

Term of Office Programme 2025-2031

Innovation for Legacy



UNIMORE

UNIVERSITÀ DEGLI STUDI DI
MODENA E REGGIO EMILIA

Dear Colleagues,
Dear Students,

The Term of Office Programme I am presenting is a commitment to vision and responsibility, guiding the choices of our University over the next six years. It aims to strengthen a community devoted to science, education and innovation in the service of the public good, and equipped to meet the challenges of our time with rigour and creativity.

It is extremely difficult to imagine what society, Italy, Europe, and our cities will look like in six years, in 2031, when my term of office ends; and it is even more difficult to predict what social, economic, and value transformations will mark 2050, when the students who are starting their university careers today will reach full maturity in their work and civic lives.

And yet, this is the University's highest duty. **To be a robust institution, firmly rooted in its traditions yet capable of shaping the future, embracing innovation as the means to interpret and steer change.** To train people who are able to understand complexity, adapt to change, and face its difficulties. To represent the place where the future is built every day, with critical thinking, knowledge, and responsibility. In all its missions, in the education of new generations, in research, and in collaboration with society, the University is called upon to act as an engine of progress and a guardian of values, preserving the heritage of the past and generating the culture and knowledge of tomorrow.

As Rector of the University of Modena and Reggio Emilia, this is the challenge I intend to embrace together with our entire academic community: **to lead UNIMORE with courage and vision from tradition to innovation, shaping a University capable of shaping the future in a changing world.**

My Term of Office Programme is addressed to the academic and student community, as well as to the cities and the wider region, with the hope of collaborating over the next six years to strengthen and revitalise the University, and to jointly shape the role of the territory's oldest public institution within a complex geopolitical context.

I envision UNIMORE as active, dynamic, flexible, open, autonomous, and supportive, capable of transforming itself and transforming thought, to be a leader in today's and tomorrow's society.

"A new type of thinking is essential if mankind is to survive and move toward higher levels."

Albert Einstein, 1946

Rita Cucchiara
Rector of the University of Modena and Reggio Emilia





MISSION

The University of Modena and Reggio Emilia (UNIMORE) is one of the oldest public institutions in Italy and the world, guardian of a centuries-old tradition and a clear mission, broken down into **three fundamental aspects:**

A leading centre of **independent research**

A place of **open and inclusive education**

A space for **the co-creation of culture and knowledge** in constant synergy with local communities and civil society

UNIMORE safeguards and promotes its public nature and autonomy of thought and action, reaffirming its threefold mission and, at the same time, the heritage that distinguishes its identity: its history, the composition of its academic body, its excellent infrastructure, its harmony with the scientific and technological vocation of the territory, and its commitment to peace, rights, and environmental sustainability are the pillars on which the responsible contribution of the University to society is based, promoting knowledge, education, and conscious citizenship.

UNIMORE mission is to maintain its central role in the Italian university system, as a benchmark in terms of impact and size (classified by CENSIS as a "Grande Università"), for its results and the integration of disciplines in its nature as a generalist university, with a strong focus on STEM areas, medicine and life sciences, and their dialogue with the humanities and social sciences. UNIMORE plays a key role in the cultural, scientific, and civil development of the cities and the territorial area in which it operates. The University actively collaborates with public health and institutional, public, and private welfare actors, contributing to addressing the complex challenges facing contemporary society.

UNIMORE's international vocation, with particular attention to European collaborations, is successfully expressed through research and education, contributing to the development of a sense of European belonging and supporting its founding values: democracy, ethics, fundamental human rights, and equitable and sustainable economic, environmental and social development. The University actively participates in European and non-European programmes for basic, applied, and industrial research, as well as in initiatives dedicated to postgraduate education, sustainability, peace, and the growth of younger generations.

UNIMORE reaffirms its commitment to the national ecosystem of research centres, Italian universities, and CRUI, its participation in the Emilia-Romagna University Network and the Regional High Technology Network, and its collaboration with institutions of great tradition such as the Italian Military Academy and the Collegio San Carlo.

UNIMORE reaffirms its unique nature as a network of campuses, a great opportunity that requires collaboration and fairness between the Modena and Reggio Emilia campuses in order to make the most of local resources, through the involvement of public and private institutions, foundations and the productive fabric, the third sector and local authorities.

UNIMORE's great mission is the growth of its students through a shared journey that stems from presence, dialogue, and daily interaction in places of learning. This commitment is achieved thanks to the active participation of the entire university community, united in a common project focused on the quality of the educational experience, the well-being of individuals, and the enhancement of students' social lives.

From tradition to innovation, UNIMORE serves as a bridge between eras, a place where the memory of knowledge meets the creative force of research. The University is moving forward into the new millennium with a steady pace, aware that only deep-rooted and widespread knowledge can generate a future, and confirms itself as a space open to the world, at the service of human dignity and shared progress.



VISION

With this Term of Office Programme, I intend to outline for UNIMORE a clear, shared and ambitious vision, founded on the dialogue between tradition and innovation, on the connection between the local territory and the international landscape, and on **three integrated strategic directions** for the next six years: building the future, strengthening international reputation, and ensuring well-being and sustainability.

Building the future: growth, innovation, and responsibility.

I intend to collaborate with the entire academic and student community to build the future in a shared space of growth and responsibility, through impactful research, renewed, effective, and inclusive teaching, and constant synergy with local areas and their stakeholders. UNIMORE will be a university focused on polytechnic and scientific culture, STEM disciplines, life sciences, and humanities and social sciences, capable of generating knowledge and critical thinking. In keeping with an almost thousand-year-old tradition, the University will respond proactively to global transformations, training independent graduates who are open to change and aware of the value of multidisciplinary.

Strengthening reputation and international positioning.

I want to reaffirm UNIMORE's reputation and positioning on the national and international scene as a university that engages and collaborates with the world, while maintaining strong standards of quality, ethics, and scientific responsibility. The University will strengthen its participation in European and global networks, support new generations of scholars, and consolidate its role in contemporary society. This means expanding the international scope of research and education, enhancing excellence, and promoting an innovative and inclusive offer, capable of fostering dialogue and revitalising the university cities.

Ensuring well-being and sustainability

My commitment is to ensure well-being and sustainability as guiding principles, placing the welfare of students and staff at the centre and orienting decisions towards environmental, social and economic sustainability. UNIMORE will be an inclusive and welcoming university, capable of valuing talent and promoting a study and work environment based on respect, collaboration, and quality of life.



The three guidelines translate into concrete actions through **three cross-cutting values** that ensure consistency and transparency: synergy, identity, and measurable commitment.

Synergy

I intend to consolidate the University connections with international research, the local area, the city, the academic and student community, other universities, and research centres, to create a vibrant network of collaboration and exchange. UNIMORE must be both open and rooted, capable of attracting talent and exporting excellence, engaging in dialogue with institutions, businesses, and civil society.

Identity

I want to promote the University's identity, its wealth of talent, skills, and centres of excellence, from STEM to life sciences, from humanities and social sciences to medicine and technology. I will support established and innovative laboratories and centres, foundations, and historic colleges, promoting the visibility of excellence and UNIMORE's international reputation.

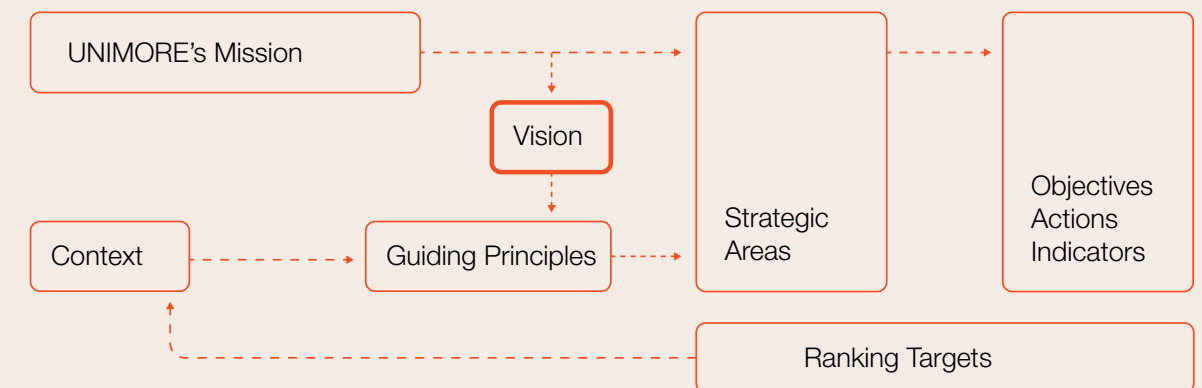
Measurable commitment

I believe in the value of measurable and transparent commitment. I will promote a system of governance and evaluation that values quality, effectiveness, and impact, in a process of continuous improvement. Through the new Observatories for Research, Teaching, and Resources, in support of the Quality Assurance Committee and Institutional Bodies, we will ensure informed and sustainable management based on data, evidence, and shared responsibility.

With this vision and the commitment of the entire university community, UNIMORE aims to build its reputational capital on innovation, inclusiveness and a sense of belonging, becoming a reference point in the national and international academic landscape as well as in civil society, capable of combining scientific excellence, social cohesion and a forward-looking vision.

The Mandate Programme anticipates the framework that will be expanded in the University's Six-Year Strategic Plan: a plan rooted in the Mission and Vision described here, strongly based on both the internal context of the University and the external context (geopolitical, social, local and global), and establishing a set of common guiding principles.

