

Strategic and Operational Planning Document

2026–2028 Three-Year Plan

Faculty of Economics and Management

SECTION 1: INTRODUCTION

The Faculty of Economics and Management is one of the largest faculties at the University with more than 1,000 enrolled students. The number of enrolments to the study programs of the Faculty even significantly grew for the academic year 2025/2026, demonstrating the importance of the subjects that are taught and topics that are researched at the Faculty. The Faculty also ranks high in national and international rankings, highlighting the high quality of research, teaching, as well as internationality.

The Faculty offers three bachelor programs and five master programs at its two locations Bolzano and Brunico. In Bolzano, on top of the two B.Sc. programs L-18 Economics and Management and L-33 Economics, Politics and Ethics, the Faculty cooperates with the Faculty of Engineering offering a program in Informatics and Management of Digital Business (L-31). The master programs of the Faculty at Bolzano Campus are M.Sc. in Accounting and Finance (LM-77), Data Analytics for Economics and Management (LM-DATA), Entrepreneurship and Innovation (LM-77), and Public Policy and Innovative Governance (LM-63). The Master Program in Data Analytics for Economics and Management is offered in cooperation with the Faculty of Engineering. At the campus in Brunico, the Faculty offers one Bachelor and one Master program, namely B.Sc. in Tourism, Event and Sport Management(L-18) and M.Sc. in Tourism Management (LM-77). Together with the University of Trento, the Faculty offers two Ph.D. programs, one in Economics and Finance and the other in Management. In the academic year 2025/2026, the Faculty's program portfolio is also extended by two 1st level Master Programs: the Master in Digital and Socially Sustainable Human Resources Management and the Master in European Public Administration for the Next Generations both financed by the European Social Fund.

From 2026 onwards, the research of the Faculty is articulated around six research clusters: Entrepreneurship, Innovation and Management, Tourism, Marketing and Regional Development, Financial Markets and Regulation, Law, Economics and Institutions, Economics, and Data Science and Mathematical Methods. In addition to these research clusters, the Faculty is closely involved in the three competence centers for Management of Cooperatives, Sustainability, and Sustainable Tourism. The researchers of the Faculty publish in top national and international journals of their fields. While complying with the Italian research frameworks and thresholds, the Faculty has established its own quality standards, encouraging high quality international publications. This

strategy has been rather successful, as many members of the faculty have published in top-level journals (AJG 3, 4, and 4* as well as FT50) in recent years. In addition to that, Faculty members have been able to obtain a respectable amount of third-party funding, which has constantly increased for the past four years.

The Faculty members are active in knowledge transfer activities, holding presentations at organizations, involving stakeholders in study programs and courses, providing education courses to stakeholders and actively engaging in research projects at organizations outside the university. The competence centers play an important role in such knowledge transfer with their activities in the region. In addition, Faculty members are present in national and international media as experts but also presenting interesting results of their research projects.

All in all, the Faculty has developed significantly in the past years, which is clearly shown in the national and international rankings, but also in the high quality of publications. The 40 professors and 22 researchers of the Faculty actively contribute to further developing the study programs and research carried out by the Faculty and participate in third mission activities.

SECTION 2: FACULTY MISSION AND VISION

Mission of the Faculty (why it exists)

The Faculty aims to **provide education and produce research** in areas related to economics and management **consistent with international standards**.

Vision of the Faculty (where it wants to go)

Not only does the Faculty want to meet the standards, but it strives to **provide top study programs in the national context** and **increase its attractiveness to international applicants** by offering appealing study programs. In the area of research, the Faculty aims to **produce impactful research of high international quality**.

SECTION 3: TEACHING

3.1 Analysis of the Situation

Presently, the Faculty's teaching portfolio comprises four Bachelor programs (three at the Bolzano, one at the Brunico campus), one of which is offered jointly with, and administratively located at, the Faculty of Engineering (hence at NOI Techpark); five Master programs (four at the Bolzano, one at the Brunico campus); two PhD programs, which since the a.y. 2023/24 are offered jointly with the University of Trento and alternately managed by the two universities; finally, two Executive Master programs (both at the Bolzano campus).

Over the past years the Faculty's own Bachelor programs (Economics and Management; Tourism, Sport and Event Management; Economics, Politics and Ethics) have shown a relatively stable student intake; in the case of the largest program, Economics and Management, the trend is positive. All three programs have recently undergone structural revisions and updates and are expected to need only minor changes to the course offering and the language balance in the near future.

