

dSEA STRATEGIC PLAN 2025–2028

Connecting with society beyond Academia: building lasting and meaningful impacts

Message from the Head of the Department (HoD)

Since 2022, the Department of Economics and Management “M. Fanno” (dSEA) has undertaken a strategic planning process aimed at defining clear and measurable objectives to guide its strategic choices, foster internal sharing, and establish an ex post assessment framework to identify corrective and improvement actions.

Within this process, the Department approved its first two Strategic Plans for the periods 2022–2024 and 2025–2027. In 2025, the University of Padua also launched a University-wide strategic planning process, which initially led to the formulation of a central Strategic Plan for the period 2026–2028, followed by a request for each department to develop its own strategic plan for the same period.

In response to this new institutional framework, the present document extends by one year (to 2028) the Strategic Plan voluntarily developed by the Department for 2025–2027, ensuring alignment with the University’s strategic planning process.

The current document maintains the same vision, mission, and strategic objectives defined for 2025–2027, as these were developed collegially and reflect a shared perspective within the Department. However, also in light of the recent change in departmental leadership and the appointment of a new senior management team, the set of indicators has been updated. This revision aims to enable the University to effectively monitor progress towards its own strategic goals and to clearly distinguish between department-specific KPIs and those overlapping with the University’s KPIs .

The core pillars of our strategic orientation remain those originally identified:

- * Creating an inclusive and stimulating academic environment
- * Contributing to sustainable development through research and innovation
- * Promoting integrity in research and academic activities
- * Enhancing knowledge transfer to society and industry
- * Fostering transdisciplinary collaborations

The entire dSEA community is committed to making these objectives an integral part of the Department’s daily activities.

Sincerely,
Michele Fabrizi
Head of Department

Competitive position and SWOT analysis

The University of Padova consists of 32 departments, with dSEA being the youngest, established in 1989. Since 2012, the Department of Economics and Management (henceforth dSEA) has consistently ranked in the top positions among Italian Universities (**CENSIS** ranking) in terms of overall quality. The ranking considers criteria such as the quality of teaching, students' placement and excellence in research.

dSEA is one of the 200 best departments in the world in Economics and Econometrics, according to the **QS** World University Rankings, which internationally measures the quality of the university system.

In 2018 and again in 2022, the Italian Ministry of University and Research (MUR) recognised dSEA as a "**Department of Excellence**" with an extra budget of € 6.5 million for five years. This funding line aims to identify and finance, every five years, the best 180 Departments of Italian public universities that stand out for the quality of their research and the ambition of their development projects.

The following SWOT analysis reveals that dSEA has significant strengths, including its strategic position in CENSIS national ranking (for the bachelor's degree), the recognition as a Department of Excellence, the awarded Equis Accreditation in 2023 and its innovative recent English-taught programmes. Moreover, the Department benefits from the strong relationships that faculty has cultivated over time with companies, associations, and institutions, often through internship collaborations. However, it also faces challenges such as limited presence in top generalist journals and faculty internationalisation.

dSEA's growing size and organizational complexity require a strong management and administrative effort by faculty and professional services and this presents an opportunity for organisational development. Another opportunity lies in the new educational offerings at the undergraduate level: working groups are already constantly collaborating to develop innovative programmes that will enhance the department's portfolio. However, dSEA must also navigate threats. The demographic decline is expected to lead to a reduction in the number of enrolments. Competition is intensifying, not only from traditional universities, but also from online ones. The ongoing technological revolution, especially Artificial Intelligence, is likely to create new jobs, necessitating a continuous updating and review of both undergraduate and postgraduate programmes. Additionally, the Department will be required to constantly adapt its teaching methods and students' services to these technological advancements.

Swot analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ● Equis Accreditation ● Department of Excellence ● Ranking TrEC, three MSc in English (on digital and sustainability), innovative teaching ● Stakeholders network (alumni, International Master in collaboration with CUOA), visibility in society 	<ul style="list-style-type: none"> ● Limited presence in top generalist journals ● Limited faculty internationalisation ● Limited participation to international grants calls
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ● Organizational development for sustaining Department's growth ● New educational offering (bachelor) for addressing competition and technological advancements 	<ul style="list-style-type: none"> ● Demographic decline and technology (AI) ● Competition in the job market (attraction & retention) ● Competition from traditional and virtual universities

