



SAPIENZA  
UNIVERSITÀ DI ROMA

# Internationalization and Research among State funding, Strategy and Performance Plan



# Sapienza University of Rome

## SOME FIGURES

- **108.000** Students enrolled 2015/16
- **6.086** International students enrolled 2015/2016
- **3.700** Professors
- **900** Researchers
- **4.000** Administrative staff
- **155** Undergraduate courses 2016/17
- **106** Postgraduate courses 2016/17
- **14** Single cycle courses 2016/17
- **23** Courses entirely taught in English (2 U, 20 PG, 1 SC)
- **81** PhDs 2016/17 (5 International)
- **107** Specialization Schools 2016/17
- **57** Courses of Higher education 2016/2017
- **55** Courses with double or multiple degree
- **253** Professional Masters of 1<sup>st</sup> and 2<sup>nd</sup> cycle 2016/17



## Our main Internationalization policy starting questions

1. State rules and funding:

which rules, how implemented and how many resources and Sapienza's budget?

2. Which Strategic Plan?

3. How is the Strategic Plan implemented in Sapienza and who and where starts and leads the monitoring process?

(Which are the main steps to take and goals to be achieved and how do we improve our Internationalization strategy?)



# 1. The Italian State funding system

1993

Recognition at national level of university financial autonomy



Introduction of the annual budget to be assigned to each single Italian university – **FFO**



Establishment of the first internal and external evaluation structures

Autonomy means that HEIs are free, within a certain frame, to act and use public funding according to their strategies/policies: from here the need of evaluation of performance in the use of public money



# 1. The Italian State funding system

Sapienza's budget is made out ROUGHLY of:

60% State Funding (FFO)

20% Students Fees

20% Private and Project Entries

(around €1.000.000.000)

The FFO, given to each university by the Ministry of Education,  
is being calculated on:

1. BASE QUOTA
2. REBALANCING QUOTA + OTHER INTERVENTIONS
3. MERIT/AWARD QUOTA + 3yP QUOTA

**State funding - year 2016 available € 6.919.317.619**



# 1. The Italian State funding: Keyword MERIT

**1. BASE QUOTA (75% of the whole/€385 Mil. in 2015  
and 67% of the whole/€345 Mil. in 2016 including 3yP)**

- Student Standard Cost (Sapienza around 7.000 euros each) – 20%
  - Historic quota - 80%

The prevision is to transform this quota in 100% SSC in 2018.

The BASE QUOTA decreases in favor of other quotas:

**2016 67% - 2017 65% - 2018 63% minimum**

of the whole Ministry budget.

## **2. REBALANCING QUOTA + OTHER INTERVENTIONS**

In 2015 it has been the 6% of the whole FFO for Sapienza.

In 2016 it is 12% maximum.

## **3. MERIT/AWARD QUOTA + Incentive QUOTA on 3y basis**

In 2015 it represented the 18% (€77 Mil.) of the whole FFO

**2016 20% - 2017 22% - 2018 24% minimum – INCREASING + 1% dedicated to Incentive q.**

## **TOTAL STATE FUNDING FOR SAPIENZA IN 2016**

**€454.544.176,00**

**BUT SOME OTHER FUNDS ARE MISSING (OTHER INTERVENTIONS)**



## 1. The Italian State funding system

The Italian Ministry aims are:

- to reduce the QUOTA BASE to the 63% of the whole FFO within the year 2018
- to substitute slowly the QUOTA BASE with the MERIT/AWARD BASE



# 1. The Italian State funding system

Internationalization and Research are relevant mainly in the definition of the MERIT/AWARD QUOTA + Incentive QUOTA on 3ybasis that are calculated on:

- a) Outcomes of Research Activities assessment (VQR) – 60%
- b) Recruitment Policies – 20%
- c) Internationalization of Didactics – 20%
- d) + Incentive QUOTA on 3ybasis 1%

even though the relevance of Internationalization is also comprised in the

OTHER INTERVENTIONS (including YOUTH FUND)

Financial data not yet available from the Ministry!





## 2. The Strategic Plan of Sapienza and the Performance Plan

is based upon a mission, a vision, and values and follows the political address of the Ministry of Education and Research.

### SWOT ANALISYS.

#### The main **Strategic Objectives**

set in the new SP 2016-2020 are currently under approval.