Of the five Master programs, three (Entrepreneurship and Innovation; Accounting and Finance; Data Analytics for Economics and Management) are on a fairly stable track; recent innovations include the switch to English-only teaching for the Master in Entrepreneurship and Innovation and a profound restructuring of the Master in Data Analytics. Two Master programs (Public Policy and Innovative Governance; Tourism Management) show a trend of lower-than-expected student intakes. In both cases, measures have been taken to invert the trend, the results of which will have to be monitored in the coming years.

The two PhD programs (Economics and Finance; Management) have effectively been refounded through the recent decision to join forces with Trento. The aim is to improve the standing of both joint programs at the national and international levels. The first response in terms of the quantity and quality of candidates has been positive.

Strengths in the teaching area include consistent trilingualism in the Bachelor programs; the capacity to adapt the language model based on strategic considerations (e.g., English-speaking Master programs); the overall high student satisfaction with respect to teaching; the willingness to engage in innovative teaching formats/didactic models (e.g. the Master program in Data Analytics, which joined the EDUNEXT project).

The main weakness is the circumstance that teaching still heavily relies on fixed-term staff and contract lecturers, which limits commitment to and identification with programs, and occasionally leads to coordination issues. As previous fixed-term positions are being discontinued and newly introduced academic profiles are not yet established, some challenges in this respect are to be anticipated for the near future.

Going forward, the Faculty aims to explore opportunities for establishing international joint and double degrees; respond to non-conventional educational needs which require customized didactic services; meet the demand for alternatives to in-person full-time study (e.g., part-time, online). The wider context for the future development of the teaching portfolio is characterized by a negative demographic trend in Europe, increased competition (including from online universities), the incipient impact of pervasive AI use on fundamental skills, and by the increasing disruption of the educational core mission through excessive administrative tasks and reporting obligations.

3.2 Strategic Goals (3 Years Span)

Preliminary note: The three goals described in this section are linked by a common thread, namely the targeted expansion of the core of permanent professors across all programs as a key to improved

quality of teaching. Informed course planning, effective didactic coordination, cultivation of personal commitment, openness to innovation, capacity to counteract undesirable developments, readiness in the response to external shocks, will all benefit from a constellation in which a large enough, physiologically evolving base of permanent professors is combined with the contribution of fixed-term or tenure track academic staff and selected adjunct lecturers. As shown above, and repeated in the following, a low percentage of courses covered by permanent professors and a high percentage of teaching hours allocated through contracts (the latter combined with a quite cumbersome hiring procedure) are long-standing features of our Faculty in comparison to averages at the regional and national levels.

GOAL T1: Stabilizing and fine-tuning programs at the Bachelor and Master levels

Description: The external context for the development of the teaching offer will likely be characterized by a negative demographic trend, increasing competition, and the growing impact of existing socio-economic and technological trends (reconfiguration of global markets, AI, etc.). Considering these circumstances, the goal for the next three years is to stabilize the student intake and the number of enrolled students of the Bachelor and Master programs at a level which exceeds the most updated value, and which appears realistic in light of more recent developments (based on the data available at the end of September 2025). At the same time, the course offering will be selectively adapted to the changing context. Finally, the percentage of teaching covered by permanent professors should be stabilized at the present level or increased. An important element towards the achievement of GOAL T1 are marketing-related activities, which, however, are mostly conducted at the University and only to a limited extent at the Faculty level.

Associated Indicators: iC00a, iC00d

Indicator	Most updated value (2023)	Goal for 2026	Goal for 2027	Goal for 2028
iC00a	366	>380		
iC00d	960	>990		
iC19	46.39%	>46.39%		
Rooms for group study	0	1	2	2

N.B. Official indicators also comprise PhD students, which, however, are not contemplated in this goal. One of the reasons for this is that in the case of joint programs student numbers are attributed to the university which is *pro tempore* responsible for the administrative management of the program.

As mentioned above, there are many external factors influencing the number of enrolled students, which may fluctuate a lot. Thus, for iC00a and iC00d an indicator for the three years is used, instead of presenting goals for the individual years.

GOAL T2: Reducing the number/percentage of courses covered by contract lecturers.