Accomplished objectives and emerging goals

The 2022-2024 Strategic Plan aimed to foster synergies between the fields of economics and business, promoting greater collaboration and integration across these areas to drive innovation and excellence. The table below highlights the percentage of target achievement for each of dSEA strategic objective for 2022-24:

Objective	Detailed objective	% target achievement
1 RESEARCH	SCIENTIFIC OUTCOME	89%
	INTERNATIONAL MOBILITY	91%
	FUNDRAISING	95%
2 TEACHING AND LEARNING	QUALITY	96%
	TEACHING APPROACHES AND INDUSTRY PARTNERSHIPS	98%
	ATTRACTIVENESS	100%
	INNOVATION AND FACULTY TRAINING	88%
3 PUBLIC ENGAGEMENT	ENGAGEMENT	100%
	RESEARCH DISSEMINATION	100%
	FUNDRAISING WITH PUBLIC AND PRIVATE FIRMS	65%
	LIFELONG LEARNING	92%
4 ERS	ALUMNI	100%
	ERS INITIATIVES	89%

In **research**, dSEA has made significant strides although not all targets were fully achieved. The Department has shown substantial progress in international mobility, successfully attracting international visiting scholars, facilitating researcher exchanges (mainly incoming), and enhancing the quality of visiting scholars. Regarding fundraising, dSEA met its targets for the success rate of applications and the number of applications to Marie Curie calls. However, the number of applications to competitive research calls fell slightly short of the goal. In terms of scientific output, dSEA presents mixed results. While successfully achieving its target of having 95% of researchers with at least one publication for VQR, the department fell short in two key metrics: the proportion of publications in Scimago VQR Area A and the ratio of such publications to the number of faculty. These results indicate room for improvement in producing top-tier publications.

The quality of **teaching** at dSEA continues to maintain high standards, particularly evident in the faculty-student ratio. This contributes to a more interactive and engaging learning environment positively impacting graduation times, mainly in the case of undergraduate students. dSEA teaching and learning initiatives have excelled, marked by significant improvements in industry partnerships and a notable increase in international faculty involvement. dSEA has also enhanced its appeal to students, both locally and globally, solidifying its position as an attractive destination for higher education. The presence of alumni at events dedicated to students continues to grow. dSEA reaffirms its commitment to innovative teaching by pledging to fund at least one ground-breaking educational project each year.

dSEA **public engagement** efforts have been remarkably successful: faculty involvement in skill enhancement training for public engagement has reached its target, and media presence has expanded significantly. Moreover, dSEA organized numerous events doubling the number of participants compared to previous figures, further demonstrating its commitment to engaging with the wider community. The Department also strengthened ties with schools and increased the number of agreements and partners,

showing strong engagement with external organizations and professionals. There is, however, room for improvement in faculty involvement in fundraising and international partnerships. Results in lifelong learning indicate a successful focus on expanding opportunities, particularly in traditional advanced training courses and newer forms of teaching activities like micro-credentials and open badges. Alumni engagement has emerged as a standout success, significantly enhancing public outreach efforts. In the area of **Ethics, Responsibility, and Sustainability (ERS)**, dSEA has made significant progress successfully launching staff developments projects, student internships focused on ERS issues, energy-saving measures, ERS surveys for faculty, administrative staff and students, and advanced gender balance initiatives. These accomplishments underscore the department's dedication to professional development, environmental responsibility, and creating an inclusive academic environment.

Looking ahead, **the new 2025-2028 Strategic Plan** focuses on building connections and creating meaningful impacts beyond academia. dSEA's goal is to strengthen partnerships with industry, government, and society, ensuring that research and teaching efforts have significant positive effects and contribute to advancing knowledge and societal progress.

Vision

A Department of choice for high-quality **students** interested in a stimulating learning environment, scholars interested in pursuing quality and impact in research, and **employees** and **society** interested in an inclusive and respectful working environment and relationships.

Three-fold Mission

dSEA aims to realise its vision for the next few years, strengthening the quality of research, teaching, **and public engagement**. We believe that such strengthening is likely to be achieved by acknowledging that we are a community of students, faculty, and staff embedded within **a larger system of relations** with organisations, institutions and individuals.

RESEARCH - Quality and impactful research can be realised both attracting high quality scholars and creating a supportive environment for all the faculty members, removing obstacles to research activities (in particular, for young scholars), and stimulating research transdisciplinary.