These permeate the strategic areas of the term of office and the Programme, as well as the resulting objectives, actions and indicators. They will contribute to achieving the University's RankingTargets in the medium and long term, with the aim of strengthening, revitalising and innovating our University, so as to make it a leading presence in the social, environmental and economic context around us, and, above all, in shaping the new generations who will be the protagonists of the future.





CONTEXT

UNIMORE in a changing context

The global academic community is expanding rapidly and diversifying its actors and models. In Italy, the number of private and online universities is growing, while public universities are faced with extraordinary, non-recurring investments and pressure on their ordinary resources.

In such a changing world, questions are being asked about the role of free and democratic research and international collaboration, which have characterised the creation and sharing of knowledge and the incredible scientific and technological progress of recent years. International openness is being tested by geopolitical tensions that affect the persistence of scientific collaborations and the mobility of people in academic communities, with risks and negative repercussions on the scientific competitiveness of closed or peripheral university systems.

International evidence, on the other hand, confirms that opening up across borders is associated with more solid results, even in Italy. Academic independence, freedom of thought, and public responsibility remain founding principles, especially in contexts where academic institutions may suffer the negative effects of heightened political and cultural conflicts.

Italy continues to play a significant role in international scientific production, which has been growing in recent years, but lags behind in effectively transferring results into technological, economic, and social innovation. Greater synergy is therefore needed between universities, local communities, and the productive fabric in order to make the most of talent and knowledge.

The university system is therefore called upon to respond to transformative phenomena that impact the relationship between the public and private sectors, as well as the positioning and **international appeal of Italian universities**, which unfortunately lag behind those of other European countries.

Teaching is evolving towards new, personalised, and project-oriented models, with experiences that experiment with courses without traditional lectures or in blended modes, and that aim to promote cross-cutting skills and interdisciplinary insights.

The MUR also promotes educational autonomy with new tools such as dual enrolment in individual training courses, flexible study plans, interdisciplinary integration, and academic mobility, including international mobility (Ministerial Decree 2022 no. 930, Ministerial Decree 2024 no. 773). These innovations invite us to rethink courses, services, and spaces, striking a balance between in-person and digital learning.

It is necessary to renew the pact between universities and society, reaffirming their contribution to the common good according to the principles of solidarity, inclusion and peace, and updating educational profiles, teaching models, research directions and forms of engagement with communities and with the knowledge economy.

The University System in Italy and Worldwide

Enrolments Worldwide in the 1950s	approx. 6 mil- lion
Enrolments Worldwide in 2023	approx. 264 million
Female Participation Worldwide in 2023	approx. 53%
Share provided by Private Entities Worldwide in 2023	approx. 30%
Italy: Bachelor's and Master's Enrolments	approx. 2 mil- lion
Italy: Share provided by Online Universities	approx. 14%

(Nature Sept 2025, OpenData MUR 2024)

Research Collaboration and Impact in Italy

International publications	approx. 50%
Average FWCI with International Co-authors	1.8
Average FWCI with Exclusively International Collabo- rations	1.15

(Field Weighted Citation Impact Scopus)

Italy's international scientific ranking

Overall ranking over the last 20 years	8th
Overall ranking in 2024	6th
Ranking in Medicine 2024	4th

(SCImago, 2025)

Mobility and attractiveness of the Italian system

Share of foreign population in Italy	approx. 4.8%
Foreign share in France and Germany	9.7% and 12.7%
Italians enrolling abroad each year	almost 90,000
Share of total Italian students	approx. 4%

(ANVUR, 2025)

Innovative teaching models

EU universities with blended learning	75%
Fully online European Degree Programmes	37%
Italian graduates with curricular internships (2023)	60.70%
Italian graduates with recognised study abroad	9.30%

(European University Association 2024 AlmaLaurea)

A closer look: UNIMORE's challenges

UNIMORE is a “Grande Università” (CENSIS definition), a multidisciplinary University with 13 Departments, 6 Service Centres, over 20 interdepartmental Centres, just under 1,000 academic staff and researchers, more than 720 technical, administrative and library staff, and around 1,500 research fellows, grant holders and research collaborators.

It is distinguished by a recognised breadth of knowledge and places a strong emphasis on the integration of expertise as a defining feature of its identity. The coordination of activities related to the University's institutional missions in teaching, research and third mission takes place within a context of widespread and internalised quality culture, recently recognised through **the A-grade accreditation awarded in 2025 by ANVUR**.

In 2025, UNIMORE positions itself on the national and international stage as a solid and prominent University, with numerous strengths and areas for attention and improvement, taking into account the risks and opportunities of the coming six years.

Its ability to attract research funding is growing. Competitive funding included in the budget has increased over the years (thanks in part to PNRR funding). In the Horizon 2020 programme, UNIMORE recorded a success rate of 11.8%, close to the national average of 13.1%. In the Horizon Europe programme, 90 projects were submitted in 2023 and 18 were funded (a success rate of 22%), while in 2024 the number of submitted projects rose to 121, but only 12 were funded. In 2025, there are 28 Horizon 2020 projects, 63 Horizon Europe projects, and 5 FIS projects active. Two Departments of Excellence selected by the MUR contribute to supporting the quality of research.

Industrial research and tech transfer with the local area place UNIMORE among the most active universities in Italy, not only in terms of the number of spin-offs and patents, with figures on the rise, but also in terms of the national average, and above all in terms of research projects commissioned by third parties in the local area. This funding is among the most substantial in Italy, with approximately €9 million raised per year over the three-year period, despite the fact that in recent years, substantial PNRR funding has naturally drained the scientific capital's capacity to respond directly to local demands.

The University has a generalist and multidisciplinary character, with a clear focus on science and technology, both in terms of competitive funding obtained and the number of academic staff involved, followed by medical-health and biological-agricultural sciences. Even in terms of student distribution, there are a significant number of students enrolled at UNIMORE in STEM, medical-health, and biological sciences, unlike the Italian trend, which favours enrolment in humanities, social sciences, economics, and law.

UNIMORE	year 2025	UNIMORE	year 2024/2025
Departments	13	Enrolled students	approx. 26,800
Service centres	6	Newly enrolled students	8,704
Interdepartmental centres	18	Graduates	approx. 5,600
Academic staff and researchers	983	Doctoral students	approx. 600
Technical and administrative staff	720	Postgraduate trainees	approx. 1,500
Contract research fellows	approx. 1,500	Degree Programmes	96

(UNIMORE)

Technology transfer activities and funding	year 2025	a. 2023	a. 2024
Active spin-offs	18	16	20
Patents	43	46	57
Industrial Research Contracts on behalf of Third Parties	€9.137 million	€9.18 million	€8.87 million

A.Y. 2024/25	ITALY, Newly enrolled students	UNIMORE, Enrolled students	UNIMORE, Academic staff	Research funds
(PE) STEM Sciences, Engineering	28.5%	31.4%	41.2%	69.9%
(SH) Humanities, Social Sciences, Economics, Law	53.0%	46.1%	28.3%	6.3%
(LS) Medicine, Health, Biology, Agriculture	18.5%	22.5%	30.5%	23.7%
Total	323,715	26,405	983	44,266,054
	CENSIS enrolments	UNIMORE STAT. enrolments	MUR staff	UNIMORE research office

The teaching offer is broad and multidisciplinary: 96 degree programmes administered by UNIMORE host more than 26,800 students in 2024, with an average of over 5,600 graduates per year (2021–2023). Their level of satisfaction with the university experience is close to 90% at both first- and second-cycle level. Postgraduate education at UNIMORE includes around 600 doctoral students and over 1,500 postgraduate trainees (2024), in addition to students enrolled in professional post-graduate courses, including first-level Vocational Master Programmes, second-level Advanced Master Programmes, and advanced training courses. The number of master programmes remains limited, although they have an established reputation.

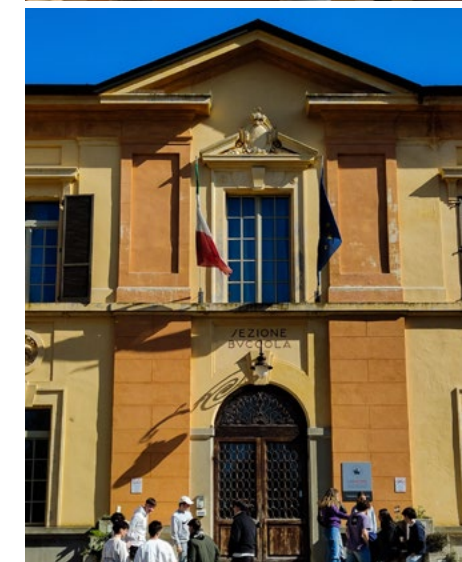
Human capital.The recent recruitment of teaching and research staff and, to a lesser extent, technical and administrative staff, as well as young new researchers acquired thanks to the PNRR (National Recovery and Resilience Plan), with high profiles and international experience, enables scientific, educational, and managerial innovations to be enhanced and supported with merit-based policies. Technical and administrative staff increased from 633 to 727 between 2020 and 2025. Over the same period, the number of Full Professors, Associate Professors and Researchers (including fixed-term positions) rose from 801 to 986 in 2025, with turnover over the six years exceeding 120%, both in terms of the number of appointments and in terms of Staff Allocation Points. The focus on younger generations and constant sensitivity to gender equality issues, despite the fact that there is still a significant gap to be bridged, are valuable traits of the academic community.

