Galerija Moscow, celebrated Gely Korzhev, who was one of the most eminent painters - first Soviet and then Russian - of the second half of the 20th century, in Venice 57 years after his participation in the XXXI Biennale in 1962.

12 May - 12 June

“Consider yourself as a guest (Cornucopia)”

Grand Canal and Courtyard of Ca' Foscari University: Ca' Foscari hosted the installation by the American artist Christian Holstad, invited by Milovan Farronato, curator of the Italian pavilion of the 58th International Art Exhibition. The artist created a site-specific work inspired by the theme of protecting the seas from pollution by plastic waste, with the support of FTP Industrial.

The exhibitions hosted at CFZ Ca' Foscari Zattere were:

10 - 31 January 2019

“Shoah. The stolen childhood”

an exhibition to mark Holocaust Memorial Day;

10 May - 28 June 2019

“ID.ART:TECH Exhibition”

the exhibition, which showed the works of contemporary authors from Russia, Italy, the UK, the USA, Belgium, France and Norway, was curated by Silvia Burini, Giuseppe Barbieri, Elena Gubanova, Anna Frants, Valentino Catricalà, William Latham and Lydia Griaznova, in collaboration with CYLAND MediaArtLab, New York.

From 4 to 26 October 2019

the exhibition “**Elements**” was held at the Scientific Campus of Via Torino, Mestre. In cooperation with Science Gallery Venice, a multisensory journey was created to experience the chemical elements from new perspectives through the interconnections between interactive installations, art-works, informative material and some special workshops for children aged from 6 to 12.

Cultural Centres

Fondazione Ca' Foscari organises the events of the *International Center for the Humanities and Social Change* (ICHSC) research centre, established in 2017 with the aim of creating and developing an interdisciplinary research programme in the humanities and social sciences, connecting with other fields of art, science and technology, as well as with experts in the worlds of work, media and information, politics, and other stakeholders. In 2019, with the support of the Fondazione, the Centre organised the following initiatives:

24 January

The Catalogue of Shipwrecked Books: Edward Wilson Lee talked with **Maria del Valle Ojeda** and **Igiaba Scego**, in cooperation with Bollati Boringhieri;

5 February

Nakul Sawhney

presented the documentary *Muzaffarnagar Baaqi Hai... (Muzaffarnagar Eventually...)*;

13 February

Luc Steels (presented by Marco Marrone).

The role of Artificial Intelligence in a changing society;

21-22 March

Afropean Bridges Conference,

with Jony Pitts, Minna Salami and others; in collaboration with UniAfrica;

6 April

Maja Lunde

part of the Incroci di Civiltà programme;

15 April

Seminar with Michael Taussig,

presented by Franca Tamisari and Valentina Bonifacio;

13 May

Joan Tronto

Caring Democratically: A response to neopopulism;

May-September 2019

The Library of Exile

programme of cultural events related to the exhibition of **Edmund de Waal - PSALM**, at the Ateneo Veneto, Ca' Bottacin;

25 September

Ca' Foscari Public Lecture by Jürgen Renn,

Director of Berlin's Max Planck Institute for the History of Science;

7 October

start of the conference cycle entitled “**Environmental Humanities Seminar and Lecture Series 2019-2020**”, on the role of the humanities in addressing and communicating the world's climate crisis.

As part of the collaboration between the Fondazione and the *Centre for Studies on the Arts of Russia* (CSAR), the exhibition entitled “**La vera bellezza (the true beauty): Kandinskij, Malevič, Chagall and Sacro**” was also staged in Vicenza's Gallerie d'Italia in Palazzo Leoni Montanari from 3 October 2019 to 26 January 2020.

Conferences and events organised by the University in collaboration with the Fondazione

14-15 February 2019

SERISS WP8 Survey Codings

Research workshop on coding issues for welfare surveys;

15 March 2019

Water in Venice

The first event organised by the Science of Complexity and Green Challenges teams within the Research for Global Challenges project. The initiative aims to make Ca' Foscari and Venice international reference points for things concerning water research in all its many aspects;

26-29 March 2019

Training on MSCA Individual Fellowships: researcher mobility and training

A higher education event for the MSCA National Contact Points across Europe. The Marie Skłodowska-Curie Actions (MSCA), under the Horizon 2020 programme, provides training and exchange opportunities for researchers, promoting the growth of excellent human capital in Europe through research grants to support the geographical, intersectoral and interdisciplinary mobility of researchers;

3-5 April 2019

ICE Memory International Workshop

A workshop on the international Ice Memory project, which intends to save samples taken from glaciers destined to disappear and conserve them in Antarctica. The event was promoted by CNR (Italy's national research council), Ca' Foscari and the University of Grenoble;

29-30 April 2019

The construction of free ports political communication, commercial development and administrative control

An event that is part of the University of Helsinki's project "A Global History of Free Ports: Capitalism, Commerce and Geopolitics (1600-1900)";

13 May 2019

Info-day Marie Skłodowska-Curie Individual Fellowships (IF)