TEACHING AND LEARNING - A stimulating learning environment can be strengthened both attracting high-quality students and continuously adjusting educational programmes to the needs of organisations, institutions, and individual professionals. An inclusive and respectful working environment is valorised by supporting merit, individual development, responsibility and diversity.

VALORIZATION OF KNOWLEDGE—A core pillar alongside teaching and research, dSEA will focus on knowledge transfer and sustained engagement with external stakeholders to advance society's economic, social, and cultural development. It pursues two main goals—boosting dSEA's public visibility beyond academia and strengthening or expanding partnerships (including with non-profits) to broaden our institutional network

KEY AREAS OF DEVELOPMENT

RESEARCH

Research is a cornerstone of dSEA's mission. The Department fosters a multidisciplinary environment where high-impact research thrives. The faculty consistently contributes to leading scientific journals. The Department's primary goal is to further raise the quality of research, with a focus on increasing publications in top-tier journals as recommended by the internal research committee for the coming years.

The Department is deeply committed to strengthening international research collaborations, which have grown steadily. Currently, 50% of faculty's research is co-authored with scholars from abroad, and one-third of the competitive grants awarded over the past three years are international. Furthermore, dSEA faculty members hold positions on the editorial boards of many international journals, reflecting their influence in the global academic community.

dSEA is also a hub for academic exchange, actively hosting seminars and conferences. Over the past five years, the Department has welcomed nearly 150 international speakers and continues to host prestigious international conferences.

Additionally, the focus on securing external funding continues to grow as faculty members participate in both national and international projects. These include SHARE, PNRR (NRRP, National Recovery and Resilience Plan), ERC (European Research Council), PRIN (Projects of Relevant National Interest), FIS (Italian Science Fund), FSE (European Social Fund, Veneto Region), and funded by foundations such as Fondazione Cariparo (Fondazione Cassa di Risparmio di Padova e Rovigo). This dynamic research environment enriches teaching and supports the third mission, positioning dSEA as a bridge for impactful academic and community partnerships.

TEACHING

dSEA currently offers one bachelor's programme and three MSc programmes. The bachelor's programme in Economics and Management consistently ranks among the top 5 bachelor programmes offered by public universities in Italy. It is an interdisciplinary programme designed to integrate the scientific fields of economics, management, law, mathematics and statistics. The disciplines mentioned above are covered during the first two years of the programme. Subsequently, students can choose from six "tracks", offering courses focused on the following topics: Accounting, Finance and Information Systems; Banking and Financial Institutions; Law and Consulting; Economics, Market and Institutions; International Business; Management and Marketing. This flexible model allows for building a solid interdisciplinary foundation in first and second year, followed by a specialisation in the third year, where courses are taught in English.

The necessity to align dSEA MSc programmes with the evolving demands of the job market prompted a comprehensive overhaul of the previous offer, initiated in November 2021 and fully implemented in the 2023-2024 academic year. This restructuring involved a shift from four to three distinct English-taught master's programmes: master's degree in Accounting, Finance and Business Consulting (MAFiB), master's degree in Applied Economics (MAE), master's degree in Management for Sustainable Firms (MASFi). The new programmes are enriched with innovative content and characterised by a multidisciplinary perspective.

In particular, they will delve into 1) data analytics, focusing on utilising digital technologies for data extraction, synthesis, and decision-making, and 2) sustainability, exploring how economic, environmental, and social factors drive competitiveness in businesses and institutions. Such contents are delivered through innovative teaching methodologies (e.g. projects co-developed with companies) encouraging student engagement and interaction. These methods aim to facilitate the development of soft skills such

as problem-solving, teamwork, and critical analysis, preparing graduates to navigate the complexities of decision-making in an increasingly sustainable world.

dSEA Strategic Plan intends to consolidate such development toward internationalisation, innovation in teaching, and educational content to support students in their professional growth and enhance their employability. In particular, dSEA wants to create conditions that allow students to acquire new knowledge and skills in a learning environment which is inclusive and respects diversity. This goal is primarily achieved by attracting high quality students at national and international levels to create intellectually stimulating classes: learning occurs not only through acquiring concepts conveyed by the lecturer and/or individual study but also through interaction with peers.

