

QANTUS

Tempus project

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***Structure & Governance Italian
Universities***

Mr. Angelo Musaio, Head of International Relations Service

Structure of the presentation

- **University Governance**
- **Reform of the Italian University system**
- **The Governance architecture at UNIGE**
- **Funding of the Italian Universities**

Main elements of the University management

Autonomy Power to complete itself actions and to give itself own rules, anyway inserted in the general system of the existing ones. E.g. to draw-up its own Statute, General Regulation, Administration handbook; to decide on its own budget; to develop decentralisation of powers and functions.

Policy Distinction between the **Governance or Policy** level (strategic one performed by Academic Council and Administration Board) and the **Management** level (appointed to the General manager and carried out together with managers and administration structure).

Management Internal and external assessment (ANVUR, Evaluation Board, Auditors, Ministry “Good Practice” projects, ...);
Business bookkeeping (Management control properly called; from the financial account to the budget);
Distribution of resources according to indicator systems (from the historical expenditure to the standard costs).

GOVERNANCE FRAMEWORK

The Reform of Italian University Governance

(the complex of relationship between the central government and the single institutions)
so-called “Gelmini reform”, Law n° 240 of Dec. 2010



First feature: Governance

Reform of University “architecture” (Statutes)
Organization based upon instrumental structures
Enhancing of *Accountability*



Second feature : Management

Cost Accounting (instead of financial accounting)
One integrated budget for all the Structures

Main features of the “Gelmini” Reform _ 1

- **Promotion of access of young researchers at academic career**
- **Differences between Academic Council and Management Board**
- **Grants to the students managed by a National Fund instead of the Universities**
- **Increasing of overall (educational, research and management activities) workload for teachers**
- **Financial management by business-oriented accounting**

Main features of the “Gelmini” Reform _ 2

- **External composition of the Evaluation Board**
- **Merging or aggregation between Universities**
- **Teachers Recruitment by national qualification**
- **Internal reorganization of the universities with reduction of Faculties (max. 12)**
- **Stop to the long-standing Rectors (only for one term, max 6 years)**
- **Assessment of the Universities by a new Agency (“ANVUR”)**

The Reform

Governance as a new institutional model, with reference to:

- The decision-making process;
- The composition of governing bodies;
- The reduction of academic self-representation

Reform oriented to:

- True autonomy of University
- Transparency and efficiency
- Responsibility (financial and organizational)
- Responsiveness
- Competitiveness
- Quality
- Evaluation

Reform based upon the following principles:

- **Autonomy and self-government**
- **Responsibility**
- **Quality in research and academic activities**
- **Stronger relationship University / Socioeconomic environment (society, institutions, stakeholders, etc.)**
- **More transparent system of selective incentives**

Governance «Architecture» at UNIGE

- **1st level - Governance boards**
 - Rector, Academic Council or “Senate” (AC), Management Board (MB)
 - Director General
- **2nd level – Central bodies**
 - Evaluation Board, Auditors Board, Students-Teachers Joint Commissions, Equal Opportunities Committee, etc.
- **3rd level - Instrumental Structures**
 - **5 Schools** - coordination and supervision of the academic activities of Departments and of students’ services
 - **22 Departments** - based upon one or more scientific sectors. Institutional core of teaching, organizational units for research / studies / activities on-demand.
 - **Centres and other structures**