How to write a successful proposal: the information-providing event on post-doctorate Individual Fellowships was organised by Ca' Foscari in cooperation with APRE and Europe Direct;

25 June 2019

Navigate complexity through the arts? A mathematical quest

Seminar on category theory, a mathematical tool to "simplify complexity" and study the connections from nature to art;

28 June 2019

Green Challenges for Sustainable Value Chains

Challenges for the Sustainable Development of Renewable Resources: an event organised by the Green Challenges Team that aims to explore issues regarding the use of renewable resources and the development of sustainable processes;

20 July 2019

RICAP

Networking event of the RICAP (Research and Innovation Corporate Affiliates) programme that aims to multiply the opportunities for collaboration between the University and private businesses in cooperation with PInK and ARIC;

26 September - 3 October 2019

Communication Week

A whole week of training for researchers, combined with meetings and in-depth discussions to address, discuss and test public-engagement and communication tools;

16 October 2019

AISRI Conference

"Industrial relations explained to young people"

A study meeting promoted by the Italian Association of Industrial Relations Studies, which play an increasingly central role in terms of technology and the organizational structure of companies;

27 October 2019

Dinner for the 28th World Convention of the Italian Chambers of Commerce Abroad

In collaboration with Nuovo Centro Estero Veneto, Fondazione Ca' Foscari organised a networking dinner with representatives of the Italian Chambers of Commerce Abroad at Ca' Foscari's Salone del Rettorato.

Conferences and events organised by the Fondazione

8 April 2019

Actions for sustainable growth: the role of Foundations and cooperative businesses in the third mission

Annual conference of the National Conference of University Foundations in collaboration with Fondazione di Venezia.

27-31 May 2019

6th International Seminar on International and Comparative Labour Law: “The Future of Work. Labour Law and Labour Market Regulation in the Digital Era”

An annual event promoted by the Master’s course in Labour and Social Security Law, and the Master’s course in Global Economics and Social Affairs, in cooperation with the International Society for Labour and Social Security Law and EIUC (European Inter-University Centre for Human Rights and Democratisation).

13-14 June 2019

Channeling Change - Digital Cities in a Changing World: explore more, discover more, create more

2019 International Conference of Major Cities of Europe organised in collaboration with the Venice city council and VENIS on the digitisation of municipal administrations.

17-18 June 2019

CHN industrial

Training course organised by FTP Industrial - collateral event of the exhibition Consider yourself as a guest (Cornucopia).

22-26 June 2019

AIMAC

Conference on the management of art and culture, in collaboration with Venice’s main institutions: La Biennale di Venezia, Fondazione Musei Civici, Fondazione Teatro La Fenice. As well as involving hundreds of lecturers and researchers worldwide who have dedicated their academic careers to managing art and cultural institutions and their creation processes, it represents the touchstone for the Art world.

28-30 June 2019

EATS

Conference on East Asian Language Translation Studies (EATS), which aims to provide a platform for translators and researchers (China, Korea and Japan in particular) to exchange ideas on translation issues.

27 June 2019

CLUSTER Spring, “A sustainable and circular bio-economy for Italy”

Extraordinary and ordinary meeting of the SPRING Association.

28-31 August 2019

Wolpertinger Conference

Annual Conference of the European Association of University Teachers of Banking and Finance.

12-16 November 2019,

Venice Innovation Week

dedicated to events on innovation for businesses. The week was divided into these events:

— 12 November 2019,

“German-Italian Smart Business Conference.

Collaborate to Innovate”,

promoted by ITKAM, Italian Chamber of Commerce for Germany;

— 12 November 2019,

Stay digital, stay Human,

promoted by Alumni;

— 13 November 2019,

Erasmus for young Entrepreneurs & Enterprise Europe Network,

promoted by Unioncamere, but postponed due to high water;

— 13 November 2019

The new skills for the mobility ecosystem.

The event was cancelled due to adverse high-water conditions;

— 14 November 2019

“PIDday: Enterprise 4.0 and Digital Transformation for the Venice and Rovigo SMEs”,

a project to support micro, small-, and medium-sized enterprises in the main supply chains of the local area in digital transformation, and in the adoption of industry 4.0 models and technologies that are effective and suited to their size and strategies, promoted by Ca’ Foscari and the Chamber of Commerce, at Mestre’s Museo M9.

— 15-16 November 2019,

Strategy Innovation Forum 2019,

a conference on the possible effects of artificial intelligence and blockchains on business models. This event too was postponed to 2020 due to high-water.



Support to the University's orientation and recruitment initiatives

In parallel with the development of transversal skills within the Competency Centre, the Fondazione plays an active supporting role in the work of the University's career service and the network of Ca' Foscari Alumni, collaborating in the implementation of work-orientation and recruiting initiatives between companies and students.