VALORISATION OF KNOWLEDGE: THIRD MISSION AND SOCIETAL IMPACT

The third mission, alongside teaching and research, represents a complementary element of dSEA Strategic Plan. It focuses on knowledge transfer and interaction with external stakeholders, aiming to directly contribute to society's economic, social, and cultural development. Enhancing academic knowledge through a continuous and constructive dialogue between universities, businesses, institutions, and citizens is essential. The Third Mission focuses on two primary goals: *enhancing public visibility* and *strengthening relationships with organizations*.

Enhancing public visibility means increasing awareness of dSEA's activities beyond the academic sphere and contributing to public discussions on topics of broad interest. Meanwhile, the second goal aims to strengthen existing partnerships and explore new collaborations, including those with non-profit organisations. Through these initiatives, dSEA will expand its network beyond academia, creating and strengthening institutional relationships.

CROSS-CUTTING ENABLERS: TRANSDISCIPLINARITY AND ETHICS, RESPONSIBILITY AND SUSTAINABILITY (ERS)

In addition to the three traditional pillars, the Department continually embraces new **key challenges**, which in the current strategic plan primarily focus on the cross-cutting themes of Transdisciplinarity and ERS.

Transdisciplinarity represents a new challenge for dSEA faculty and staff, aiming to translate our vision of "Connecting with Society Beyond Academia: building lasting and meaningful impacts for the coming years" into concrete actions.

A transdisciplinary approach manifests in interdisciplinary research projects, joint teaching programmes with departments operating in different disciplines, and partnerships with professionals, companies and public institutions to tackle real-world challenges such as sustainability, digital transformation, or economic inequality. Examples of transdisciplinary projects involving dSEA faculty and staff include:

- In teaching, dSEA is designing and developing two new bachelor's programmes, taught entirely in English, aimed at enhancing students' employability with a specific focus on digital transformation and economic equality.
- In research, the Strategic Plan suggests a specific objective "Interdisciplinarity and transdisciplinarity of research", aimed at measuring funds collected in interdisciplinary and transdisciplinary research projects.
- In third mission activities, a key objective concerns the development of the network of relationships with professionals, companies and institutions.

ERS values and actions remain central to dSEA's mission, as one of the key objectives of the strategic plan for 2022-2024. The Department is committed to creating a diverse and welcoming academic community

through various initiatives, conveyed mainly through the activities of the ERS Committee. DSEA organizes its ERS framework around three core themes, collectively referred to as IDEE: Inclusiveness & Diversity; Environment; and Ethics. Each theme is implemented across four operational dimensions that represent DSEA's main areas of activity (Governance; Education; Research; Community Engagement). The ERS Policy Statement provides a complete overview of the IDEE commitments across the four areas.

Initiatives that ensure equity and inclusivity for all members include an annual comprehensive questionnaire to assess the perception of faculty and administrative staff regarding organizational climate and equity of treatment, as well as a permanent and mandatory survey on discrimination and harassment directed at all graduating students. Additionally, the ERS Committee organizes various awareness-raising events on topics of equity, inclusion, and non-violence, such as "The Red Chair" on the International Day for the Elimination of Violence against Women. Our research investigates issues related to inequality, gender gaps, labor inclusion, migration, discrimination, and intergenerational divides.

Environmental sustainability is integrated across DSEA's programs through courses such as, for example, in environmental economics, sustainable management, and corporate sustainability reporting. The Master's Degrees in Management for Sustainable Firms and Applied Economics include dedicated courses covering topics on environmental economics and sustainability. DSEA promotes sustainability awareness through initiatives that connect education, art, and community engagement. A recent project involved high school students in creating a mural at the Department's main building, illustrating the link between art and sustainability while enhancing the quality of shared spaces and fostering collaboration between the Department and students. dSEA has been awarded the Department of Excellence (2024–2027) recognition for its project "Measurement and Valuation of Actions and Strategy for Sustainability – MIVASS", which promotes scientific initiatives that extend beyond academia to design and evaluate environmental, social, and fiscal sustainability strategies.

DSEA upholds the University of Padua's Code of Ethics, ensuring transparency, integrity, and accountability in all decision-making processes. Courses in business ethics, behavioral economics, and corporate governance train students to identify and manage ethical dilemmas in professional and organizational contexts. A new course, Ethics in Finance, has been introduced through a partnership with Banca Etica, which also funds research projects on ethical finance. Past initiatives have included public seminars on corruption prevention, corporate responsibility, and ethical finance. The Department plans to establish an "Ethics in Practice Forum" to bring together scholars, policymakers, and practitioners for dialogue and exchange on ethical challenges in economics and management. DSEA is the first Department of Economics and Management in Italy to participate in Replication Games — open to faculty, PhD, and master's students — promoted by the Institute for Replication, a non-profit organization fostering best practices in ethical and reproducible research in the social sciences.