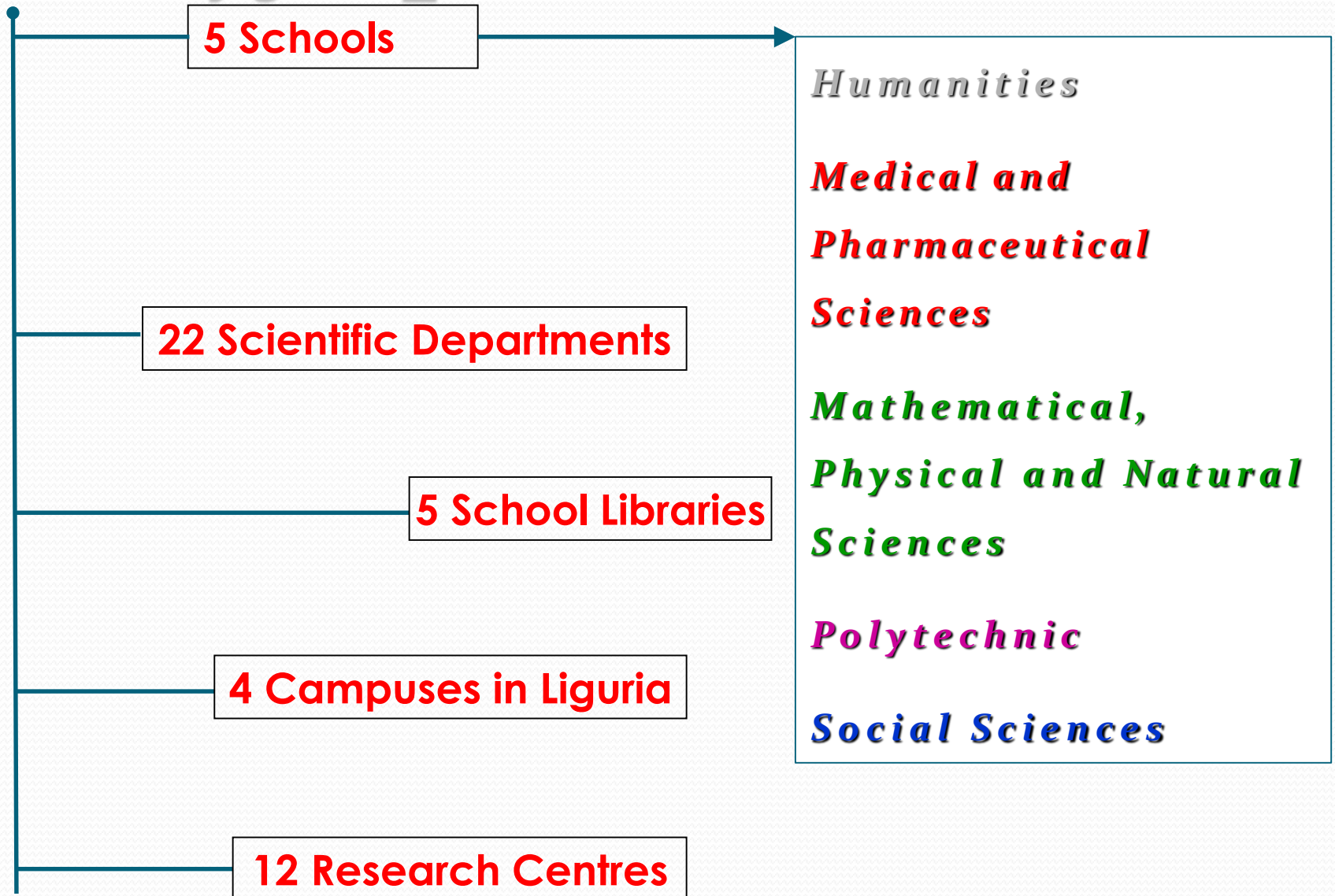
History of the University of Genoa in short



- **1628** - The Jesuit College (founded in 1554) releases its **first degrees** in Arts and Philosophy and in Theology.
- **1862** - The first reform of the just founded Kingdom of Italy awards to Genoa the qualification of University of 2nd level and of 1st level in 1885.
- **1870** - Foundation of the **Royal Naval School** and of the **Royal Institute** for Economic and Commercial Studies. In **1936** they will become Faculties of the Royal University of Genoa.
- **2012** - The existing 11 Faculties of the public University of Genoa merge in 5 Schools in compliance with the national University Reform of December 2010 (new Statute in force since December 2011).