The events organised in 2019 included:

- 2 Career Days dedicated to the Finance & Consulting and Retail & Lifestyle sectors;
- 2 weeks of recruiting with companies from the Food & Beverage and Fashion & Luxury sectors;
- 11 “MeetUp with...in the University or Company” appointments;
- A day dedicated to recruiting in collaboration with the companies of the LVMH group, world leader in the luxury sector;
- 2 editions of the “Think Future” workshop;
- 2 “Professional Innovation” workshops;
- A “Start up your own business” workshop;
- 2 workshops dedicated to the LEI Center for Women's Leadership project;
- 3 meetings between mentors and mentees as part of the “Coltivismoci” (‘let's grow’) project;
- “How a magazine is born”, a workshop dedicated to the techniques, tools and skills behind creating a magazine.

€ 339.499

VALUE OF CAREER-ORIENTATION INITIATIVES

11

ORIENTATION INITIATIVES

26

RECRUITMENT MEETINGS AND COMPANY PRESENTATIONS

150

COMPANIES INVOLVED

over 4.000

PARTICIPANTS

Reducing labour litigation

The Certification Commission, the administrative management of which is entrusted to the Fondazione, offers a certification service of employment contracts and mediation that allows companies and employers to display a seal of authenticity to employment and tender contracts, company transfers and administration contracts, etc., which may partly reduce the effects of inspections of the relevant bodies (National Institute for Social Security, Territorial Labour Directorate). Moreover, it allows for the signing of uncontested waivers and settlements, and for mediation between the parties, thereby preventing litigation.

In 2019, the above activities continued through the maintenance of existing agreements and the signing of new agreements, in particular with Studio Pini e Associati, Brofer S.r.l., Studio Giorgiutti Alberto & Associati, Studio Platti, Confindustria Vicenza, Hotel Cipriani Asolo S.r.l., Rossi Renzo Costruzioni S.r.l., Comedi S.r.l., GD Media Service S.r.l., Termisol Termica S.r.l., Studio Faini Sergio, Co.I.Ma S.r.l., Assindustria Veneto Centro, and Fincantieri S.p.A.. During the year, more than 1,400 documents were produced, including measures for the certification of employment contracts, tenders and mediations, for a total of over 500 companies involve

In 2019, the Commission co-financed:

- a research grant on the theme “Qualifying work relationships in the internet revolution: between new and old needs for protections”;
- a four-year PhD scholarship in Management for the 35th cycle concerning the “legal consequences deriving from the succession of business owners in procurement contracts in the light of the permanent existence of a merely collective protection and

€ 198.485

VALUE OF THE DEEDS

561

COMPANIES INVOLVED

94

ACTIVE AGREEMENTS

193

CERTIFICATIONS

1490

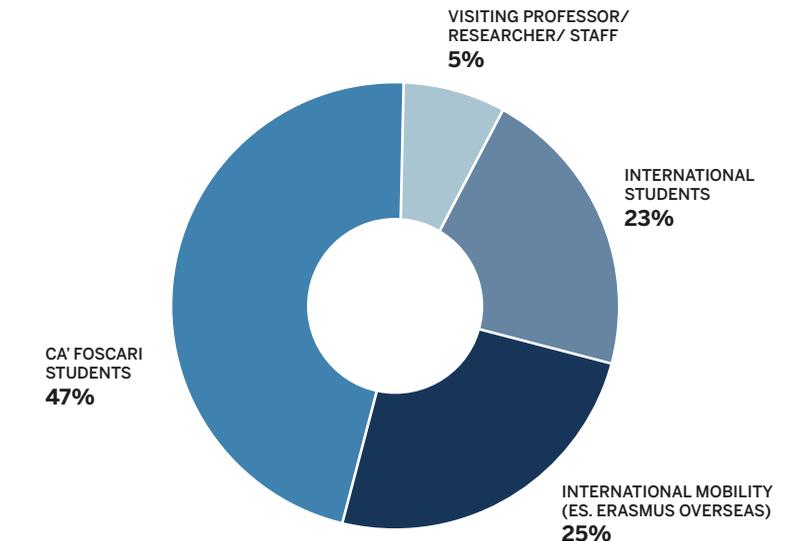
CONCILIATIONS

- interpretative uncertainties deriving from the special qualification of the phenomenon as a business transfer limited to the presence of elements of continuity that do not determine a specific business identity”;
- the renewal of the research grant on: “The protection of workers in the succession of business owners in procurement contracts between clauses on re-employment of the workforce and the transfer of the company”. (ref. Management Department).

Housing Office

Fondazione Ca’ Foscari provides support in the context of the University’s housing policies, integrating the accommodation supply of students in the municipality of Venice and Mestre. Its housing service is dedicated to the needs of the university community and in addition to the 1,000 beds that Ca’ Foscari has created in its own facilities in the areas of Santa Marta (opened in 2019), San Giobbe and in Mestre’s Via Torino on the mainland which will open in 2021. In 2019 the Housing Office assisted students and the faculty in the search for residences in the municipalities of Venice and Treviso, providing solutions to over 70% of the accommodation requests by matching supply with demand.

Origin of accommodation requests



2.810

APPLICATIONS FOR ACCOMMODATION IN 2019

279

ACCOMMODATION SOLUTIONS IN PARTNER RESIDENCES

309

ESU DORMITORY PLACES

1.400

PLACES IN PRIVATE FLATS

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