Transdisciplinarity and ERS themes are integrated across the goals and objectives outlined below.

GOALS

RESEARCH

Goal R1: Enhancement of the internationalisation of research

Goal R2: Strengthening of research quality

Goal R3: Supporting career development of researchers

TEACHING

Goal T1: Enhancement of dSEA learning environment

VALORISATION OF KNOWLEDGE: THIRD MISSION AND SOCIETAL IMPACT

Goal I1: Enhancement of dSEA visibility in society

Goal I2: Partnerships and engagement with organisations

RESEARCH

GOAL R1: Enhancement of the internationalisation of research

OBJECTIVE R1.1 Improvement of dSEA's reputation

KEY ACTIONS: To enhance the visibility of dSEA researchers within the international research community, we will encourage participation in scientific society activities, increase the number of leadership roles on the boards of academic journals and scientific societies and host international conferences and workshops. Moreover, to enhance the internationalisation of the faculty, we will invite highly cited researchers with strong international visibility to deliver lectures and workshops, collaborate on research projects, and potentially spend visiting periods at dSEA. These incoming visits will be supported by dSEA funds. Additionally, we will focus on recruiting researchers who have completed their PhDs or post-docs at prestigious universities, especially those at the top of QS rankings.

OBJECTIVE R1.2 Enhancement of the attractiveness of dSEA in international job markets

KEY ACTIONS: To enhance international appeal in recruitment, we will broaden dSEA's openness to foreign candidates, boost participation in global events, and foster a welcoming environment for international researchers.

OBJECTIVE R1.3 Increase the fundraising activity at the international level

KEY ACTIONS: To increase the fundraising research activities, dSEA will propose actions to support faculty members in their effort to develop knowledge about the fundraising programmes and stimulate them to participate actively. To stimulate the participation of faculty members in fundraising programmes, dSEA aims at refining internal departmental goals and incentive systems that reward faculty for submitting qualified proposals and informing for opportunities to participate in national and international evaluation panels.

GOAL R1 - internationalization of research

Objective		KPI	BASELINE	TARGET
Dept	R1.1	Faculty participation to editorial boards of journals CABS-AJG 3, 4 and 4* (DOR - Management Journal List) and A, A* and A** (DOR - Economics Journal List)	N/A	=+5%
Dept & Uni	R1.1	N. of weeks incoming visiting scholars/ n. of core faculty	1,34	1,5
Dept & Uni	R1.1	N. of weeks outgoing visiting scholars/ n. of core faculty	0,33	0,38
Dept & Uni	R1.1	Percentage of scientific seminars held by scholars with international affiliation	75%	75%
Dept	R1.2	N. of not-Italian faculty members (Tenured Track + Tenured)	2	3
Dept	R1.3	Success rate of international grant applications	18,84%	30%
Dept & Uni	R1.3	Percentage of faculty who has submitted a grant application to a national or international competitive call during 2025-2028	39%	45%

GOAL R2: Strengthening of research quality

OBJECTIVE R2.1 Improvement of research output quality

KEY ACTIONS: To reduce the number of scholars with no research outputs (e.g., “non-active” scholars) we will implement a periodic monitoring system to identify less active researchers and establish support mechanisms such as mentorship and personalised development plans to encourage the resumption of research activities, including some dedicated funding for personal development.

Peer mentoring programmes can be introduced in the VQR context to enhance the quality of researchers with medium-to-low productivity. These programmes pair high-productivity senior researchers with those producing less to promote knowledge sharing and effective publication strategies.

Further, regular seminars featuring prestigious international speakers will be strengthened to consolidate seminar activities, promote engagement from faculty, researchers, and students, and offer specialised seminars on cutting-edge research methodologies. In this instance, dSEA aims to leverage the attractiveness of LEM (Lab of Economics and Management) by providing experimental sessions to internal and external scholars, increasing opportunities for scientific collaborations.

