



Strategic Plan 2022 | 2024

1222-2022
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ANNI



UNIVERSITÀ
DEGLI STUDI
DI PADOVA

dSEA

DEPARTMENT OF
ECONOMICS AND
MANAGEMENT

Growing together

**Combining Economics and Management
while facilitating relationships between
University and Communities**



Message From the Head of the Department (HoD)

One of my goals as Head of the Department of Economics and Management “Marco Fanno” (henceforth ‘dSEA’) is to set a three-year strategic plan to select new ideas, organise our growth, and focus activities during these challenging times for higher education.

The **dSEA is the youngest Department** in one of the oldest European universities, whose origins date to 1222. Our Department was founded in 1989 and soon became a leading centre in higher education for business and economics.

The responsibility deriving from its heritage requires a determined effort in drafting an ambitious and feasible strategic plan which aims to:

- **Combine socio-economic and environmental sustainability**
- **Reinforce national and international partnerships with other universities, companies, and public/private institutions**
- **Strengthen the department community (i.e. faculty and staff)**
- **Provide a stimulating academic environment for national and international students**
- **Improve scientific performance and international positioning**
- **Increase sources of funding for research and teaching**
- **Implement innovative teaching and research tools**

This strategic plan **reinforces** our Department’s continued pursuits. Nevertheless, competition with other business schools, reinforced by lower demand (demographic decline), and the overall objective to attain a **leading position** amongst the international Departments of Economics and Management, makes these goals even more critical and essential.

Strategic Context – Striving for Greatness

Present And Future Growth

For the last ten years, the dSEA has ranked in the **top three** positions amongst Italian Universities (**CENSIS** rankings) in terms of overall quality. This ranking considers the following criteria: **quality of teaching, placement of students and excellence in research**. In 2018, Italian Ministry of Education, Universities and Research (MUR) recognized **dSEA** as a **“Department of Excellence”**, entrusting it with an extra budget of €7.4 million for five years. In the last research quality assessment (VQR 2015–19) by ANVUR, 1/3 of our publications were classified as “A” and 68% of dSEA publications are classified as A+B.

In the current VQR assessment (2015–19) The Standardized Departmental Performance Indicator (ISPD), used to rate Italian public university departments, ranked dSEA in the top 15 departments in Italy in the (area 13) – Economics, Management and Statistics with the highest score possible. dSEA, therefore, is well-positioned among the 31 departments in the (area 13) qualified to receive Departments of Excellence grant 2023–27.

dSEA is currently drafting the application for the MUR excellence project, which foresees a development project that all qualified departments submit and includes a research plan. dSEA is developing a detailed research plan on the topic ‘Data, economic and management analysis for sustainability.’ The plan will influence dSEA’s operations in all three of its mission areas: education, research, and the third mission. dSEA views itself as an agent in the promotion of these ideals within academia, the wider society and aspires to play a significant role in their propagation. Three specific actions will be undertaken, namely: Strengthen scientific research on sustainability; Develop MSc program portfolio that prepares students for sustainability concerns, and Dissemination of research findings to all stakeholders.

dSEA is now committed to achieving global benchmarks in teaching and research through **international accreditation, vibrant research culture** and the integration of **digital technologies**.

Vision

Our vision is to become an innovative and inclusive department that offers a responsible, high-end education that is research-driven, engaged in addressing key societal challenges, with specific attention to sustainable models and practices which create an impact beyond academia.

Three-fold Mission

RESEARCH

The Department is home to a research community of scholars committed to **an ethical and collaborative multidisciplinary research culture open to new, innovative frontiers** with an outstanding academic reputation and active international participation.

TEACHING AND LEARNING

We are committed to **fulfilling students' learning experiences through in-depth economics and management knowledge and innovative tools for sustainable development**, providing them with avenues to build up their academic and professional skills to become responsible citizens.

PUBLIC ENGAGEMENT

Public engagement means extending research activities beyond the academic world **through a conscientious and purposeful commitment to society**. As reflected by our culture, we value engaging with the community, and contributing with competencies through inclusive actions and sustainable practices.

Values

- Commitment to **diversity and sustainable** development
- **Community** engagement and inclusion
- Supporting academic integrity and **Ethics**
- **Community** engagement
- **Excellence** in research
- **Student-centred** learning
- **Innovation** in teaching and learning
- **International** perspective

Strategic Positioning

Reinforcing dSEA position in the short to medium term as an international Department that combines research, teaching and third mission in Economics and Management to contribute to sustainable development.

The Department intends to gradually evolve into an **advanced learning hub**, providing a **high-end educational program** to national, international students and early-stage professionals. Our mission is to leverage our research-driven mindset, enabling a meticulous, research-based, student-centered teaching and learning process with the aim to contribute in addressing sustainable development.