Infrastructure investments have been substantial in recent years.Thanks to funding from the PNRR, MUR, foundations, trade associations and local authorities, the portfolio of laboratories and facilities for research and teaching has grown and become more competitive. **UNIMORE is spread across more than 60 locations and research facilities throughout the region.** The University’s ongoing commitment to research, innovation and integration with the territory is well reflected in its building developments over recent years: in Reggio Emilia, with the establishment at the Parco Innovazione–Tecnopolo ex Reggiane, the redevelopment of the former Seminary and of several buildings in the city centre and at the San Lazzaro Campus; in Modena, through the consolidation of areas in the Historic Centre, the Scientific Campus, the Tecnopolo area, and investments in the province at Carpi. These investments are complemented by buildings dedicated to student accommodation (still limited in number), study areas and sports facilities, along with the project for the integration and development of the AGO hub, including the university museums and spaces dedicated to teaching in Mantua.

Participation and listening.Over the past year, the academic community has been engaged in a broad, in-depth and constructive dialogue, which must be maintained and strengthened through the ongoing involvement of students, staff and external stakeholders in transparent and fair governance practices that value campuses, roles and generations.

These reassuring growth trends contrast with some serious concerns, which require the definition of shared and urgent medium- and long-term action plans.

Buildings	
Modena Centre	11
Modena Campus	6
Modena Medicine	10
Modena and Prov.	6
Mo-Re Students	12
Reggio Emilia Centre	5
Reggio Emilia Campus	10
Reggio Emilia Tech Park	2
Total	66



UNIMORE international scientific reputation is below the national average, despite notable areas of excellence. The main rankings highlight a decline in recent evaluation cycles: in the QS World University Ranking (which considers average bibliometric data, student numbers and scientific reputation from surveys), a drop is observed both nationally and globally; the ARWU Shanghai Ranking (which evaluates the quality of education, Nobel Prizes and other parameters related to faculty and high-level scientific output, as well as per-capita performance) shows no progress; the THE-WUR Indicator (a composite index covering teaching, research, internationalisation and industry) indicates a decline compared to 2019; while the SCImago IR Research Rank (which assesses research, innovation, tech transfer and social impact) confirms membership in the national first quartile, but with recent deterioration. In Engineering and Medicine, sector results remain good, with signs of decline that require targeted measures.

The performance of individual professors and researchers remains very strong, and observing the top scientists (according to the Stanford 2% ranking) shows a clear improvement over time (from 62 to 85 between 2020 and 2024); unfortunately, the value is below the Italian average, and the percentage improvement is smaller than that of other universities of similar size.

Key national and international indicators related to education show signs of slowing down. Graduates have declined over the past five years, the number of students behind schedule has increased, and the number of students progressing regularly has decreased, despite the expansion of the institutional teaching offer. These critical issues do not manifest uniformly across the different disciplinary areas and are exacerbated where education requires strong infrastructural foundations and institutional collaborations, as in the case of the degree programme in Medicine and Surgery and the healthcare professions. English is offered only in certain master's programmes and post-graduate initiatives, and the number of international students remains limited and stable over time. To reverse the trend in new enrolments, **more effective orientation initiatives** are required (there is a lack of fairs or collective presentation events, or media outreach), **as well as innovative entry and ongoing tutoring** capable of bringing students back on campus, ensuring the consolidation of a proactive student community motivated to contribute to the growth of their University. **Postgraduate education is also not without challenges:** PhD students have increased, albeit at a lower rate than at major universities, despite a growing number of doctoral programmes; medical and health specialisation schools are numerous but lack uniform coverage and face organisational and managerial limitations. Finally, the offer of Master Programmes and postgraduate courses is limited and still poorly structured and visible.

The growth of technical and administrative staff is not sufficient to ensure the smooth functioning of organisational processes. **Administrative and management activities require a thorough overview** to ensure an effective interface between the Central Administration and Departments, and to support a widespread and pervasive digital transition. Alongside growth in size, training and requalification programmes are needed to support understanding and sharing of assigned roles, in order to restore adequate levels of professional satisfaction.

Ranking	UNIMORE in Italy	Universities in Italy surveyed	UNIMORE Worldwide	Year Trend
QS WUR	27 th	42	801-850	2026 ↓
QS WUR	23 rd	42	721-730	2025 ↓
QS WUR	20 th	41	641-650	2024 ↓
ARWU Shanghai	37 th	41	801-900	2025 =
THE WUR	32 nd	56	501-600	2026 ↓
THE WUR	30 th	56	501-600	2025 ↓
Scimago IR	26 th	79	1.075	2025 ↓
Scimago IR	22 nd	79	950	2024 ↓

Training	Comparison 2023/2024 vs 2020/2021
Enrolled students	-9%
Graduates	-9%
Delayed students	19% - 21%

Pressure on economic and financial stability. Recent decisions involving high turnover, the increase in personnel costs, the need to refinance research contracts and grants, the substantial real estate investment plan, the contraction of public funding, and the limited autonomy granted to universities in resource management require particular attention to the issue of financial sustainability.

The Ordinary Funding Fund has increased to a lesser extent compared to other universities of similar size, and in particular, a shortfall is evident in allocations under the “Standard Cost Quota” category, highlighting the imbalance between the number of academic staff and students.

The renewal process aimed at addressing the concerns just outlined must contend with a context characterised by significant risk factors and worrying external conditions.

The country's attractiveness is limited: Italy ranks 17th in the Global Attractiveness Index 2024, with a consequent negative impact on mobility, access to European funds, and talent attraction. Added to this is the **demographic decline**, which is expected to lead to a contraction of approximately 13% in the university-age population by 2027.

The real-term reduction of public funding for research and teaching activities, and the **easing of extraordinary resources** made available through the PNRR, together with limited autonomy in managing allocations, will force public universities to pursue highly selective growth paths, with a consequent loss of existing knowledge assets and already trained human capital.

Career instability among young people: young researchers have flocked to universities in large numbers, demonstrating their abilities with excellent results, and will now have to either settle for slower career paths in Italian universities or choose to put their knowledge to use in other countries, thereby impoverishing Italy's scientific and technological growth. On the other hand, attracting new talent from abroad will be difficult with scholarships and research contracts that are still lower on average than those in other countries, even just in Europe, and with a decidedly insufficient infrastructure dedicated to welcoming them.

Critical mass of research. The national policy of making scholarships and research contracts more attractive in economic terms, on the other hand, with the same resources available or even in conditions of contraction, reduces the possibilities for small or newly formed research groups to fully express their potential.

Competition from online universities: online universities will see their enrolment rise from 2.6% in 2012 to 13.1% in 2023, with over 251,000 students; they reinforce flexible and attractive models that undermine the traditional values of university teaching and its strong correlation with research and the third mission.

The challenges identified are substantial and require a forward-looking and profitable approach to seizing the opportunities that are emerging.

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New research programs and new and renewed international networks. Horizon Europe and the Future European Programme, FP10, European networks and possible international collaborations, regional initiatives such as the AI-Factory and the High Technology Network, open up paths to new fields of knowledge and traditional UNIMORE disciplines such as mechatronics, automotive, AI and cyber technologies, new materials, space, climate, urban economy, new biological challenges, medicine and health, energy and finance, education, and cultural heritage, including in the digital sphere.

There is, therefore, an established and recognised asset on which to build in order to foster competitive research funding and to strengthen and create new networks of international scientific collaboration.

High institutional focus on teaching innovation The reform of degree regulations, the introduction of programme flexibility, support for blended delivery methods, and incentives for collaboration between universities serve as both stimuli and tools to reduce dropouts in tertiary education, accelerate the internationalisation of the educational offer, and counter the growth of online universities.

Digital transition. New digital opportunities and artificial intelligence can significantly increase the efficiency and quality of services for staff and students, even at low cost, and constitute an important asset in support of environmental, economic, and social sustainability.

UNIMORE territorial network is a distinctive feature. The University operates with a polycentric structure between Modena and Reggio Emilia, with recent extensions to Mantua and Carpi, strengthening its roots and services. The surrounding area, one of the most dynamic in the country, offers extraordinary opportunities for partnership and supports very high employability rates: UNIMORE ranks first among large universities for post-graduate employment (CENSIS 2024 and 2025). UNIMORE is located in a wealthy area with high standards of living, ensuring its attractiveness to younger generations.

Commitment of cities. Cities' interest in collaborating with the University, according to ever-new and constructive models of cooperation, provides an opportunity to truly create shared economic value, fuelling the growth of university communities and improving the quality of life of students and staff.

New digital opportunities and artificial intelligence can significantly increase the efficiency and quality of services.



GUIDING PRINCIPLES:
A COURSE FOR
THE NEXT
SIX YEARS

A course for the next six years

A joint reading of the global context and the internal analysis highlights the need for a community pact that values excellence, acknowledges weaknesses, and decisively guides decision-making.

The Term of Office Programme aims to consolidate UNIMORE tradition and strengths: grade-A accreditation, a multidisciplinary identity with a predominance in science and technology, growing research infrastructures and third-mission initiatives, and a strong connection with a territory characterised by very high employability. **The Term of Office Programme and the new governance are called upon to transform these foundations into lasting advantages, moving from tradition to innovation**, through selective investments in people and services, more flexible and inclusive teaching, genuine internationalisation, greater scientific visibility, and alliances with institutions and enterprises.

It will be crucial to focus on the student community, engaging them in undergraduate and postgraduate education, doctoral and specialisation programmes, expanding accommodation and campus life facilities, promoting inclusion and equity in leadership, and streamlining processes. In the academic plan, the burdens on the academic staff should be alleviated, the effectiveness and recognition of the technical and administrative staff's work should be fully supported, attention should be paid to well-being and professional development, ethical, fair and transparent reward systems should be promoted, and an organisational culture based on collaboration and merit should be fostered.

The combination of a European vision, public responsibility, and openness to innovation will consolidate UNIMORE's role in Italy and Europe, ensuring the quality of education, the impact of research, and public value.