OBJECTIVE R2.2 Interdisciplinarity and transdisciplinarity of research

KEY ACTIONS: To strengthen interdisciplinarity and transdisciplinarity dSEA will foster collaboration among researchers from different fields, strengthening ties with the non-academic world, and building enduring structural and cultural support. For this purpose, several actions are planned: first, we will increase scientific collaborations with researchers outside the business-economics field. This can be achieved by encouraging research projects that involve diverse disciplines, such as economics, engineering, social sciences, and medicine. Facilitating networking through digital platforms, regular meetings, or "speed networking" events will help researchers from different departments connect and explore common research opportunities. Additionally, co-design workshops will foster interdisciplinary projects by bringing researchers together to address global challenges like sustainability or digitalisation. Scientific collaborations with non-academic entities, such as companies, public bodies, non-governmental organisations, and international institutions, will also be promoted. These partnerships can apply academic research to practical problems, enriching academic perspectives and external collaborations. Establishing research projects that include non-academic participants and participating in joint funding calls, such as Horizon Europe projects, will provide further opportunities for transdisciplinary collaboration. The same activities will also improve the chance for dSEA to engage with society (see the section “Valorisation of knowledge: Third Mission and Social Impact”).

PhD programmes can support interdisciplinarity and transdisciplinarity through joint supervision between different departments, allowing students to develop research that combines diverse perspectives. Interdisciplinary workshops and summer schools for doctoral students will encourage an open mindset early in their careers.

Goal R2 - Research quality

Objectives		KPI	BASELINE	TARGET
Dept	R2.1	Publication CABS-AJG 3, 4 and 4* / Total dSEA management publications (DOR - Management Journal List)	38% (2023)	50%
Dept	R2.1	Publication A, A* and A** / Total dSEA economics publications (DOR - Economics Journal List)	30% (2023)	40%
Dept & Uni	R2.1	Publication's ranking A ANVUR/Total publications dSEA	65%	68%
Dept & Uni	R2.1	Percentage of faculty with at least one publication in CABS-AJG 3, 4 and 4* or dSEA-ECON list A, A* and A**	65%	70%
Dept & Uni	R2.1	Percentage of faculty with at least one publication in CABS-AJG 4 and 4* or dSEA-ECON list A* and A**	33%	38%
Dept	R2.2	Funds raised for interdisciplinary and transdisciplinary projects (involving also non-academic actors as partners)	€442,945	+5%

GOAL R3 Supporting career development of researchers

OBJECTIVE R3.1 Balance between high-quality output and national requirements for tenure track

KEY ACTIONS: dSEA will help its young researchers with their career development. To this goal, dSEA will reinforce the junior mentoring program, it will assist junior researchers who plan publications in internationally renowned academic journals and apply for competitive and prestigious academic grants, and it will reward excellent academic output. While providing an environment that values international academic excellence, dSEA will also ensure that its researchers satisfy requirements for career progresses within Italian academia.

GOAL R3 - Career Development

Objectives		KPI	BASELINE	TARGET
Dept & Uni	R3.1	Percentage of core faculty hired or promoted in the period that has published at least one article in a A**, A* o A DSEA ECON or CABS 4*, 4 o 3 journal	77%	85%

TEACHING

GOAL T1: Enhancement of dSEA learning environment

OBJECTIVE T1.1 Promote an inclusive culture

KEY ACTIONS: The first objective aims to strengthen intercultural and intergenerational integration among students and faculty, essential for internationally focused, digitalized, and sustainable educational programmes in management and economics. By fostering an inclusive environment, dSEA's educational programmes prepare bachelor and graduate students to navigate diverse global markets and encourage respectful, effective cross-cultural collaboration. Through Diversity & Inclusion training and other activities, students and faculty gain critical skills for today's interconnected world. These initiatives

support social sustainability by creating an equitable academic environment that respects and values all cultural backgrounds, ensuring a well-rounded and responsible professional development path.

OBJECTIVE T1.2 Attraction of high-quality students at the national and international level

KEY ACTIONS: By promoting dSEA programmes, both in synergy with the University of Padova's larger aim and with customised actions, the department will reach a broader audience and attract highly qualified students locally and globally.