Description: The percentage of courses covered by contract lecturers (i.e. neither permanent nor fixed-term staff) has been historically high in our Faculty if compared to regional and national averages. While securing high-level teaching through contracts is an asset, exceeding reliance on external lecturers a) makes didactic planning and coordination more difficult, and b) implies a relatively greater impact of administrative duties on internal staff.

Associated Indicators

Indicator	Most updated value (a.y. 2024/2025)	Goal for Year t+1	Goal for Year t+2	Goal for Year t+3
Number of courses entirely covered by contract professors	51		<51	
Percentage of courses entirely covered by contract professors	18.96%		< 18.96%	

As the indications are dependent on various external (and thus uncontrollable) factors, such as fluctuations in the teaching staff of the faculty due to hiring, leaving the faculty, health issues, maternity leaves, etc. We have decided for the three-year period and not for individual years, as the above-mentioned factors influence the indicator differently in different years.

GOAL T3: Proposing an executive level program in the field of health care.

Description: Over the past two years, the Faculty has been acquiring didactic expertise in the field of health care management by coordinating and delivering a training course for professionals of the provincial health care system. This has led to the formulation of the medium-term goal of elaborating and submitting for approval an executive level program in this field. The feasibility of the program, which is set to comprise management and policy aspects, among others, will depend on the availability of specialized academic staff. Attaining this goal will also contribute to goal T2.

Associated Indicator(s): /

Indicator	Most updated value (year t)	Goal for Year t+1	Goal for Year t+2	Goal for Year t+3
Full-fledged proposal for an executive program in the field of health care	0	0	0	1
Professors specializing in health care	0	1	2	3

3.3 Actions and Operational Goals

GOAL T1: Stabilizing and fine-tuning programs at the Bachelor and Master levels

Action T1.1: Actively advertising the programs

Description: Each program has a small budget assigned to it from the University for advertising purposes. These funds are to be used in the most effective way possible to increase the visibility of the specific program and attract new local, national and international students. A constraint on the related activities is that they must not overlap and must be coordinated with the (not program-focused) marketing campaigns run by the University marketing office.

Timing: On an ongoing basis, targeting periods prior to application deadlines.

Indicators for monitoring: iC00a, iC00d

Responsible: Program directors

Resources: Yearly marketing budget assigned by the University.

Action T1.2: Continuous observation of program structure and course contents.

Description: For most programs, the focus of the next years will not be on profound restructuring of study plans, but rather on fine tuning the didactic profile based on constant monitoring as well as dialogue with students and stakeholders. Fine tuning will in some cases consist of activation or deactivation of entire courses, in other cases of changing/updating course contents, in still other cases of adopting new teaching methods (e.g. based on experiences with distance learning or PBL).

Timing: Ongoing, according to the established schedule for planning didactic activities.

Indicators for monitoring: iC00a, iC00d

Responsible: Program directors

Resources:

Action T1.3: Providing dedicated spaces for group study and student activities.

Description: Pedagogical insight and consultations with students (both informal and through occasional surveys) suggest that providing spaces for group study and other activities for students is perceived as an important factor of study quality; hence, providing such spaces plays a role in the effort of maintaining enrollments and student numbers despite shrinking cohorts and increasing competition.

Timing: 36 months

Indicators for monitoring:

Responsible: Dean, Vice-Dean for teaching

Resources: Two fully equipped rooms (tables, chairs, beamer, blackboard/flipchart, charging units, coffee machine, etc.) for 20-30 students.

GOAL T2: Reducing the number of courses covered by contract lecturers.

Action T2.1: Hiring (selecting) professors, including Health Care (see Goals T3 and R3), in view of the goal at hand.

Description: Positions, including the field of Health Care (see Goals T3 and R3), should be filled with an explicit view of covering teaching needs that presently are fulfilled through contract professors.

Timing: According to the hiring process for the said professors.

Indicators for monitoring: iC19, number/percentage of courses entirely covered by contract lecturers

Responsible: Dean, Vice-Dean for teaching, Faculty Council

Resources: University funds to hire new professors.

Action T2.2: Increasing internal didactic resources for non-linguistic disciplines.

Description: The attainment of this goal is contingent on a) retaining or increasing permanent academic staff, b) maintaining or enlarging the pool of fixed-term staff consisting of expiring RTD positions and new academic profiles which contemplate teaching duties.

