



SAPIENZA
UNIVERSITÀ DI ROMA

Internationalization among State funding, Strategy and 3year Planning



Sapienza University of Rome

SOME FIGURES

- **112,529** Enrolled students
- **7,920** Foreign students
- **3,498** Academics
- **4,082** Administrative Staff
- **148** First Cycle (Bachelor)
- **109** Second Cycle (Master)
- **14** Single Cycle University Degrees
- **29** Programmes Taught in English (**34** in 2018-2019)
- **81** PhD Courses
- **82** Specialization Schools
- **57** Training and Higher Education Courses
- **53** Courses with double and joint degree
- **239** Professional Master Degrees





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

1993

Represents the year of transformation of the Italian university system (introduction of autonomy and 1st approach to Quality Assurance)

2005

Another relevant step forward is made with the Ministry *mandatory* assignment for the definition of the

Strategic Plan: each university establishes its own strategy/policy in coherence with the national policy

3 year Plan: each university sets Strategical and Operational Objectives/Indicators/Targets per year according to the SP and in coherence with the Ministry directives



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 + 3yP QUOTA

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

2016 20% - 2017 22% - 2018 24% minimum – INCREASING + 1% dedicated to 3yP

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 turn it into a 100% based Student Standard Cost calculation quota within the year 2018 ...
- to substitute slowly the QUOTA BASE with the MERIT/AWARD BASE



1. The Italian State funding system

Internationalization is relevant mainly in the definition of the

MERIT/AWARD QUOTA + 3yP

that are calculated on:

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

even though its relevance is necessarily comprised in the

OTHER INTERVENTIONS (including YOUTH FUND)

Financial data not yet available from the Ministry!



2. The Strategic Plan of Sapienza

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 currently under approval
are aimed at

1. Ensuring sustainable and qualified didactics, also at Intern. level
2. Enhancing Research productivity and quality, also at Intern. level
3. Pursuing a socially responsible Development
4. Guarantee of spaces, structures and sustainable building policy
5. Ensuring quality, transparence, simplification and participation



2. The Strategic Plan of Sapienza

Each main **Strategic Objective - SO**
is declined into
STRATEGIC ACTIVITIES - SA
that have their own
IMPACT INDICATORS.

The step from the **Strategic Plan**
towards the **3 year Plan** is very short
for the operational planning of our institution.



2. The Strategic Plan of Sapienza

Examples of

SO - SA - main indicators involving Internationalization
within the SP 2016-2020:

1. SO: Ensure sustainable and qualified didactics, also at Intern. level

2a) SAs: Ameliorate attractivity for International students and staff

2b) SAs: Increase students' and staff global mobility

3. Impact Indicators

- Proportion of enrolled international students
 - Number of incoming students
 - Number of visiting professors
 - Number of outgoing students
- Number of professors in mobility abroad
- Number of credits recognised to exchange students



2. The Strategic Plan of Sapienza

Indicators try to comply with the SMART principle:

Specific

Measurable

Achievable

Realistic

Time-based



2. The Strategic Plan of Sapienza

The Strategic Plan of Sapienza is also implemented through the **3 Year Plan** 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

The 3yP of Sapienza is structured in one table.

The table is divided into 7 columns

Strategic objective

Strategic activities

Impact Indicators

Offices of the Administration involved

Target 2016

Target 2017

Target 2018



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



The Ministry allocates awarding funding according to the

ANNUAL REPORT MADE BY ANVUR



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 for the allocation of public funding (including 3yP)

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



3. Assessment and monitoring activities

- ✓ 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
- ✓ Each indicator we do not achieve means a cost to Sapienza that needs to give money back to the Ministry
- ✓ **IMPORTANCE OF DATABASES**



Sapienza University of Rome

International Rankings

Sapienza is present in all major international rankings



#124



**#151-
200**

The QS World University Rankings by Subject 2017 highlights Sapienza as the first Italian University for 7 subjects
#1 Classics and Ancient History
#9 Archaeology
#33 Library Management
#39 Physics



#215

The 2017 CWUR World University Ranking judges Sapienza the first University in Italy



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