OBJECTIVE T1.3 Enhancement of faculty skills and investments in teaching

KEY ACTIONS: To enhance faculty skills and investment in teaching, dSEA should support actions that promote innovative teaching efforts. In particular, by making faculty participation in training on innovative teaching a prerequisite for accessing funds dedicated to innovative teaching initiatives, dSEA can ensure that faculty are equipped with the latest pedagogical instruments and strategies. This approach not only fosters professional development but also enhances the impact of these funds by supporting projects led by faculty trained in effective, cutting-edge teaching methods. In addition, by supporting faculty participation in University funds for innovative teaching, dSEA can build a strong foundation for pedagogical excellence that aligns with University funding priorities, which tend to support experimental approaches. This consolidation encourages faculty to pursue innovative methods that can be continually refined and scaled, ultimately enhancing the quality of teaching and learning experiences.

OBJECTIVE T1.4 Improvement of dSEA's position in Italian education rankings

KEY ACTIONS: To improve dSEA's position in Italian education rankings, the communication and promotion of dSEA educational offers are key actions. Highlighting and promoting dSEA's unique qualities—such as being part of a major university, the rich economic landscape of northeast Italy, and substantial employment opportunities — can enhance the school's reputation. By effectively communicating these distinctive features, dSEA can attract students who value these unique benefits, improving the school's overall profile and appeal in rankings. In this instance, engaging external services to analyse dSEA's strategic positioning through annual surveys with students and stakeholders may enable dSEA to gather valuable insights into educational trends, industry needs, and programme strengths.

OBJECTIVE T1.5 Consolidation and strengthening of relationships with international universities

KEY ACTION: To consolidate and strengthen relationships with international universities, dSEA's focus may be on expanding and enhancing collaborative academic programmes that engage students and faculty across borders. Specifically, increasing the number of double degree programmes with partner institutions will give students the unique opportunity to earn degrees from both the University of Padova and renowned international partners, thereby improving their employability and global competence. Scholarships and other financial aid opportunities will also be prioritised to make these programmes accessible to a broader range of students, ensuring that financial constraints do not hinder participation. In addition to double degree programmes, we aim to consolidate the actual international education offering and expand it by building collaborations with international universities to develop short-term, immersive programmes. These initiatives will allow students and faculty to engage in intensive courses, fostering cultural exchange and academic growth.

OBJECTIVE T1.6 Improvement of the PhD programme

KEY ACTIONS: The PhD programme is a well-established initiative within dSEA. However, increasing national and international competition for top students and the lack of national financial resources for doctoral scholarships is making its sustainability increasingly challenging. For this reason, it is crucial to support students throughout their PhD journey and establish partnerships with national and international universities to provide exchange opportunities for doctoral students.

GOAL T1: ENHANCEMENT OF dSEA LEARNING ENVIRONMENT

Objectives		KPI	BASELINE	TARGET
Dept & Uni	T1.1	Equal treatment assessment (*)	77%	85%
Dept	T1.1	% of faculty and staff members getting at least one Open Badge	N/A	50%
Dept & Uni	T1.2	Percentage of international students enrolled (degree seekers, e.g. with prior degree from abroad)	28%	36%
Dept & Uni	T1.2	Percentage of students enrolled in the II year of the same educational programme getting at least 40 CFU during the I year	69%	76%
Dept & Uni	T1.3	Percentage of courses with innovative and digital learning techniques	55%	68%
Dept	T1.4	CENSIS position Bachelor & MS programmes	4 & 7	3 & 6
Dept	T1.5	N. of incoming and outgoing students (exchange programmes)	215 and 210	230 and 220
Dept	T1.5	N. of partner universities for international exchange programmes	70	75
Dept & Uni	T1.5	N. of Double Degree Programs	2+2	2+4
Dept	T1.6	N. of UniPD PhD scholarships	5	6
Dept & Uni	T1.6	Percentage of completed PhDs who have spent at least three months visiting an international institution	56%	70%

*(Source: Survey on Ethics, Responsibility and Sustainability delivered to students - Question on "Perception of students' equal treatment by faculty members")

VALORISATION OF KNOWLEDGE: THIRD MISSION AND SOCIETAL IMPACT

The **third mission**, alongside teaching and research, represents a complementary element of the dSEA strategic plan. It focuses on knowledge transfer and interaction with external stakeholders, aiming to directly contribute to society's economic, social, and cultural development. Enhancing academic knowledge through a continuous and constructive dialogue between universities, businesses, institutions, and citizens is essential. The Third Mission focuses on two primary goals: *enhancing public visibility* and *strengthening relationships with organizations*.