USG in figures_1



● Staff

- 1.341 professors, researchers and lecturers
- 1.413 administrative & technical staff units, 10 managers

● Budget

- approx. 400 million Euros for 2014

● Students

- 5.461 Enrolled students in the A.Y. 2013-2014
- 32.836 Students (updated 30 Sept. 2013), of which 2.781 foreign ones
- 6.293 Graduates (updated 2013)
- 934 Postgraduate Degrees awarded (2013)

● **Teaching offer**

- 126 Bachelor and Master courses
- 26 PhD courses (divided in 14 Schools)
- 55 Specialisation Schools
- 35 LLL (Postgraduate vocational training and continuing education) courses

● **Internationalization**

- 450 Erasmus scholarships to USG students (A.Y. 2014-2015)
- 1.632 Erasmus scholarships for foreign students at USG
- 400 (estimated) Erasmus students at USG (A.Y. 2014-2015)
- 113 Cooperation Agreements with foreign Institutions

Main features of the Reform carried out in UNIGE

- A “light” government to increase competitiveness with reference to quality and efficiency;
- Managerial, effective and transparent procedures;
- AC and MB with separate tasks and functions; different constituencies;
- Reduction of intermediate layers;
- Improvement of the evaluation system and QA.

The Rector

Full professor, elected by professors, by technical-administrative employees and by representatives of students

The appointment lasts six years; eligible for only one full term

Responsible on the University general policy; the chairperson of AC and MB

Direction and coordination of scientific & didactic activities

The Academic Council (“Senate”) - composition

22 members:

- Rector
- 2 professors per each School
- 5 Directors of Departments, one per School, elected by all the Directors
- 2 representatives of technical-administrative staff, elected
- 4 students, elected

Term: 3 years (students: 2 years)

The Academic Council (“Senate”) - tasks

- To elaborate the strategic plan of University
- To define the objectives in didactic and research fields
- To work out evaluation standards of schools
- To deliberate on courses of study
- To express advice on budget.

The Management Board - composition

11 members:

- Rector
 - 4 professors (2 from “technological” area, 2 from “socio-humanistic” area)
 - 1 representative of employees
 - 2 students, elected
 - 3 external experts, appointed by Senate.
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- The members remain in office: 3 years (professors and employees) or 2 years (students) or 4 years (external experts)

The Management Board - tasks

- To decide the University general objectives
- To define the annual programme of activities
- To approve the budget
- To appoint the General Manager
- To allocate HH and financial resources to central administration, schools, departments, etc.
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The Budget

2014 – Incomes (Mil €)

The Budget

2014 – Expenditures (Mil €)

The decision flow of financial resources: top-down and bottom-up

1. Allocation of financial resources proposed by MB to Schools (with AC advice)
2. Departments send proposals to Schools
3. Schools make proposals to MB
4. MB allocates resources to Schools
5. MB allocates resources to Departments

**The same flow is used to assign
academic and administrative staff to
Departments and Schools**

General Manager

- *Director-General* is responsible for the overall administration and organization of services, instrumental and HHRR (technical-administrative staff) according to the planning of Management Board

FINANCING OF THE ITALIAN UNIVERSITIES

Sources

- Transfers from Government
- Tuition fees from students
- Self financing (fund-raising)

From Government

- FFO
- Building Fund (by Agreements with local Authorities and Institutions)
- Development Plan Fund
- “PRIN”: research projects of national interest

FINANCING OF THE ITALIAN UNIVERSITIES

FFO composition

- **Basic quota**
Calculated in accordance with the historical expenditure
- **Re-balancing quota**
Calculated by concomitant decreasing of the basic quota and increasing, year by year, of this quota (at the moment 7%).
Shared according to the Ministerial performance indicators

UNIVERSITY SYSTEM DEVELOPMENT FUND

The Ministry decides the guidelines of the three-year strategic plan that every University has to prepare.

The Ministry carries out an “ex-post” assessment of the qualitative and quantitative results’ indicators.

The System Development Fund is distributed among the Italian Universities on the basis of the results of the assessment.