Based on these foundations, I propose **five guiding principles**, which will be a constant for every objective, activity, and direction of the six-year period, a source of evaluation and comparison:

- P1. Culture of excellence and UNIMORE's identity;**
- P2. Innovation and streamlining of processes and organisation;**
- P3. Synergistic growth with the territory and creation of public value;**
- P4. Well-being of students and staff within the UNIMORE community**
- P5. Equity, inclusion, diversity, and responsible sustainability.**

The Term of Office Programme is based on a rigorous assessment of performance and continuous self-evaluation, supporting improvement, growth, and access to public and competitive resources. The profile for 2031 is that of a generalist and pluralistic academic community, rooted in the local area and capable of dialogue with Europe, which strengthens its identity and takes decisive action in areas for improvement. The guiding path is a culture of collaboration that strengthens the Departments in their scientific, educational, and administrative responsibilities, while promoting cross-fertilisation among technical-scientific, medical, humanistic, and social knowledge. Only in this way will UNIMORE confirm its identity heritage, its role as a leading Italian university, European by vocation, capable of generating and sharing knowledge, supporting territorial development, and competing in international networks with a strong and authoritative identity.

P1 Culture of excellence and UNIMORE's identity

Promoting a culture of excellence and continuous improvement, supporting the distinctive features of the University, and encouraging multidisciplinary synergies and international connections to enhance UNIMORE authoritative positioning and recognition.

P2 Innovation and streamlining of processes and organisation;

Supporting scientific, technological, educational, and organisational innovation, with attention to simplification, digitalisation, and the effectiveness and efficiency of all university processes.

P3 Synergistic growth with the territory and creation of public value

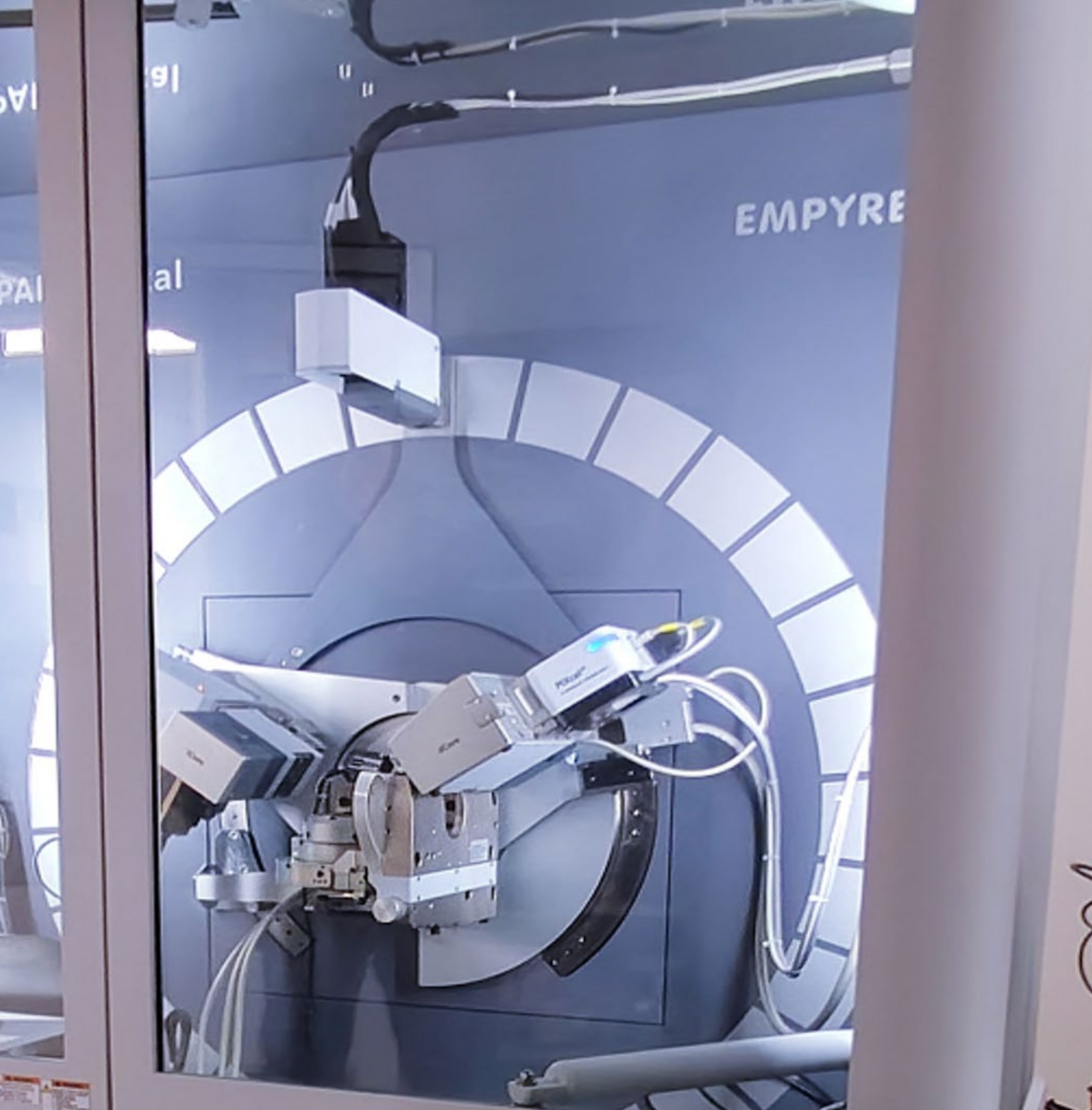
Strengthening relations with the territory, society, and local, national, and international entities, to build the future by promoting innovation and economic and social growth, making UNIMORE a leading actor in a changing world.

P4 Well-being of students and staff within the UNIMORE community

Fostering cohesion and a sense of belonging to the community, ensuring the quality of university life and the well-being of students and staff, supporting and personalising development pathways, and strengthening the University's reputational capital.

P5 Equity, inclusion, diversity, and responsible sustainability

Ensuring fairness and transparency in all processes, inclusion, recognition of diversity, respect for rights and ethical values, while guiding activities and organisation within a framework of responsible and sustainable economic, social, and environmental growth.



STRATEGIC AREAS

The guiding principles of this Term of Office Programme serve as a cross-cutting and shared reference across all **strategic areas**, actions, and initiatives of the University. They will serve as the basis for setting objectives and for **measuring results** in the subsequent University Strategic Plan.

In light of UNIMORE's identity positioning and its human, value-based, and infrastructural assets, **five strategic areas of integrated development** have been identified, consistent with the Vision "Innovation for Legacy".

A1. Research, Doctoral Programmes and Advanced Education

This Area concerns initiatives aimed at promoting excellent, ethical and high-impact research capable of generating knowledge, innovation and progress for society. It aims to strengthen research structures and groups, support young talents, and enhance Doctoral Programmes and Advanced Education as drivers of scientific, technological and cultural development, in line with international quality standards.

A2. Teaching, Student Community, and Right to Education

This Area strengthens high-quality, innovative and inclusive Teaching, centred on students and geared towards full employability. The University aims to offer sustainable, interdisciplinary and international programmes, to enhance attractiveness, guidance and the Right to Education throughout the entire educational cycle, and to promote participation, dialogue and well-being as fundamental components of university life.

A3. Technology Transfer, Social and Healthcare Impact

The Area develops a comprehensive Third Mission system that integrates technology and knowledge transfer with structured public engagement activities in the local area. The University strengthens its relationships with the world of production, institutions, and society, promoting responsible innovation and public value. Particular attention is devoted to collaboration with the National Health Service, at regional and provincial level, in order to support advanced clinical research, centres of excellence, knowledge transfer, and integrated models of health and well-being.

A4. Community, People, Well-being, and Sustainability

The Area promotes a cohesive, inclusive, and supportive academic community, valuing people and skills, including through dialogue with alumni. It provides personalised development pathways for academic staff and researchers, as well as the professional development of technical and administrative personnel, with attention to work organisation, commitment, and sense of belonging. The University promotes social, economic, and environmental sustainability as a criterion for every choice and prudent management of resources to maintain and improve buildings and infrastructure in support of student life, teaching, and research.

A5. Governance, Resources, and Technologies

This Area ensures an efficient, transparent and results-oriented organisation through participatory governance, responsible use of resources, and strategic deployment of emerging technologies. Internationalisation by design guides all initiatives and goes hand in hand with economic and financial management, institutional and legal commitment, and modern and inclusive internal and external communication. The University aims to simplify processes, enhance digital and management skills, and adopt a modern, sustainable, data-driven administrative model to support its institutional missions.



OBJECTIVES, ACTIONS, AND RANKING INDICATORS

Research, Doctoral Programmes and Advanced Education

UNIMORE intends to consolidate its position as an international, and in particular European, benchmark for high-quality, impactful research that is deeply rooted in the local area but capable of contributing to major global scientific and social issues. The objective is to promote research distinguished by originality, methodological rigour, and the capacity to contribute to scientific and technological progress, while simultaneously generating tangible benefits for society, institutions, and production systems.

In recent years, **UNIMORE research results have shown a significant improvement** in terms of design, science, and methodology, thanks to careful planning, systematic quality assessment, substantial internal investments, and competitive funding obtained at the national and European level. The University has been able to attract significant resources thanks to a growing network of high-level institutional and individual collaborations, through both PNRR and European joint programmes and, to a lesser extent, ERC, FIS, and FISA projects. These results are reflected in a steadily growing scientific reputation, confirmed by an improvement in various bibliometric indices, even in an international context where aggregate ranking indicators do not always fully reflect the actual quality of the University research.