Public visibility means increasing awareness of dSEA's activities beyond the academic sphere and contributing to public discussions on topics of broad interest. Meanwhile, the second goal aims to strengthen existing partnerships and explore new collaborations, such as those with non-profit organisations. Through these initiatives, dSEA will expand its network beyond academia, creating and strengthening institutional relationships.

GOAL I1: Enhancement of dSEA visibility in society

OBJECTIVE I1.1 Strengthening of dSEA public relationships and scientific dissemination

KEY ACTIONS: Enhancing dSEA's visibility in society is vital for several reasons, including strengthening its reputation among stakeholders, fostering community engagement, expanding opportunities for graduates and alumni, encouraging funding and partnerships, amplifying research impact, reaching broader audiences, influencing policy, and supporting the University's overarching mission. Several

initiatives may be undertaken to achieve this, such as events that highlight dSEA’s achievements and features to a diverse audience of stakeholders. Other initiatives may involve high schools. Engaging with high school students and educators through easily replicable activities can ensure consistent outreach and foster long-term connections, which are crucial for dSEA’s future. In addition, enhancing the communication office’s resources is critical to support dSEA’s continued growth. Allocating additional resources to this area and leveraging external expertise from specialised professionals can help improve the Department’s outreach and visibility in the broader community. Finally, the participation of dSEA faculty in outreach events involving citizens, businesses, institutions, and other organisations is essential for the Department's reputation.

OBJECTIVE 11.2 Strengthening our Alumni Network

KEY ACTIONS: Strengthening our relationships with Alumni matters to turn our graduates into an active community that creates value for alumni, students and dSEA. Alumni can help keep our educational offer aligned with evolving skills and market needs, their engagement can support lifelong identity with the institution, facilitate practitioner collaboration and practice-oriented research and alumni success stories can help our reputation and attractiveness to prospective students and faculty. Our plan includes a series of dedicated actions including ad-hoc social media communication or spotlighting, networking events, opportunities for learning and accessing talents, including mentoring initiatives and internships.

GOAL 11: ENHANCEMENT OF dSEA VISIBILITY IN SOCIETY

Objectives		KPI	BASELINE	TARGET
Dept & Uni	I1.1	N. of events for local, national and international citizens	12	24
Dept & Uni	I1.1	Percentage of core faculty involved in at least one public engagement-impact event	35%	60%
Dept & Uni	I1.1	N. of initiatives to promote economics and management knowledge targeted at young people	3	6
Dept & Uni	I1.2	N. of annual initiatives organized by dSEA specifically for its Alumni	1	6

GOAL 12: Partnerships and engagement with organisations

OBJECTIVE 12.1 Consolidating existing relationships and creating new partnerships with public and private organisations and professionals

KEY ACTIONS: Strengthening relationships with existing partners while exploring new collaborations is essential for dSEA’s development. These efforts are crucial in enhancing the Department’s reputation, broadening its reach, and creating more significant opportunities for students, faculty, and alumni. One strategy involves organising annual networking events, such as "Meet Your Future," which connect students with private and public organisations. Additionally, expanding into new sectors by establishing agreements with non-profits and international organisations can open up opportunities for internships and collaboration. Another approach is to include organisations, professionals and alumni in academic activities by inviting them to participate in seminars, providing students with valuable real-world insights and enriching the learning experience.

OBJECTIVE 12.2 Development and consolidation of professional and executive educational programmes

KEY ACTIONS: The recently obtained EQUIS accreditation has encouraged dSEA to expand its educational offerings concerning university-level programmes and by developing courses for workers, managers, and

professionals. These programmes enable dSEA to fulfil its full role as an academic institution in economics and management. In 2025, an International MBA in English, aimed at an international executive audience, will be launched in collaboration with CUOA Business School. At the same time, efforts are being made to consolidate professional and online training programmes (e.g., micro-credentials).

GOAL I2: PARTNERSHIP AND ENGAGEMENT WITH ORGANISATIONS

Objectives		KPI	BASELINE	TARGET
Dept & Uni	I2.1	N. of research and collaboration agreements with institutional and commercial partners	46	60
Dept	I2.1	N. of internships	466	500
Dept	I2.1	N. of projects and initiatives by ERS Committee	10	13
Dept	I2.2	N. of professional training courses	8	9
Dept	I2.2	N. of students enrolled in IMBA	0	15
Dept & Uni	I2.2	N. of participants to executive and professional training courses	43	70