The **Strategic Objectives** set in the old SP 2013-2015

are aimed at enhancing

- Research
- Internationalization
- Technological Innovation
  - Didactics
  - Third Mission
  - Services
- Governance/Management



## 2. **The Strategic Plan of Sapienza and the Performance Plan**

The Strategic Plan of Sapienza is also implemented through the Performance Plan that is revised year by year (Legge Brunetta).

1. The Rector gives operational objectives to the DG and to the administration.
2. The DG declines and gives them to the single administrative structures, in which each indicator is declined into specific TARGETS.

For each year of implementation there is a target to be achieved.

Each year the target can be improved according to the performance of the previous year.



2.

## The Strategic Plan of Sapienza and the Performance Plan

To sum up:

Each main **Strategic Objective - SO**

is declined into

**Operational Objectives – OO** of the **DG**

and turned down into

**Operational Objectives of the Administration.**

Each OO has its own

**IMPACT INDICATORS.**



2.

## The Strategic Plan of Sapienza and the Performance Plan

Indicators try to comply with the SMART principle:

Specific

Measurable

Achievable

Realistic

Time-based



## 2. The Strategic Plan of Sapienza and the Performance Plan

Examples of the main **operational objectives**

set in the SP 2013-2015 for

- Research
- Strengthen administrative offices in charge of international/EU funding
  - Establish an office in Brussels
- Plan the start of new research promotional activities



## 2. The Strategic Plan of Sapienza and the Performance Plan

The **Performance Plan** of Sapienza is structured in one table.

The table is divided into 8 columns:

Strategic objective

Strategic Objective/Operational Objective of the DG

Operational Objectives

Area/s

Organizational Units

Indicator

Target previous year

Target following year



## 2. The Strategic Plan of Sapienza and the Performance Plan

### PP

- ✓ Each end of year we prepare a report for the achieved objectives/indicators
  - ✓ Such report is based on schemes to be filled in
- ✓ The schemes are collected by the administrative Strategic Support Office
- ✓ If the system works and the objective is achieved there are awards and benefits
  - ✓ **IMPORTANCE OF DATABASES**



### 3. Assessment and monitoring activities

#### EXTERNAL ENTITY

MIUR – Ministry of Education University and Research

ANVUR – National Agency for Evaluation of University and Research

- Defines indicators and parameters to allocate public funding
- Evaluates the efficiency/efficacy of Ministry funding programmes
- Evaluates the incentives system set up by the Ministry aimed at allocating awarding funding



Quality, accreditation and research - AVA

Task on evaluation of performance did not start yet

Only monitoring





### 3. Assessment and monitoring activities

Who makes the assessment of universities performance?

#### INTERNAL ENTITIES

Since the year 2009 Sapienza has an internal evaluation body QUALITY TEAM supported by an ADMINISTRATIVE OFFICE

but there is also a statutory body, namely

EVALUATION BOARD (Nucleo di Valutazione, 1993) that together with Rector, Administration Board, Academic Senate and Director General defines

- the university Quality Assurance policy (also SP)
- the Quality **objectives** to be achieved in the frame of the **indicators** and **parameters** established by ANVUR to the Ministry

EB is the link between University-Ministry and University-ANVUR



# Sapienza University of Rome

## International Rankings

Sapienza is present in all major international rankings



**#148**



**#152**

*The QS World University Rankings by Subject 2015 highlights Sapienza as the first Italian University for Physics & Astronomy*



**#213**

**#201-250**

The 2015-2016 Times Higher Education World University Rankings judges Sapienza the first Italian University in Arts & Humanities



## CONTACTS

### **Prof. Bruno Botta**

Deputy Rector for International  
Relations

Tel. +39 06-4969 0076

[bruno.botta@uniroma1.it](mailto:bruno.botta@uniroma1.it)

### **International area**

Director: Antonella Cammisa

Tel.: +39 064991 0745

Fax: +39 - 064991 0978

[antonella.cammisa@uniroma1.it](mailto:antonella.cammisa@uniroma1.it)

[relint@uniroma1.it](mailto:relint@uniroma1.it)

[ricercainternazionale@uniroma1.it](mailto:ricercainternazionale@uniroma1.it)

Graziella Gaglione

[graziella.gaglione@uniroma1.it](mailto:graziella.gaglione@uniroma1.it)

[www.uniroma1.it](http://www.uniroma1.it)