UNIMORE research has been consolidated through laboratories and centres of excellence, which are now fully visible and integrated into national, European, and non-European collaboration networks. It will be necessary to channel this energy into structured research planning, motivating and incentivising the commitment of new generations of researchers, who are dynamic, engaged, and increasingly integrated into international cooperation networks, while maintaining the attraction of talent from abroad that contributes to the renewal and vitality of the research system.

The strategic line for the coming years is to further strengthen the recognition and authority of research, supporting the stability of established groups, the growth of emerging groups, and the internationalisation of projects, in a context of administrative simplification, technical support, and greater communication of results. **The aim is to increase the presence of the University in the main rankings, but above all to consolidate its perceived authority in European academic and scientific contexts.**

Strengthening the Doctoral Programmes and Advanced Education system will be essential, adopting a flexible and personalised approach, seeking closer alignment with international best practices, and promoting interdisciplinary pathways as well as international collaborations and partnerships with industry and public institutions. The medium-term strategy aims to consolidate a doctoral and postgraduate system capable of connecting basic research, technological applications, entrepreneurship, and public administration, within a framework of integrated advanced education and international attractiveness.

The University intends to promote ethical and responsible research, based on human values and awareness of its impact: research that contributes to the construction of knowledge in the service of peace, human dignity, and sustainability, in line with the European principles of Responsible Research and Innovation.

UNIMORE will also promote the widespread dissemination of research culture, encouraging innovative proposals and individual projects in all disciplinary areas—scientific, technical, health, humanities, and social sciences—to generate a measurable and verifiable impact, capable of improving the overall performance of the University in ministerial evaluations (VQR, PNRR, Horizon Europe) and in

The strategic line for the coming years is to further strengthen the recognition and authority of research

relation to the international scientific community.

High-quality research must be recognised, communicated, and valorised: it forms the foundation for innovative and excellent teaching, as well as for fruitful public engagement and knowledge transfer activities.

Commitment to research is also key to consolidating the ability of the University to attract public and private resources, promoting interdisciplinary planning and a shared culture of research support that involves the entire academic community.

Particular attention will be given to the autonomy and scientific responsibility of newly recruited young researchers, encouraging both frontier research and innovation-oriented research, also in response to the needs of the territory. Results can also be achieved through a transformed organisational and administrative effort, based on simplification, efficiency, and continuous support for academic staff and researchers at every stage of the research lifecycle – from planning to reporting, through to valorisation and communication of results.

Finally, **UNIMORE will identify certain scientific and thematic priority areas, not exclusive but emblematic of the University's scientific identity:** from chemistry to biology and pharmacology, from materials and quantum physics to electronic technologies and large-scale artificial intelligence, linked to HPC infrastructures and applications in robotics; from models of autonomous systems and sustainable mobility to medical and clinical sciences, up to research on social, economic, educational and cultural sustainability.

Priorities

P1. Strengthening of Research Laboratories and Centres

Enhancing research facilities and their visibility, fostering interdisciplinary integration and national and international recognition.

P2. Reorganising Internal Research Funding

Review of internal funding calls, Multidisciplinary and Interdepartmental University Research Projects (PRA), Departmental Research Projects (PRD), and Individual Funding (Starter Grants), with performance indicators and definition of University Priority Projects aligned with medium- and long-term strategic lines, planned collaboratively and shared across the University.

P3. Supporting Researchers and Young Talents

Provision of incentives and mentoring for early-career researchers, promoting flexibility between research and teaching, and enhancing the recognition and international visibility of individual and collective achievements.

P4. Supporting Research Design and Management

Strengthening of technical and administrative staff, digitisation, and management simplification. Supporting project design and management. Supporting mobility and event management.

P5. Strengthening Doctoral Schools and International Collaborations

Introducing flexibility in calls, final examinations, and remuneration; promoting lasting partnerships with foreign universities and centres; activating international and intersectoral doctoral programmes.

P6. Commitment to Advanced Education and Life-Long Learning Schools

Reorganising Master Programmes, Postgraduate Courses and Thematic Schools in line with scientific priorities, territorial innovation needs, and social and healthcare challenges. Collaborating with Foundations and Business Associations for Academies.

P7. Valorising and Communicating Research

Coordinated dissemination of results through press and digital platforms, open access initiatives, public engagement activities, and management support for scientific events.

P8. Ethical, Responsible and Peace-Oriented Research

Promoting a research culture founded on integrity, human values, and social responsibility; analysing dual-use issues and preventing unethical applications that could harm dignity or safety.

P9. Research Observatory

Strengthening and structuring the system for qualitative and quantitative monitoring of scientific productivity, rankings, and research projects, to enhance and disseminate results.

P10. Integrated Research Governance

Coordination through Area Delegates for Research, PhD Programmes and Advanced Education, project-specific Delegates, and a University Research Committee linked to the Senate and Board of Governors; reorganisation to simplify administration, natively multilingual, creation of structures for researcher mobility, and technological support for adopting emerging digital methodologies in research.

These priorities will be translated into the Strategic Plan through specific objectives and activities, shared across all departmental structures and continuously monitored using a set of specific **Ranking Indicators**. These will include, for example: VQR results and rankings by disciplinary area, the number and value of competitive projects, scientific outputs in high-impact publications, reputation and impact indicators, the number of international and joint Doctoral programmes established, prominent Master Programmes, scientific and international collaborations, and public and private funding per academic FTE.

Teaching, Student Community, and Right to Education

The quality of teaching has for years been a strength and a distinctive feature of the University of Modena and Reggio Emilia. UNIMORE provides a broad and coherent academic offer, confirmed by the positive outcomes of the ministerial accreditation. In 2025, CENSIS places the University among the top “Grandi Università” (Large Universities), while AlmaLaurea reports **some of the highest employability rates in Italy**, both in humanities courses (Education, Teacher Training, Linguistics) and in technical-scientific programmes (Computer Science, Engineering, and ICT Technologies).

The University intends to continue along this trajectory, providing **excellent, up-to-date, and sustainable education**, capable of responding to cultural, technological, and social changes. The goal is to ensure teaching quality, methodological innovation, consistency of content, and the ability to meet the needs of society and national and international stakeholders in all degree programmes. To achieve these goals, it will be necessary **to critically and systematically review the degree programmes offered**, optimising paths, promoting collaboration between departments and campuses, and ensuring a balance in the use of resources and infrastructure. This renewal will be accompanied by a **strengthening of internationalisation**, with more degree programmes offered in English, Erasmus mobility, and joint programmes, promoting the exchange of students and academic staff with European and non-European universities.

UNIMORE aims **to strengthen the integration between teaching and research**, so that scientific results inform up-to-date instruction grounded in hands-on experience within the University’s laboratories and research centres. **Internal and external internships** in research laboratories, companies, and public bodies will be encouraged to promote active learning, motivation, and awareness of knowledge as a public good and a tool for personal and collective growth.

The Term of Office Programme places the utmost emphasis on student life and the right to education, adopting a modern, inclusive, and sustainable approach. The University aims to be an **identity landmark within the cities**, supporting the community both inside and outside the classrooms through initiatives promoting social life, well-being, culture, and sport, with particular attention to non-local students. Collaboration with public and private bodies will aim to improve housing services, health welfare, scholarships and economic sustainability, including through a review of contribution models.

Education will be enriched by experiences beyond traditional teaching, with a learning-by-doing approach to applied projects and real-life cases, in connection with the most advanced lines of research. Tutoring will be redesigned with modern and personalised methodologies. Reward initiatives, competitions, hackathons and collaborations with the world of work will be promoted. Tutorship and mentorship activities, including contributions from alumni and stakeholders, will provide additional guidance and empowerment programmes, ensuring equal and fair opportunities to navigate the complexities of the contemporary world, both within and beyond the academic context.

The overall goal is to provide high-quality education that **increases student enrolment and graduation rates, while reducing dropout and behind schedule rates**, through effective guidance, clear communication, continuous support, and an attractive, up-to-date course offer. Digital technologies and AI-based solutions will support the innovation of teaching methods, both in-person and, where appropriate, remotely.

The goal is to ensure teaching quality, methodological innovation, consistency of content, and the ability to meet the needs of society and national and international stakeholders in all degree programmes.

The University will promote full participation for all, **supporting talent through excellence pathways**, Talent programmes and honours tracks, the creation of a multidisciplinary Advanced Education School, and financial support for deserving students.

These actions are part of a strategic vision **focused on developing individual potential**, promoting social responsibility, and shaping an academic community that is increasingly open, inclusive, and innovative, engaging academic staff, students, and technical-administrative staff in a synergic way, supported by an efficient and transparent organizational structure capable of sustaining digital transformation and educational innovation.

The programme for the six-year term will therefore need to consolidate a **high-quality educational ecosystem**, attractive to students from across Italy and abroad, innovative in pedagogical and teaching approaches as well as technologies, strongly rooted in the local territory yet open to Europe and the wider world.

Priorities

P1. Reorganisation and Innovation of the Teaching Offer

Revision of Bachelor's and Master's degree programmes to optimise study paths and ensure coherence and sustainability, promoting interdepartmental and interdisciplinary collaboration. Introduction of innovative, interdisciplinary, and personalised pathways, double degrees, "minor" courses, and flexible initiatives for working students and those living away from home.

P2. Internationalisation of Education

Strengthening multilingual and English-taught degree programmes, enhancing Erasmus exchanges and student and staff mobility, and developing joint degrees and educational collaborations with European and non-European universities.