Timing: 36 months

Indicators for monitoring: iC19, number/percentage of courses entirely covered by contract lecturers

Responsible: Dean, Vice-Dean for teaching, Faculty Council

Resources: University funds to hire new professors.

Action T2.3 Advocating a specific contractual profile for language teachers.

Description: Language teachers are hired as contract lecturers, hence for a maximum of three years. Several of them have been teaching for over a decade on this basis. The present contractual profile does not safeguard didactic continuity and coordination between language courses at different levels, nor does it favour commitment and didactic innovation. Developing a contract type for medium- or long-term, possibly even permanent lecturing positions would likely improve the quality of teaching and contribute to the reduction of contract teaching.

Timing: 36 months

Indicators for monitoring:

Responsible: Vice-Dean for teaching

Resources: Collaboration and creativity on the side of those in charge of legal and personnel issues.

GOAL T3: Proposing an executive level program in the field of health care.

Action T3.1: Hiring a professor in the field of health care.

Description: Hiring a professor in the field of health care whose specialization is most adequate both in terms of laying the foundation for the overall goal and in terms of contributing to the reduction of contract teaching. The professor hired for this position will have a leading role in planning and implementing the subsequent steps toward achieving Goal T3 and R3.

Timing: 12 months

Indicators for monitoring: Number of permanent professors specializing in health care related issues.

Responsible: Dean, Faculty Council

Resources: University funds to hire new professors.

Action T3.2: Drafting and submitting a proposal for the program.

Description: Under the guidance of the first and, subsequently, the second newly hired professor with an expertise in health care, steps toward drafting and submitting a proposal for the planned program will be taken: market analysis, consultation with stakeholders, consultations with experts in the sector, defining further hiring objectives, successive drafts of the proposal to be submitted for approval, etc.

Timing: 36 months

Indicators for monitoring:

Responsible: Vice-Dean for Teaching, Professors in health care-related disciplines

Resources:

Action T3.3: Hiring a second professor in the field of health care.

Description: A second professor in the field of health care will be hired, whose specialization is most adequate both in terms of further progress towards the overall goal and in terms of contributing to the reduction of contract teaching. The professor hired for this position will team up with the previously hired colleague to accomplish the remaining steps towards achieving the goal.

Timing: 24 months

Indicators for monitoring: Number of permanent professors specializing in health care related issues.

Responsible: Dean, Faculty Council

Resources: University funds to hire new professors.

Action T3.4: Hiring a third professor in the field of health care.

Description: Hiring a third professor in the field of health care whose specialization is most adequate both in terms of completing the path towards the overall goal and in terms of contributing to the reduction of contract teaching. The professor hired for this position will complete the teaching expertise which is required to establish a credible and competitive executive level program.

Timing: 36 months

Indicators for monitoring: Number of permanent professors specializing in health care related issues.

Responsible: Dean, Faculty Council

Resources: University funds to hire new professors.

SECTION 4: RESEARCH

4.1 Analysis of the Situation

The faculty overall produces research that is characterized by high international quality. Some faculty members regularly publish in the world-leading journals though there are also fields which do not regularly produce output of an internationally high quality. The faculty is also very active in policy debates linked to a range of research expertise.

Though external financing has increased substantially in the past years, there is no evidence that internal financing is used as seed financing to later attract external funding. There is also little evidence that interdisciplinary projects result in impactful publications. Unfortunately, steadily increasing administrative burdens for faculty members threaten to erode the time available for research and it is also difficult to use research funds for the intended purposes due to administrative hurdles.

The Faculty sees an opportunity in the field of health care management and policy. Establishing a health care policy and management research stream would ensure expertise in how to navigate the post-pandemic recovery, addressing health care inequities, and integrating innovation in the health care system. Amid evolving health challenges, such policy-relevant research would help leaders both in the province and beyond shape effective systems.