The dSEA advocates a **rigorous and evidence-based approach to economic and managerial sciences**. The faculty teaches and trains students to apply thorough thinking and creative problem-solving to prepare them for tomorrow's work challenges. A Department that offers a vibrant, dynamic, inclusive, and sustainable environment where individual talent is supported and recognized at all career levels.

Research

Multidisciplinary Research spawns a modern educational ecosystem

Research is recognized as a fundamental aspect of the Department's activity. We can count on 93 professors and researchers with different specializations and skills to build an **multidisciplinary disciplinary environment**.

Our staff consistently publishes in top scientific journals. Still, our **primary goal** will be to improve high quality research to be published in the **top-ranking journals selected by the research advisory board** in the following years.

The Department also aims to expand research collaborations with **international partners**. Every year faculty research co-authored with foreign scholars is progressively increasing. Currently, **50%** of our faculty research is **co-authored with foreign scholars**, and one-third of competitive calls won over the previous three years are international. Moreover, scholars of dSEA are members of 31 editorial boards of **international journals**. Before getting published in international journals, dSEA's research outcomes are often included in the Marco Fanno Working Papers

(MFWP) collection: such collection - recorded with an ISSN number - also welcomes high-quality unpublished research papers authored by visiting scholars, seminar speakers, invited authors and research partners.

dSEA is very active in organizing seminars and lectures with speakers from both National and International Universities and will soon be hosting eight conferences of international reputation. In the past five years, close to 150 international speakers have delivered seminars at dSEA.

dSEA is constantly engaged in increasing the capacity of the Department to attract external resources through competitive calls and by collaborating in international projects such as SHARE and national research projects such as PRIN, FSE (Veneto Region) and Cariparo.

All in all, with many flourishing activities, dSEA intends to be a gateway which informs and directly connects with teaching and the third mission.

Teaching

Skilled and Responsible citizens, fostering sustainable and inclusive societies

THE RIGHT BALANCE BETWEEN **ONE** BACHELOR'S AND **FOUR** MSc DEGREES

The **bachelor's program** in Economics and Management comprising 180 credits is **structurally designed to integrate the five scientific fields** of economics, management, law, mathematics, and statistics.

The afore-mentioned disciplines are covered in the first 120 credits, and based on learning experiences; students can choose from six pathways, each comprising 30 credits. The flexible model facilitates the student to start selecting a preferred specialization with transversal themes (problem-solving and sustainability) from their third year (where courses are in English).

The **MSc programs** are specialized courses that require 120 credits to impart **in-depth knowledge** in economics and banking, accounting and finance, management, business consulting, and innovation. As part of our ongoing effort to better prepare our students for tomorrow's workplace, we are reshaping our four existing master's programs into three new ones. These new programs will focus on topics like digitization, sustainability, and the environment. If the processes of checking – at local and national level – will find our proposal well defined and organised, our new masters' programs are going to start in the Academic Year 2023/24.

Professional programs influence dsea ability to improve society

THE ROLE OF PROFESSIONAL MASTERS AND SHORT PROGRAMS

The Department will **strengthen** its current portfolio of professional masters and short programs to **reinforce its commitment to knowledge exchange and dialogue with society** (social impact). We want to measure our success by training early-stage graduates who do not have any or little background in management and economics disciplines with competencies that allow them to be adept at the marketplace (upskilling) and equip them with economic/management background skills to shape their career (reskilling).

Public Engagement

Increasing capabilities and skills in an inclusive manner

HOW DSEA ENGAGES ITS STUDENTS, RESEARCHERS, AND STAFF

dSEA establishes a conscientious and purposeful engagement with its diverse stakeholder base. **A clear and well-defined selection process** governs student admission.

Specific admission criteria such as aptitude tests for undergraduate students, subject-centred admission tests for master students, and individual interviews for Ph.D. students add transparency to the process.

Furthermore, a plethora of **student services and the implementation of inclusive and interactive teaching and learning strategies facilitate an effective learning environment**. Student feedback is used to assess the curriculum, organization, and classroom climate.

For early stage faculty members, **mentoring committees** was established for helping them in developing research and teaching skills. From January 2023 for Full and Associate Professors, **recurring annual one-to-one meetings will be scheduled with one member of the Staff Development Committee, which will include 4 Senior Professors and the HoD**.

For staff, the findings of a survey ("Good Practice"), launched by the University of Padova to investigate the work conditions and job satisfaction, have been thoughtfully considered to implement organizational improvement initiatives. For Faculty and Staff in dSEA, **by the end of 2022, a new survey will be conducted** and results elaborated and used for further initiatives.

The strategic focus is on enhancing dSEA's reputation for conducting innovative research that has a positive influence on society. dSEA plans to increase the size of its network of partners by forging lasting ties with a selection of partners whose work is compatible with dSEA's research foci.