INDICATORS REGARD FIVE AREAS:

- 1. Study programmes developed in compliance with the minimum requirements in terms of structural and human resources***
- 2. Results of scientific research development***
- 3. Support and improvement of services and interventions in benefit of students***
- 4. Internationalization programmes***
- 5. Planning of academic & technical-administrative staff recruitment***

International dimension of the SPs: the organizational framework

TWO SERVICES AT MAIN ADMINISTRATION LEVEL:

- **International Mobility Service.** Management of the institutional mobility both “outgoing” and “incoming”, i.e. grants in benefit of Member States’ students, including students’ career management (learning agreements, credits transcripts, diploma supplements ...)
- **International Relations Service.** Participation, development and carrying out of projects of:
 - international mobility involving both MSs and PCs;
 - exchange of expertise on governance, university management, innovation & technology transfer, ...
 - intensive postgraduate training delivered both to universities and to other institutions.
- The Service directly takes care of calls, making of application and projects coordination.

International dimension of the SPs: the organizational framework

Each Department is competent for designing the International Joint study-programmes (mainly Master and PhD Courses) according to the Quality Rules settled by the Ministry provisions.

The Department appoints its own teaching staff with International Educational Tasks and Training Initiatives, with work-load compatible with institutional activities.

The Department directly participates to joint projects of International Research (e.g. former FWP, now Horizon 2020).

The Schools are competent for the Evaluation Process and Quality Assessment by its own institutional Board.

Tempus projects co-financed and implemented by the University of Genoa since 1996

| CALL | Kind | Project number and title | USG role | Main PC beneficiary |
|------|-------|--|------------|--|
| 1995 | T_JEP | 10042 - 1995 Méditerranée - Mer Noire: Programme Richelieu | Partner | Ukraine |
| ... | ... | | | |
| 2012 | JP | 530620-TEMPUS-1-2012-1-IT-JPCR «"Green Master" in Innovative Technologies for Energy Saving and Environmental Control for Russian Universities, involving Stakeholders» | Contractor | Russian Federation |
| 2012 | JP | 530385-TEMPUS-1-2012-1-AZ-JPCR «CURDEUS - Curriculum Development and Capacity Building in the field of EU Studies» | Partner | Azerbaijan |
| 2012 | JP | 530326-TEMPUS-1-2012-SMGR «Quality of Engineering Education in Central Asia - QUEECA» | Partner | Kazakhstan / Kyrgyzstan / Tajikistan / Uzbekistan |

| CALL | Kind | Project number and title | USG role | Main PC beneficiary |
|------|------|---|-------------------|--|
| 2013 | JP | 543713-TEMPUS-1-2013-1-ES-JPHES «Moderniser la formation sur les Energies Renouvelables (ER) au Maghreb: Transfert de l'expérience UE» | Partner | Algeria, Morocco, Tunisia |
| 2013 | SM | 544405-TEMPUS-1-2013-1-AT-SMHES «Validation of non-formal/informal learning in Russian Higher Education» | Partner | Russian Federation |
| 2013 | SM | 544524-TEMPUS-1-2013-1-PL-SMHES «Qualifications Frameworks for Environmental Science at UA Universities» | Partner | Ukraine |
| 2013 | JP | 544517-TEMPUS-1-2013-1-IT-JPHES «Centre for the Third Age Education» | Contractor | Azerbaijan, Russian Federation, Ukraine |
| 2013 | SM | 543727-TEMPUS-1-2013-1-IT-SMGR «On-line Quality Assurance of Study Programmes» | Contractor | Russian Federation |

| CALL | Kind | Project number and title | USG role | Main PC beneficiary |
|-------------|-----------|--|----------------|--|
| 2013 | SM | 544125-TEMPUS-1-2013-1-AM-SMGR «Promoting Internationalization of HEIs in Eastern Neighborhood Countries through Cultural and Structural Adaptations» | Partner | Armenia / Belarus / Georgia / Ukraine |



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Governance as a new institutional model, with reference to:

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THANKS FOR YOUR ATTENTION!

MORE INFO ABOUT UNIVERSITY OF GENOA:

<http://www.unige.it/internationalstrategies/index.shtml>

<intstrat@unige.it>