P3. Integration of Teaching and Research

Active involvement of students in laboratories and research projects through academic internships, promoting a "research-based" education and full connection between theoretical and practical knowledge. Closer collaboration for curricular internships with companies and public and healthcare institutions in the region.

P4. Observatory for Teaching and Educational Quality

Establishment of an observatory for the qualitative and quantitative evaluation of the educational offer, student/staff ratios, infrastructure, and services, with continuous monitoring functions.

P5. Teaching Sustainability and Resource Optimisation

Sustainable planning of degree programmes in relation to teaching staff, facilities, and services, ensuring high and consistent quality standards across all subjects and campuses. Enhancement and updating of teaching facilities, classrooms, and laboratories.

P6. Orientation and Guidance, Communication, and Attractiveness

Reorganisation of orientation and guidance activities for incoming and current students, with a distributed territorial presence, a personalised approach, and strengthened digital communication. Transformation of student offices into welcoming and listening centres.

P7. Student Community and University Well-being

Support for student life and culture, promoting initiatives in social activities, sport, and culture; enhancement of student welfare and services for non-local students, in collaboration with institutions and local authorities. Commitment to student housing, study and social spaces, cafeterias, and libraries.

P8. Right to Education, Inclusion, and Merit

Revision of the tuition system to improve accessibility; support for personalised pathways, special needs, disabilities, and learning disorders (DSA); actions to guarantee equal opportunities, equity, and empowerment; introduction of “honours” pathways and interdisciplinary schools; recognition of merit through financial support and dedicated Advanced Education programmes.

P9. Teacher Training and Pedagogical Innovation

Strengthening continuous professional development for teaching staff on innovative teaching methods and digital and multilingual education; establishment of a structured University Teaching Academy.

P10. Governance of Teaching, Right to Education, and the Student Community

Coordination of teaching and student community initiatives through two Area Delegates assisted by specific delegates for innovation and quality, support for special needs and disabilities; reorganisation of administrative structures dedicated to teaching; establishment of a Teaching Commission representing all areas and University Bodies.

These priorities will be translated into the **Strategic Plan through specific objectives and activities**, shared across all departmental structures and continuously monitored using a set of specific **Ranking Indicators**. These will include, for example: number of enrolled students according to the Standard Cost criteria for Ordinary Financing Fund (FFO) funding, dropout and behind schedule rates, number of graduates, number of English-taught programmes and enrolled international students, overall student enrolment figures, student satisfaction index (AVA 3.0), number of interdisciplinary and innovative courses launched, number of teaching staff trained annually in innovative pedagogical methods, number of international agreements and mobility programmes established, and positioning in CENSIS rankings and ANVUR quality indicators.

Technology Transfer, Social and Healthcare Impact

The Third Mission is now a fundamental part of UNIMORE identity. It represents the place where research and education are transformed into economic, cultural, and social value, positioning the University as a central actor in the sustainable development of the territory and the country. It is no longer conceived as an ancillary activity, but as a structural function, integrated with research and teaching, capable of generating impact, innovation, cultural growth, and scientific citizenship. It includes technology and knowledge transfer, research enhancement, social and cultural innovation, engagement with cities, and the health impact resulting from the University clinical and biomedical activities.

In recent years, UNIMORE has developed a solid network of collaborations with the manufacturing sector, public institutions, and the third sector, contributing to the growth of one of Italy's most dynamic regional innovation ecosystems. It has consolidated its presence with technology transfer actions in the manufacturing, automotive, biomedical, digital, and agri-food districts, strengthening interdepartmental laboratories and developing joint research centres, spin-offs, and shared innovation projects. **The Reggio Emilia and Modena Technology Parks are a reference point for the smart specialization policies of the Emilia-Romagna Region** and will be further strengthened through joint investments and initiatives. These spaces for public-private collaboration are used to develop industrial research projects, advanced prototyping, and joint training, in synergy with Clust-ER and ART-ER, contributing to position UNIMORE among the leading national players in applied research. The economic results of third-party and commissioned research activities have grown significantly, reaching over €15 million in 2024, one of the highest figures in Italy, demonstrating a consolidated ability to transfer knowledge and skills to the productive fabric.

In line with regional and national strategies, PNRR, PNR, Horizon Europe, and the guidelines of the future FP10, UNIMORE intends to permanently structure tech transfer and collaboration processes with businesses, the healthcare system, and public bodies, **developing stable, multi-level, impact-oriented partnership models.** The University boasts outstanding expertise in engineering, biomedical sciences, ICT, AI, green technologies and life sciences, complemented by solid economic, legal and fundamental research competences, which form the foundation of every economic and social transformation. **The goal is to move from an episodic project-based approach to a policy of continuous innovation**, embedded within the structures and connected to the real needs of communities and productive sectors, strengthening a renewed pact between UNIMORE, the industrial system, and health and social services—also through new forms of collaboration and a joint foundation.

At the same time, **the University has expanded its public engagement and social impact activities**, promoting cultural, educational, and training initiatives involving schools, citizens, local authorities, the third sector, and associations. Third Mission activities have taken on a cross-cutting and systemic character, extending to **the generation of culture** and the **enhancement of scientific and documentary heritage**, in dialogue with city initiatives such as the Philosophy Festival or programmes for Smart Cities and Digital Humanities. From this perspective, the University acknowledges its museums, archives, and historical collections as a central element of its identity and as a laboratory for cultural innovation. **The AGO Complex in Modena** will serve as a new strategic platform at the intersection of science, art, and technology: a space for research, exhibition, and education that combines historical heritage with contemporary experimentation, fostering collaboration among the university, cultural institutions, civic bodies, and citizens. AGO will be the hub of an open cultural and scientific ecosystem dedicated to the dissemination of knowledge and public participation, with a focus on sustainability and digital culture. **Reggio Emilia's great tradition of education** at all levels will be enhanced by close collaboration

The economic results of third-party and commissioned research activities have grown significantly, reaching over €15 million in 2024, one of the highest figures in Italy.

with Reggio Children and by major initiatives currently underway in the field of digital innovation in education, thanks to PNRR funding. In the healthcare and biomedical field, **UNIMORE is an integral part of the regional healthcare system**, collaborating with the Regional Health Service, the Modena Hospital Authority, and the Modena and Reggio Emilia Health Authorities. Translational research, regenerative medicine, personalised medicine, digital health, and assistive technologies represent new areas of excellence with a strong social impact, making the University a **leader in clinical research, health professional training, and innovation in healthcare services**. The goal is to strengthen the integration between clinical research and training, creating a virtuous model of a health university for citizens that contributes to improving quality of life and the sustainability of healthcare systems.

With this in mind, UNIMORE intends to consolidate an integrated Knowledge Exchange and Collaboration (KEC) ecosystem, in line with ANVUR standards and the guidelines of the OCSE ITA.COM project, in which technology transfer, social innovation, science communication, and public health form a unified and coherent system. The goal is to make the Third Mission a structural and permanent pillar of the Strategic Plan, capable of producing measurable results in terms of competitiveness, innovation, sustainability, and well-being for people and the territory, thereby positioning **university activity as a generator of public value** and a concrete response to global environmental, digital, demographic, and health challenges.

Priorities

P1. Office for Technology Transfer, Research Valorisation, and Intellectual Property

Strengthening technical, legal, and managerial skills for patents, licenses, and spin-offs, with mentoring services in collaboration with local institutions. Promotion of dedicated training paths in academic entrepreneurship, courses and summer schools on technological and social innovation for students, researchers, and PhD students.

P2. Development of the Modena and Reggio Emilia Technology Parks

Consolidating the Technology Parks as integrated innovation infrastructures, with joint laboratories, industrial projects, and advanced training programmes, ensuring a strong and visible identity and close collaboration with the local territory.

P3. Infrastructure for Clinical and Healthcare Research

Enhancing collaboration with the Regional Health System and Hospital Trusts, promoting precision medicine, regenerative medicine, robotic medicine, clinical trials, AI in health, and translational research, through joint projects including local IRCCS institutions.

P4. Social, Cultural, and Museum Innovation

Promoting projects that integrate science, art, culture, and inclusion, valorising the University's museums, archives, and tangible and intangible heritage, supporting the development of the AGO Complex as an interdisciplinary cultural and scientific hub.

P5. Internationalisation of Innovation

Participation in European networks (EIT, EIC, Horizon Europe) and development of international partnerships for technology transfer and healthcare research; strengthening synergies with industrial districts, local authorities, and territorial institutions for sustainable

innovation projects, creating a shared ecosystem open to international interactions.

P6. Public Engagement and Scientific Dissemination

Expansion and structuring of public participation initiatives, events, and festivals, with citizen science programmes, open laboratories in cities and territories, and structured collaboration with cultural institutions and events in Modena and Reggio Emilia.

P7. University Observatory for Impact and Sustainability

Establishment of an integrated monitoring system for Third Mission activities, in coordination with the Research and Teaching Observatories.

P8. Culture of Responsibility and Ethics of Innovation

Promotion of guidelines and training programmes for responsible management of scientific, technological, and social impact.

P9. Strategic Communication of the Third Mission

Development of a UNIMORE brand dedicated to coordinated dissemination of impact, culture, and innovation results, with clear branding for all activities in Modena, Reggio Emilia, the provinces, and the Mantua territory.

P10. Governance of the Third Mission

Appointment of an Area Delegate for the Third Mission, supported by specific delegates for museum activities, public engagement, technology transfer, and regional network involvement; joint development of UNIMORE's identity hubs in technology, science, and culture; creation of a Health Academic Board and a permanent working group with the Regional Health System leadership to coordinate activities falling under this remit, beyond the School of Medicine and Surgery.