SWOT ANALYSIS – RESEARCH

<p>STRENGTHS (internal to the University)</p> <p>S1: Overall high quality and quantity of research output from both an Italian and international perspective (confirmed by external rankings)</p> <p>S2: Some faculty members regularly publish in the world-leading journals</p> <p>S3: The faculty is very active in policy debates</p> <p>S4: Strong improvement in external financing the past years</p>	<p>WEAKNESSES (internal to the University)</p> <p>W1: Not all fields produce research output of an internationally high quality</p> <p>W2: Little evidence that internal funding is used as seed financing to later attract external funding</p> <p>W3: Little evidence that interdisciplinary projects result in impactful publications</p> <p>W4: Increasing administrative burdens threatens to erode the time available for research</p> <p>W5: Difficulty to use research funds for the intended purposes due to administrative hurdles</p>
<p>OPPORTUNITIES (external to the University)</p> <p>O1: The faculty is well positioned to contribute to topical research areas (e.g., sustainability, equality, innovation, health care policy and management)</p> <p>O2: Many faculty members have the proven capacity to publish regularly in world-leading journals (but might lack the incentives)</p> <p>O3: Hiring (young) talent from abroad may continue to offer a good possibility to increase the quality of research</p> <p>O4: The Faculty is increasingly capitalizing on Marie Skłodowska-Curie funding opportunities</p>	<p>THREATS (external to the University)</p> <p>T1: Drop in the quality of PhD students</p> <p>T2: Unclear future supply of competitive national research funding (PRIN?)</p> <p>T3: Difficulties in signing contracts with providers of databases or research services due to the purchasing rules of the province.</p>

4.2 Strategic Goals (3 Years Span)

GOAL R1: Increase quantity of quality publications

Description: The goal adopted in 2022 by the Faculty to concentrate on publishing its research in levels 4*, 4 and 3 while aspiring to levels 4* and 4 has proven successful. A natural goal in terms of quantity is that the Faculty should continuously strive to increase the AJG ffffff4*, 4, and 3 publications, and the corresponding levels in a supplementary list for those fields that do not feel that they are represented in AJG, per capita on a yearly basis. One of the actions linked to this goal is to define this supplementary list of target outlets. Besides strengthening the faculty's international research standing, this will also ensure that faculty members can submit high quality publications for ANVUR related purposes such as the VQR or for the ASN. The goals take into account the recent departure of some extremely publication-prolific colleagues.

Associated Indicator(s):

Indicator	Most updated value (year 2024)	Goal for Year 2026	Goal for Year 2027	Goal for Year 2028
AJG 4*, 4, 3 articles	0.75	0.60	0.62	0.64
Supplementary list of outlets	n.a.	n.a.	n.a.	n.a.

GOAL R2: Stabilize third party funding

Description: The faculty actively supports applications for third party funding. Due to uncertainty over future supply of funding (e.g., will there be future PRIN funding calls?), the goal is to keep funding at least stable.

Associated Indicator(s):

Indicator	Most updated value (year 2025 ytd)	Goal for Year 2026	Goal for Year 2027	Goal for Year 2028
External research funding	€900,000	≥€900,000 per year		

Since this indicator is dependent on various external (and thus uncontrollable) factors, such as fluctuations in the academic staff due to hiring, leaving the faculty, health issues, maternity leaves, etc. we have decided for a three-year period goal and not a goal for individual years.

GOAL R3: Establish health care management and policy as a research stream

Description: The Faculty sees an opportunity in the field of health care management and policy. Establishing a health care management and policy research stream would ensure expertise in how to navigate the post-pandemic recovery, addressing health care inequities, and integrating innovation. Amid evolving health challenges, such policy-relevant research would help leaders shape effective systems. In line with the strong health care interest both on the provincial level and beyond, the faculty

thus aims to establish a certain number of professors/researchers active in this field. It is important to note that these people are the same who will contribute to the teaching goal T3 to establish a health care executive level program.

Associated Indicator(s):

Indicator	Most updated value (2025)	Goal for Year 2026	Goal for Year 2027	Goal for Year 2028
Professors specializing in health care management or policy	0	1	2	3

4.3 Actions and Operational Goals

GOAL R1: Increase quantity of quality publications

Action R1.1: Strengthen the Faculty's data analytics skills

Description: The faculty is well positioned to contribute to a central unibz lab in data analytics, *should it be established*. Such a lab is expected to provide high-level statistical and analytical support to university researchers across faculties, by offering as an internal service to strengthen empirical scientific work in economics, management, health, agriculture, engineering, and computer science. Faculty members could for example contribute by providing internal consultancy projects where methodological support for research projects is provided (survey design, econometrics, machine learning pipelines, visualization) with the goal of ensuring that empirical methodology follows the state of the art to thereby increase the chances of publishing in impactful outlets.

Timing: No deadline, continuous goal

Indicators for monitoring: Number of internal consultancy projects/methodological support for faculty research projects per year.