Particular emphasis will be given to collaboration with Economics chapter with which dSEA intends to co-develop Alumni events. dSEA intends to strengthen administrative support for managing third parties and fund raising activities.

Internationalization

Promoting a global hub for learning

HOW TO HANDLE THE INTEGRATION OF INTERNATIONAL AND NATIONAL STUDENTS

Department advances as strategic objectives, **an international mindset, and an inclusive learning environment**. These objectives find their expression in events such as Welcome days and tailor-made services like Orientation Tutoring and Buddies, international workshops and conferences opened to students and practitioners.

Specifically for incoming students, a shared understanding supports them in their adaptation phase, also providing bilingual documents and portals. In recognizing the challenges associated with a diverse student body, a holistic approach is promoted to remove every conceivable barrier. For example, national and international students are given opportunities to study abroad thanks to different programs such as Summer Schools, Double Degrees, Erasmus+ and Overseas exchange. And from 2022 there will be a further increase in the number of courses offered in English in the dSEA program portfolio.

Overall, We want to **create an environment** in which the **mobility of incoming and outgoing students** is **combined** with **internationally distinguished professors and researchers**. The growing trend in **international mobility** is seen as an **opportunity** to strengthen our capability to attract talented international students and international faculty members.

Digitalization

Flexible services, forward technologies

UNIPD was among the first universities in Italy to switch entirely to an **online mode** within just seven days from the beginning of the lockdown.

Significant investments in the latest **infrastructure technologies** have been made to face the challenges of today's situation.

dSEA started **"blended" learning (both online and in presence)**, allowing all students to feel part of our community, even if they are prevented from being with us physically.

Our Department offers high-quality teaching and rapid digital transformation: our professors have been part of a project entitled 'Teaching 4 Learning'. Innovative teaching techniques are not restricted to the use of technology and include a more engaging, direct, and compassionate relationship with students, in line with GDPR guidelines.



GOALS

GOAL 1

To support **excellence in research** through incentivization and internationalization, with specific attention to nurture early stage researchers through mentoring and tailor-made incentives

GOAL 2

To enable students to become global graduates through **student centred learning** experiences and by leveraging upon socially sustainable practices/skills and digital technologies

GOAL 3

To enhance further our commitment towards stakeholders that reflects our values and our **ability to impact society** through connections with practice

GOAL 4

To reinforce a deep commitment to **promote an ethical and responsible Department** as a community that cherishes gender balance, inclusivity and sustainability

KEY ACTIONS: Actions to achieve four goals of dSEA

GOAL 1

KEY ACTIONS:

- 1.1 Continued focus to develop research priorities through **mentoring, monitoring** and **incentivizing faculty** research
- 1.2 Expand international research collaboration by **investing in mobility programs and recruiting new international young researchers**
- 1.3 Increase and **diversify research funding, with a renewed focus on research contribution to sustainability**

GOAL 2

KEY ACTIONS:

- 2.1 Reaffirm our commitment to improve student learning experience by distinctive **teaching approaches**, industry partnerships and student services
- 2.2 Broaden diverse student population by actively pursuing **international accreditation**, partnerships and enhancing the international dimension of the Department
- 2.3 Engage proactively in **upgrading faculty skills** to prepare a technologically adept and knowledgeable student body

GOAL 3

KEY ACTIONS:

- 3.1 Promote a **culture of public engagement** and expand formats and events to **enhance dSEA's reputation with external stakeholders**
- 3.2 Promote initiatives for **research dissemination through opening channels of communication to a broader public**, including support to laboratories
- 3.3 Increase fundraising prospects by including professors in the development of **long-term connections with organizations and businesses**
- 3.4 Advancement of management and economic concepts through a strategy of **lifelong learning and advanced training in practice-oriented certifications**
- 3.5 **Strengthen the relationship with Alumni (like Chapter Economica)** towards continuous collaboration for public engagement and project-oriented activities

GOAL 4

KEY ACTIONS:

- 4.1 **Support and promote student learning, research work, and engagement in ERS themes through ERS internships and events in non-profit activities**
- 4.2 Embed a **culture of mentorship and staff development** that fosters an engaged and responsible community, with attention to gender balance and inclusivity
- 4.3 Incentivize **participation of the community (faculty, staff and students)** on issues of responsibility, sustainability and ethical behaviour

Appendix

Objective 1 Research

1.1 SCIENTIFIC OUTCOME

KPI	2017-19	2019-21	TARGET 2024
Publication's area A Scimago VQR/Total publications dSEA	26%	23%	30%
N. A Scimago VQR/n. of dSEA professors	31%	35%	40%
>= 1 publication for VQR (active / total researchers) (%)	95%	93%	95%