These priorities will be translated into the **Strategic Plan** through specific objectives and activities, shared across all departmental structures and continuously monitored using a set of specific **Ranking Indicators**. These will include, for example: the number of patents, licenses, and spin-offs activated annually; the economic value of third-party research and collaboration contracts; the number of joint laboratories and projects within the Technology Parks; the number of clinical and healthcare research projects integrated with the regional health system (SSR); public engagement initiatives, events, and cultural projects; participation in European networks and OECD-KEC indicators; the percentage of researchers and PhD students involved in valorisation activities; the ANVUR evaluation of Third Mission activities (VQR); environmental sustainability and social impact indicators (UN SDGs); partner satisfaction in industry and institutional collaborations (periodic surveys); ANVUR positioning scores and international KEC rankings.

Community, People, Well-being, and Sustainability

UNIMORE recognises its academic community as the foundation of its identity as a university.

The University is not only a place of education and research, but a community of life, thought, and shared responsibility, where every individual—whether student, academic staff, or technical and administrative personnel—contributes to the creation of knowledge and public value.

The centrality of people and their well-being is an essential condition for the development of a university capable of facing the social, cultural, technological, and environmental challenges of the new millennium. The quality of academic life is built on cohesion, equity, respect for differences, equal opportunities, and the sharing of common values that give meaning to the University's public mission.

The primary objective of the Strategic Area is **to strengthen an organisational culture focused on people**, the enhancement of individuals, and sustainability, promoting working and studying conditions that encourage participation, inclusion, professional growth, and quality of life. The well-being of the university community must be a structural and permanent feature of UNIMORE's identity, in line with the European principles of *well-being at work*, *human sustainability* and *social responsibility*.

UNIMORE intends to develop an **integrated human resources policy** capable of supporting the commitment and motivation of those who work and study at the University, valuing skills, merit, and diversity. Particular attention will be paid to **promoting specific qualities, minorities, and different cultural and social identities**, promoting **active policies of empowerment, including for women, mentoring, and inclusion**, so that diversity of views and talents becomes a stable and recognised component of organisational culture and academic governance.

Well-being will be reflected above all **for technical and administrative staff in integrated welfare measures**, which include continuous training, internal mobility, career development, the right to disconnect, psychological and medical-health support, the promotion of sport, work-life balance initiatives and organisational listening. Collaboration between central and satellite offices will be strengthened with the General Management, the Staff Council, and Trade Union Representatives, fostering a shared approach to growth and a focus on service quality.

The retraining of technical staff will be a way of enhancing the skills and aspirations of individuals. At the same time, the **reorganisation of the work of technical and administrative staff** will involve lightening the workload of departments by transferring functions to specialised central structures, for example, for the management of spending centres or interdepartmental services and centres, and greater organisational integration between offices and sectors. These actions will serve as **levers for well-being, professional development, and the strengthening of belonging to the University**, which today are strategic elements for work quality and institutional reputation.

For teachers, greater academic and scientific mobility will be promoted, including through sabbaticals and visiting professorships, with the aim of bringing experience from national and international academic and research contexts to UNIMORE. Work flexibility will be improved, allowing for greater reorganisation between teaching, research, and third mission responsibilities, supported by precise and shared performance indicators.

The well-being of the university community must be a structural and permanent feature of UNIMORE's identity, in line with the European principles of well-being at work, human sustainability and social responsibility



The **enhancement of staff** requires a review of **incentive and reward** models, consistent with University policies and aimed at recognising individual and collective contributions. This process will be accompanied by a **redesign of academic and departmental communities** to promote open, collaborative, and sustainable working methods capable of generating positive synergies and strengthening internal cohesion.

Alongside people's well-being, **sustainability is a fundamental principle of the University**. It is not an afterthought, but a guiding criterion in construction, energy, and social choices. UNIMORE promotes an integrated vision of environmental, social, and cultural sustainability across all its university missions, recognising responsibility towards the environment and the community as a core element of its identity.

UNIMORE will adopt a **sustainable building policy**, shared and agreed upon with institutional and civic stakeholders in the cities of Modena and Reggio Emilia. Priority will be given to facilities for students, classrooms, co-working and social areas such as canteens, outdoor areas, and sports facilities. The goal is **the creation of genuine university cities**, integrated into the urban fabric and easily accessible, where mobility, services, and green spaces are co-designed in proximity to campuses and academic hubs. Primary attention will be given to **maintenance works** for the more than sixty existing buildings across the city campuses and in provincial areas, such as the Carpi and Mantua campuses. The goal is to develop **new predictive maintenance solutions**, also using innovative tools such as digital twins of buildings, mapping systems, and digital archives.

The building priorities are structured around strategic axes aimed at enhancing UNIMORE's visibility across campus areas, technology parks, and the identity-driven redevelopment of historic buildings. Foremost among these is the **valorisation of the Via Campi Campus in Modena**, which is to evolve into an **internationally attractive scientific and technological hub**. This will integrate, along a single cohesive pathway with green areas, living spaces, sports facilities, and student residences, the teaching and research areas of the Polyclinic with the Engineering and Technology Park zones. The Technology Park will consolidate infrastructures for Automotive, AI, and Medicine within a unified vision of innovation, education, and research. These areas will be redeveloped with equipped green spaces, the construction of new Biomedical buildings, new student residences, new spaces for research centres, and high-attraction facilities such as a state-of-the-art immersive auditorium. In line with this, the enhancement of the **Reggio Emilia Campus** will continue, reinforcing its identity within the San Lazzaro complex, coordinating new buildings and maintenance with **smart management of green areas**, sports facilities, and student social spaces. The third priority concerns the identity-driven redevelopment of historic buildings, such as the entire Reggio Emilia **Technology Park area**, intended to become a recognisable hub for education, digital innovation, and advanced training, connected to schools, businesses, and civic centres; the redeveloped areas of the former Seminary; the city-centre areas linked to the current Palazzo Dossetti facilities; and in Modena, the AGO area as a central contact point and hub in relation to the city's cultural and social sciences centres. Sustainable building development will be accompanied by responsible environmental management, based on energy communities, reduced consumption, material recycling, heritage conservation, and the expansion of green areas.

Sustainable Building Priorities

P1 ■ Energy saving

Completion of photovoltaic systems in MO and RE, and development of energy communities.

P2 ■ Urban redevelopment

Redesign of **the Modena technical-scientific hub** with an international perspective, creating a continuous pathway from Medicine to the Engineering Technology Park, including new student residences, green spaces, social areas for student representatives, libraries, laboratories, and study zones.

Enhancement of **the San Lazzaro campus area**, redevelopment and design of sports facilities and areas for students.

P3 ■ Maintenance

Design of an Integrated monitoring and digital twin system for buildings, for predictive maintenance in MO, RE, and Carpi.

P4 ■ Environmental Sustainability

Recovery and redesign of green areas, redesign of green areas in the scientific-technological campuses of Modena and San Lazzaro campus.

P5 ■ New designs

Completion of ongoing building initiatives in student residences and biomedical areas. Other initiatives will be defined over time, based on collaborations with public and private institutions, for a possible expansion of the Technopole Innovation Park Area in Reggio Emilia, for the creation of new scientific and technological spaces with a multifunctional auditorium in Modena, student residences in both Modena and Reggio Emilia, and study and social areas in the cities.

“Build where necessary, maintain where possible, and redevelop where appropriate” will become the guiding principle for the entire building cycle of the University.

All initiatives must always refer to the Sustainable Development Goals (SDGs) and the European **Human Resources Strategy for Researchers** (HRS4R) guidelines. Environmental sustainability will be combined with **social and well-being** sustainability, promoting health, sport, culture, and the right to peace and critical thinking as central dimensions of academic life. The promotion and enhancement of the overall **sustainability report** for each initiative, as well as the development of **participatory reports** with the wider community, will be supported. The University must be a place of free and constructive dialogue on geopolitical, cultural, and technological transformations, capable of educating aware and responsible citizens, anchored to the values of the new millennium.

Priorities

P1. Enhancement of Human Capital

Development of an integrated plan for the growth and motivation of academic, technical and administrative staff, based on continuous training, flexible career pathways and job rotation.

P2. Welfare and Organisational Well-being

Implementation of psychological, medical and social support services, prevention programmes, work-life balance measures, and spaces dedicated to physical and mental well-being. Strengthening of internal dialogue, listening tools and co-decision practices, to foster participatory and transparent governance.

P3. Strengthening of Organisational culture

Redistribution of responsibilities, rebalancing of staffing levels, revision of incentive and reward models, and enhancement of talent and merit. Redesign of the academic and departmental community, and actions aimed at improving the sense of belonging and job satisfaction.

P4. Empowerment and Inclusion

Recognition of women's contributions, minorities and diversity as drivers of cultural and institutional innovation; expansion of mentoring programmes and inclusive leadership. Strengthening of the Single Guarantee Committee (CUG). Promotion of academic initiatives and student communities dedicated to critical thinking, ethics, sustainability, peace, and Global citizenship. Strengthening the UNIMORE alumni network and their role in mentorship.

P5. Mobility and Sabbaticals for Academic Staff

Promotion of academic mobility, sabbatical programmes, and visiting professorships to reinforce international openness and teaching

innovation. Increased flexibility in work arrangements and in balancing teaching and research commitments.

P6. Sustainable Buildings and University Cities

Coordinated development of the Modena and Reggio Emilia campuses, co-designed spaces with stakeholders, and creation of accessible, green, and well-connected university hubs, student housing, and facilities that enhance urban life.