Responsible: Vice Dean for Research

Resources: Technical employee(s), room(s), equipment

Action R1.2: Monitor the total and per capita number of AJG publications

Description: Monitor the total and per capita number of AJG publications that are published at level 3 and above

Timing: No deadline, continuous goal

Indicators for monitoring: The Academic Journal Guide (AJG), most recent value is 0.75 per capita, our goal to be at 0.64 by 2028 reflects the recent departure of some extremely prolific colleagues.

Responsible: Vice Dean for Research

Resources: Need to hire faculty members that can contribute to this goal. Need to create a tool in Boris that links to the AJG so that the monitoring can be automated.

Action R1.3: Supplementary publication list

Description: Establish a list of quality journals and/or editors/book publishing houses for those fields which do not consider themselves to be represented in the Academic Journal Guide.

Timing: End of 2026

Indicators for monitoring: Total and per capita publications.

Responsible: Vice Dean for Research

Resources: Need to create a tool in Boris that links to the supplementary list so that the monitoring can be automated. Need to hire faculty members that can contribute to this goal.

GOAL R2: Stabilise third party funding

Action R2.1: Facilitate for faculty members to submit competitive funding proposals

Description: Actively highlight funding opportunities to the Faculty and encourage the members to participate to centrally organized events such as the Marie Skłodowska Curie days to increase the number of high-quality funding proposals.

Timing: No deadline, continuous goal

Indicators for monitoring: Number of submitted funding proposals and amount of funds raised. Most recent value is €900,000 and our target is not to go below this value.

Responsible: Vice Dean for Research

Resources: Administrative help from the Research Office to assist with the applications process. Need to hire faculty members that can contribute to the goal of securing third party funding.

GOAL R3: Establish health care management and policy as a research stream

Action R3.1: Selecting professors.

Description: The researchers/professors will all contribute to the teaching goal T3 on an executive level program in the field of health care management and policy. Thus, the actions related to the hiring of academic staff relate to the same people as in T2.1, T3.1, T3.3 and T3.4.

Timing: According to the hiring process for the said professors/researchers, thus one by the end of 2026, a second by the end of 2027 and a third by the end of 2028.

Indicators for monitoring: Not applicable.

Responsible: Dean, Faculty Council

Resources: University funds to hire new professors/researchers.

SECTION 5: THIRD MISSION AND SOCIAL IMPACT

5.1 Analysis of the Situation

The faculty is very active in third-mission activities on the local, provincial, regional, national, and international levels. Nevertheless, while some members do relatively few activities, others do disproportionately many third mission activities in relation to their research output. It is unclear if these activities are more efficiently done through competence centers or within the Faculty and there are also clear limits on the administrative help that faculty members can get with respect to third mission activities.

SWOT ANALYSIS – THIRD MISSION

<p>STRENGTHS (internal to the University)</p> <p>S1: The faculty is very active in third-mission activities on the local, provincial, regional, national, and international levels</p> <p>S2: The faculty has a strong showing in the public debate, as evidenced by the large number of media interviews</p>	<p>WEAKNESSES (internal to the University)</p> <p>W1: Not all members of the faculty contribute to third-mission activities while...</p> <p>W2: ...some members do disproportionately many third mission activities in relation to their research output. Thus, third mission may cannibalize research.</p> <p>W3: Unclear if these activities are more efficiently done through competence centers or within the faculty</p> <p>W4: Limits on the administration in the time they can devote to assist third mission activities</p>
<p>OPPORTUNITIES (external to the University)</p> <p>O1: Untapped set of organizations in the province with which we could cooperate</p> <p>O2: Could further extend third mission activities to increase contract research funds/sponsoring of events</p>	<p>THREATS (external to the University)</p> <p>T1: Increasing administrative burdens threatens to erode the time available for third mission</p> <p>T2: Difficulty in establishing meaningful partnerships with businesses or public institutions due to differing priorities (for example relating to the expected commitment in terms of time)</p> <p>T3: Poor execution of third mission activities could harm the faculty's reputation</p>

5.2 Strategic Goals (3 Years Span)

GOAL TM1: Competence Center in International Taxation

Description: Conditional on successfully hiring an extraordinary professor, we aim to establish a Competence Center in International Taxation

Associated Indicator(s): Establishment of the competence center

Indicator	Most updated value (2025)	Goal for Year 2026	Goal for Year 2027	Goal for Year 2028
Establishment of CCIT	0	1	1	1

GOAL TM2: Media presence

Description: Encourage and facilitate the Faculty to give interviews of topics of their expertise in the three languages.