1.2 INTERNATIONAL MOBILITY

KPI	2017-19	2019-21	TARGET 2024
N. of applications from foreign researchers (Post-Doc)	16/71=23%	34/93=37%	40%
Months of outgoing visiting (months/professors)	18/197=0,09	13/201=0,06	0,10/0,15
Months of incoming visiting (months/professors)	23/197=0,12	51/201=0,25	0,30
Min H-index (google scholar) with top 5 incoming speakers/year	28	38,3	40
Incoming visiting international PhD and postdocs*	0	0	15

*Min H-index is currently tracked as a KPI in international mobility as we want to improve the quality of international faculty using H-index as an indicator for incoming speakers at the Department
 *dSEA is initiating a short-term international visiting program exclusively for PhD students and Postdocs. There will be two calls every year for scholarships to attract international scholars.

1.3 FUNDRAISING

KPI	2017-19	2019-21	TARGET 2024
Number of applications to competitive research calls / dSEA professors	33/197=0,17	77/201=0,38	0,40
The success rate of applications	30%	30%	33%
Number of applications to Marie Curie calls	0	2	3

Objective 2 Teaching and Learning

2.1 QUALITY

KPI	2019/21	TARGET 2024
Average duration of studies (years) bachelor	3.2	3.4
Average duration of studies (years) master degrees	2.7	2.5
Core faculty/student ratio	1:24	1:32

*Please take note that the number of enrolled students is rising substantially, and we anticipate potential difficulties in managing large groups.

*The year 2020-21 is the year of reference for different student cohorts: UG starting cohort 2019, MSc starting cohort 2020, professional masters cohort 2021 and PhD starting cohort 2018.

*Core faculty/student ratio: We wish to maintain excellence in order to maintain a respectable student-to-teacher ratio. dSEA's resources are contingent on the number of students enrolled. dSEA anticipates a growth in student enrollment, but we expect to maintain a healthy faculty-to-student ratio.

2.2 TEACHING APPROACHES AND INDUSTRY PARTNERSHIPS

KPI	2017-19	2019/21	TARGET 2024
N. of mandatory internships	400	453	600
International visiting faculty teaching hours	377	220	400
N. of firms and associations for MYF	11	16	20
Career counselling labs	2	6	12
Extracurricular internships	28	27	35
Alumni-student engagement events (live career or other)	8	13	20

2.3 ATTRACTIVENESS

KPI	2017-19	2019/21	TARGET 2024
N. of students enrolled	739	957	920
N. of degree seekers (international enrolled)	42	115	90
N. of incoming students	140	75	175
N. of outgoing students	162	156	200

2.4 INNOVATION AND FACULTY TRAINING

KPI	2017-19	2019/21	TARGET 2024
N. of yearly projects/programs for innovative teaching	2	2	4
% of core faculty participating in training/learning programs	40%	40%	50%

Objective 3

Public engagement

3.1 ENGAGEMENT

KPI	2021	TARGET 2024
N. of faculty members involved in training for skill enhancement on public engagement	0	30
N. of Videos	5	20
N. of podcasts	0	5
N. of views/listener	2,800	3,000
N. of events	20	30
N. of participants to events	1000	1400

3.2 RESEARCH DISSEMINATION

KPI	2021	TARGET 2024
N. of schools involved	0	3
N. of partners involved	5	10
N. of news in the press involving faculty members	10	30
Labs' public engagement initiatives/dissemination activities	10	30

3.3 FUNDRAISING WITH PUBLIC AND PRIVATE FIRMS

KPI	2021	TARGET 2024
N. of faculty members involved in fundraising	14	35
N. of contracts/agreements	26	30
N. of partners	10	15
N. of international partners	1	3
Presence of long-term agreements with outstanding/relevant private organizations and public institutions	Yes	Yes

3.4 LIFELONG LEARNING

KPI	2021	TARGET 2024
N. of advanced training courses	2	3
N. of MOOC	2	4
N. of micro-credentials / open badge	1	3

3.5 ALUMNI

KPI	2021	TARGET 2024
N. of co-developed events for public engagement	0	3
N. of Alumni involved in training and placement - related activities	10	15
Shared projects for public engagement and connection with practices	0	2

Objective 4

Ethics, Responsibility, And Sustainability

4.1; 4.2; 4.3 ERS INITIATIVES

KPI	2021	TARGET 2024
Youth mentoring project (Assistant professors and postdocs)	21	25 -30 (i.e. All young members)
Staff development project	0	55 (All the PA and PO members)
Student internships on ERS issues	0	3
Second hand market events for funding non-profit activities	0	1
Energy saving initiatives	0	1
Continuous dSEA ERS survey for faculty-administrative staff	0	1
Continuous dSEA ERS survey for students	0	1
Gender Balance initiatives	1	4