P7. Care for Existing Buildings as Primary Heritage

Actions for the maintenance and predictive care of buildings; 3D mapping of structures and systems; digital twins; sustainable refurbishment solutions; and value enhancement of buildings, including through fee-based sharing with private and public bodies.

P8. Green and Energy Transition

Actions for the maintenance and predictive care of buildings; 3D mapping of structures and systems; digital twins; sustainable refurbishment solutions; and value enhancement of buildings, including through fee-based sharing with private and public bodies.

P9. Sustainability and Participatory Reporting

Creation of a stable platform for continuous monitoring of sustainability initiatives, enabling the development of an innovative sustainability report, and supporting participatory budgeting initiatives with cities and external communities.

P10. Shared and innovative Governance for People and Sustainability

Establishment of an Area Delegate for people, development, well-being, and organisational effectiveness, and an Area Delegate for energy and building sustainability, supported by specific delegates for inclusion, peace, equal opportunities (in collaboration with the CUG), and environmental and social sustainability across both cities.

These priorities will be translated **into the Strategic Plan through specific objectives and activities**, shared across all departmental structures and continuously monitored using a set of specific **Ranking Indicators**. These will include, for example: the percentage of academic and technical-administrative staff involved in training, mobility and welfare programmes; staff satisfaction indices (based on biennial internal and external surveys); the percentage of participation in empowerment and mentoring initiatives; the proportion of staff benefiting from incentive and reward schemes; the annual number of sabbatical, visiting and international mobility programmes activated; the number of alumni engaged in networking, mentoring and placement activities; the percentage of upgraded buildings and the surface area managed according to environmental standards (ISO 14001, EMAS); the number of energy communities and the reduction in CO emissions per site; the number of extraordinary maintenance interventions and new sustainable constructions in the Modena and Reggio Emilia campuses; the Accessibility and Sustainable Mobility Index (measured for students and staff); the ANVUR scores and the UN SDG 3, 5, 10, 11 and 13 indicators relating to well-being, equity, inclusion and sustainability.

Governance, Resources, and Technologies

Governance represents the operational and value-based architecture through which UNIMORE carries out its public mission. In a phase of profound transformation within the university system and the Public Administration, the University recognises the need for a participatory, transparent, results-oriented **governance model**, capable of integrating strategic vision, shared responsibility, and modern, digital management tools.

The "Governance, Resources and Technologies" area deals with all cross-cutting actions aimed at making the organisation efficient, sustainable, and open to innovation through prudent management of economic resources, responsible use of emerging technologies, and the enhancement of the people who make its daily functioning possible.

The first strategic pillar is **internationalisation by design**: every action of the University—whether scientific, educational, administrative, or infrastructural—must embed a European and global perspective. Structured cooperation policies, participation in international university networks, and the integrated management of competitive projects are permanent components of UNIMORE strategy, in line with the internationalisation and sustainability goals of the European higher education system.

With this in mind, **governance** is based on a culture of **collaboration, legality, and public responsibility**, supported by clear and verifiable processes, in line with ANVUR principles. Planning must be integrated with an **advanced monitoring and evaluation system**, based on multidimensional performance indicators, capable of measuring results, impacts, and public value generated.

The **management of financial resources** will be guided by principles of sustainability, balance and transparency, aiming to ensure efficient expenditure and full traceability of financial flows. A continuous management control model will be defined and implemented from the start of the term of office. The Strategic Plan and the University Budget will be leveraged as **strategic governance tools**, not merely accounting instruments, capable of guiding investment priorities, three-year resource planning, and infrastructure and technology decisions.

At the same time, UNIMORE intends to accelerate the **digital transformation of its administration**, positioning itself as a data-driven university. The adoption of interoperable platforms, artificial intelligence systems for data analysis, and predictive models for resource planning will simplify processes, reduce administrative time, and improve service quality. The goal is to create a **natively digital administration** that is accessible, multilingual and secure, and aligned with the national “PA Digitale 2026” programme; an administration that overcomes paper-based reporting and the use of emails as a document-management tool, integrates data across the various directorates, and supports all staff with appropriate digital tools and platforms.

The **enhancement of the digital and managerial skills of technical and administrative staff** will be central to this process. The University will promote training, refresher courses, and certification of digital skills, strengthening dialogue between central structures and departments and the ability to manage complex processes.

A process of profound transformation will focus on **institutional communication**, understood as a strategic lever for the University’s identity, transparency, and reputation. UNIMORE will adopt an **integrated model of both internal and external communication** that promotes cohesion, participation, and visibility. Information must be accessible, verifiable, **and consistent with the principles of gender**

The management of financial resources will be guided by principles of sustainability, balance and transparency, aiming to ensure efficient expenditure and full traceability of financial flows.

equality and cultural diversity, generating communication that is in the public interest and serves the entire community and citizens.

The **University will make use of a dedicated structure for institutional affairs**, contracts, tenders, and relations with the National Health Service, as well as a structure for legal affairs which, while staffed with highly professional personnel, is intended to follow a path of either renewal or simplification, in line with the ongoing evolution of regulations. Renewal and simplification will be carried out with the aid of modern tools and specific professional skills and will focus not only on operating procedures but also on the individual sectors to be revised, i.e., regulations, procedures, calls for tenders, and any other type of administrative documentation that requires intervention to make it more flexible and adaptable to the needs identified. This is with a view to always being able to address any issues related to the aforementioned sectors - involving the University and its Departments - with the best and most advanced methodologies, as well as being equipped with a state-of-the-art administrative documentation system.

Finally, governance will be rooted in **the cross-cutting nature of missions**: research, teaching, third mission, and sustainability will not be separate areas, but nodes of a single system connected by coordination, evaluation, and shared reporting tools. The goal for 2031 is an **integrated, efficient, and open university** model, capable of combining tradition and innovation, with a streamlined organisation, focused on impact and strongly anchored to the values of public service and knowledge as a common good.

Priorities

P1. Participatory and Multilevel Governance

Strengthening the coordination system between academic bodies, management, and departments; reviewing delegated powers and decision-making processes for greater effectiveness and transparency.

P2. Internationalisation by Design

Promotion of structured and identity-driven international cooperation in research, teaching, and social and health impact, with targeted initiatives, for example in the Middle and Far East, Europe, and the Americas; internationalisation of administrative practices through new natively multilingual platforms. Alignment of management and accounting processes with European standards for international cooperation and competitive project management.

P3. Strategic Planning, Transparent and Sustainable Forecasting and Reporting

Implementation of a strategic planning and three-year budgeting model oriented towards performance, integrated with objectives and indicators of economic, environmental, and social impact, modernised in management control strategies and increasingly economically sustainable.

P4. Process Simplification and Digitalisation

Review of administrative procedures, document automation, system interoperability, and adoption of digital workflows with full traceability and digital signatures.

P5. Data Governance and Analytics

Development of an integrated system for the management, analysis, and protection of university data to support strategic decisions and public reporting. Establishment of permanent observatories (Research, Teaching, Third Mission, Sustainability) with shared dashboards for evaluation and strategic planning.

P6. Digital Skills Plan

Systematic training of administrative staff and managers on new technologies, artificial intelligence, and data management.

P7. Institutional and Equitable Communication

Definition of an omnichannel communication plan for the academic community and the wider territory, integrated with digital and equitable communication approaches.

P8. Cybersecurity and Digital Infrastructure

Enhancement of IT security, system resilience, and cloud infrastructure, in collaboration with CINECA and GARR.

P9. Organisation of Institutional and Legal Affairs

Consolidation of institutional and legal pillars with a view to renewal and simplification of regulations, procedures, calls for proposals, and all other types of administrative documentation, making them more flexible and adaptable to emerging needs while respecting national and supranational legislation.

P10. Shared and Innovative Governance for Organisational Processes

Appointment of Area Delegates for international cooperation and internationalisation, strategic planning, finance and budget, digital transition and artificial intelligence, communication, and legal and institutional affairs.

These priorities will be translated into the **Strategic Plan through specific objectives and activities**, shared across all departmental structures and continuously monitored using a set of specific **Ranking Indicators**. These will include, for example: Percentage of administrative processes that are digitalised and interoperable; Average processing time and reduction of administrative delays; Percentage of staff trained annually in digital and managerial skills; Degree of implementation of HRS4R and indicators of ethics and transparency; Number of international projects managed using digital procedures and quality certifications; Percentage of the budget linked to strategic and sustainable objectives; Level of integration of data governance and analytics systems (unified reporting); Cybersecurity index and resilience of digital infrastructure; ANVUR indicators and UN SDGs 8, 9, 16, and 17 relating to governance, innovation, and partnerships; Satisfaction index of the academic community regarding internal communication and process simplification.

Aspirations

With this Term of Office Programme, **I hope that UNIMORE will renew its strength and identity**, reaffirming itself as a university with a scientific and technological vocation, deeply rooted in the productive and cultural fabric of the region, while also promoting dialogue with the humanities and social sciences, for it is only at the intersection of science and humanism that knowledge emerges to illuminate the future.

I hope that our academic community will thrive in a **climate of harmony, collaboration and mutual trust**, where every member – faculty, technical or administrative staff, and students – can see themselves as part of a shared project: **creating public value**, generating knowledge, equity and innovation in the service of society.

Finally, I hope that our campuses will become **vibrant spaces of life and active citizenship**, where new generations find not only education and research, but also belonging, well-being and a sense of responsibility. May the University once again become the **beating heart of the cities**, a place where the intelligence of the future is nurtured and a fairer, more sustainable and aware society is built.

In this way, UNIMORE will be able to leave a lasting mark in the decades to come, combining tradition and innovation, memory and vision, along the path of this century that calls us to think and shape the future.