Associated Indicator(s): PI1

Indicator	Most updated value (2025 ytd)	Goal for Year 2026	Goal for Year 2027	Goal for Year 2028
Media presence	40	≥40 per year		

Since this indicator is dependent of various external (and thus uncontrollable) factors, such as fluctuations in the academic staff due to hiring, leaving the faculty, health issues, maternity leaves, etc. we have decided for a three-year period goal and not for individual years.

GOAL TM3: Executive courses

Description: The Faculty will offer executive-level courses for stakeholders.

Associated Indicator(s):

Indicator	Most updated value (year 2025)	Goal for Year 2026	Goal for Year 2027	Goal for Year 2028
Executive courses	Involved in 3 major course packages	≥3 per year		

We provide a goal for the three-year period as a whole as the provision of courses is of course highly driven by demand, which makes it difficult to provide detailed yearly estimates.

GOAL TM4: Communication with society, especially non-experts

Description: Communicate scientific results/facts to the general public/non-experts to create interest in and acceptance for scientific areas; address potential future students.

Associated Indicator(s):

Indicator	Most updated value (2025)	Goal for Year 2026	Goal for Year 2027	Goal for Year 2028
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Events for High Schools	2	2	2	2
Events for Elementary/middle schools	1	1	1	1
Popular Science event series for general public (5 events)	1	1	1	1

5.3 Actions and Operational Goals

GOAL TM1: Competence Center in International Taxation

Action TM1.1: Hire a director and additional personnel

Description: Search for a director is ongoing.

Timing: We hope the center can be established as soon as possible.

Indicators for monitoring: Not applicable

Responsible: Dean

Resources: Director and a number of researchers.

GOAL TM2: Media presence

Action TM2.1: Facilitate for faculty members to give interviews on topics of their expertise

Description: Encourage faculty members to take part to unibz organized media training

Timing: No deadline, continuous goal

Indicators for monitoring: Data entered in Boris. Current value is 40, we would like to increase this to ensure that media requests for comments do not go empty.

Responsible: Vice Dean for Research

Resources: Boris or alternative system that enables automated monitoring of media presence

Action TM2.2: Contribute and collaborate with a unibz Center for Research of Audiovisuals

Description: Faculty members could both contribute to, and benefit from, collaboration with a central unibz lab for audiovisuals, *should it be established*. Such collaborations could for example lead to the creation of video abstracts illustrating unibz research. In turn, such audiovisual representation of the Faculty's research production could spur additional media presence.

Timing: Depends on when the lab is activated

Indicators for monitoring: Count the number of video abstracts produced and see if they arouse media interest

Responsible: Vice Dean for Research

Resources: Depends on how the central lab will be structured but could possibly include technical employee(s), room(s), technical audio/visual equipment

GOAL TM3: Executive courses to stakeholders

Action TM3.1: Provide courses.

Description: Engage with stakeholders to explore which courses or certifications the Faculty can provide at the executive level.

Timing: No deadline, continuous goal

Indicators for monitoring: At the moment the Faculty is involved in three major offerings leading to a formal certification of participants. There is no specific target value, but we would like to increase this.

Responsible: Dean

Resources: Administrative staff to support these activities.

GOAL TM4: Communication with society, especially non-experts

Action TM4.1: Communication with society, especially non-experts

Description: Events for schools at various levels. High schools: Lectures on scientific topics within (e.g., part of social education programs) and outside the curriculum of high schools (e.g., support gifted students). Elementary/middle schools: Events to create interest for and understanding of scientific topics. Popular science event series: Annual string of 5 events for general public discussing scientific (mathematical) topics (Game Theory and Nobel prizes, AI, financial risk models and bank regulation etc.).

Timing: Throughout the academic year.

Indicators for monitoring: Number of events.

Responsible: Vice Dean for Research

Resources: Funds to cover expenses for marketing and inviting speakers of the event series.

SECTION 6: CRITERIA FOR ALLOCATION OF RESOURCES

The distribution of the economic (financial) resources of the Faculty is only to a limited extent in the discretion of the Faculty.

Every year in July, the Faculties receive precise instructions from the university leadership on budget planning. In addition, each faculty is informed of a maximum amount for the following activities: agreements, student jobs, business trips, funds for the selection of new professors, excursions, teaching materials, events and seminars, maintenance and materials for teaching laboratories, visiting professors and Third Mission initiatives. These initiatives are proposed by cluster leaders and program directors and submitted to the Faculty Council for its approval in September, although the final approval rests with the University Council, which deliberates on the budget at its December meeting each year.

The university covers the costs of the staff, contract professors, personal research funds, PhD Grants. Below is a brief description of how the budget is allocated to specific areas.

Research funds

The University Council approves annually in its budget the university funds it intends to allocate for the financing of research projects. The distribution of these funds is managed by the Research Commission through specific internal calls.

The areas of intervention on which the Research Commission publishes its calls and the maximum funding per project provided for each area is defined annually by decree of the President of the University Council. Faculty members can apply for funds related to specific calls (e.g. "Infrastructure calls" and "Interdisciplinary Grants").

New study programs

By May of each year, the Faculty may submit proposals to the University Leadership for any new programs for the following academic year. As part of the budget discussions, which are normally held in October/November, the Faculty must submit a detailed plan in terms of content and financial planning.

Academic staff planning

Each year, the Faculty is asked to submit an annual proposal for new academic staff positions, as well as a multi-year plan for the following two years. During budget discussions, individual proposals are discussed with the University Leadership, although final approval rests with the University Council, which deliberates on the matter at its December meeting each year.

The University Leadership normally requires Faculties to maintain a balance in their planning between internal promotions, national competitions and direct appointments from abroad, as well as between permanent and fixed-term positions, in order to ensure continuity and flexibility in the academic field. Academic staff planning must also take into account the ministerial requirements in terms of "reference professors" and the number of teaching hours available.

PhD scholarships

Every year in July, the Faculties receive clear instructions from the University Leadership regarding the number of PhD scholarships funded by the university, depending on the type of doctoral program (PhD programs, joint PhD programs, PhD programs of national interest).

Research seminars and events of the Faculty's research clusters

Each year the Faculty gets a budget for research seminars and events organized by the various research clusters. The funds for seminars and events are allocated as follows:

1) 80% of the budget for events, research seminars, etc. is distributed equally to all clusters. 2) 20% of the budget is allocated to strategic initiatives proposed by clusters. This means that each cluster may or may not send in a proposal for an increased budget or for an additional activity outside the equally allocated budget. In the proposal, the cluster concerned needs to outline the activity and justify why it is strategic for the faculty, i.e. how it is beneficial for the faculty. A committee consisting of the Dean and the two Vice-Deans will make a proposal for this discretionary budget allocation, which will be decided by the Faculty Council along the overall budget.

Study trips and guest lectures

The resources for study trips and guest lectures for the study programs, which the Faculty receives from the university, are allocated based on the needs of the program. Each program director proposes a budget for his/her program and the Faculty Council then approves the distribution of resources based on various criteria including, for example, mandatory study trips in the study programs. As an internal policy of the Faculty, only the refund of expenses is usually foreseen for guest lecturers.

Advertising for Study Programs

Each year the Faculty gets a budget for advertising its study programs. This money can be used for various activities that are not in the regular advertisement portfolio of the university. Each program of the faculty is allocated an identical amount of money for this purpose.

Personal funds and three-year award

When it comes to the **personal funds** of the academic staff, each staff member has a personal fund. This fund is identical for full and associate professors, but researchers receive a smaller amount. Tenured professors and researchers, as well as researchers with fixed-term contracts (RTD), may apply, every three years, for an award for academic activity. The award is granted on the basis of criteria approved by the University Council and in accordance with the "Guidelines for the recognition of the award for academic activity". The guidelines may be amended by decree of the President, on the proposal of the Rector and after consultation with the Director. The University Council, based on financial availability and overall results achieved, shall decide annually on the total amount of funds to be made available for the award. Faculty members qualified for the three-year award can submit an

application for the award, which is then evaluated by the Dean using a university wide criterion. The final decision about the award and the amount of the award is made by the Rector (and the University Council). In addition, Faculty members can obtain funds via third party funding and Conto Terzi activities.

In addition to academic personnel, the university allocates a budget to the PhD Students for their stays abroad as well as personal funds – these funds are the same for all PhD students financed by the university.

All in all, within our university structure, the Faculty's discretion in the allocation of financial resources is rather limited.