

STRATEGIC PLAN

2026–2028

Free University
of Bozen-Bolzano



Introduction

Purpose of the Strategic Plan

This Strategic Plan is the central planning document of the Free University of Bozen-Bolzano, hereinafter referred to as unibz. It defines the core values, vision and mission of the University and identifies its multiannual strategic objectives, thereby providing guidance for future strategic decisions at both university and faculty level. At the same time, it establishes the reference framework for the three-year and annual operational planning of faculties and organisational units, and lays the foundations for developing and systematically implementing a shared understanding of quality across all areas of university activity. In this context, the University is guided by the principles and criteria set out in the document “Strategische Ausrichtung im Bereich Qualitätssicherung und -management”/“Politiche di Ateneo per la qualità”. The Strategic Plan initiates a continuous improvement process that enables structures, processes and results to be regularly reviewed and further developed.

Development of the Strategic Plan

In 2024, the Free University of Bozen-Bolzano decided to develop a multiannual Strategic Plan defining the medium- and long-term objectives of the University and outlining its strategic direction for the coming years. This decision was prompted by the expiry of the Programme Agreement with the Autonomous Province of Bozen-Bolzano on 31 December 2025. Through the Programme Agreement the Free University of Bozen-Bolzano and the Autonomous Province of Bozen-Bolzano, pursuant to Article 9 of Provincial Law No. 14 of 13 December 2006, agree on the financial resources allocated to the University’s ordinary activities and on jointly defined objectives for a three-year period. In this context, it became necessary to define the future direction and objectives of the University — particularly with a view to renewing the Programme Agreement.

The Strategic Plan was developed through an iterative process involving close interaction between the University Leadership, the University Council and the Academic Senate.

Key reference points for defining the strategic objectives were the results of the periodic accreditation carried out by ANVUR in 2019. In this process, unibz received an overall rating of B (“pienamente soddisfacente”) and accreditation valid for five years. In addition, a comprehensive institutional self-assessment conducted by the University as part of the objectives of the Programme Agreement with the Autonomous Province of Bozen-Bolzano for the period 2020-2022 provided a systematic analysis of the University’s strategic starting position. This assessment formed the basis for a well-founded further development of teaching, research and administration.

The assessment included an external peer review of the Faculties in the areas of research, teaching and study programmes, and third mission activities, conducted by external expert panels. In parallel, administrative structures and processes were subjected to an in-depth analysis aimed at improving efficiency, transparency and decision-making processes. A further focus was placed on analysing cost developments and financial planning, with the objective

of identifying savings potential and securing long-term financial leeway for strategic growth. Based on these findings, the University's existing governance and organisational structure is currently under review. This review is being carried out by a dedicated working group comprising internal and external experts as well as representatives of the Autonomous Province of Bozen-Bolzano.

The insights gained through this institutional assessment constitute the central foundation for the University's profile development and strategic advancement. They feed directly into the present Strategic Plan and support the targeted positioning of the University in national and international competition, as well as its alignment with the needs of the territory in the area of the third mission.

Another important building block in the strategy development process was the workshop of the University Council and the Academic Senate held in July 2024. This annual workshop, which also involves members of the Senate, serves as a forum for discussion on key issues relating to the University's development. The deliberate choice of external venues is intended to foster a change of perspective and open strategic dialogue beyond the routines of everyday university life. During this workshop, central forward-looking topics were addressed, providing an important basis for defining the objectives and overall strategy of unibz. In thematic working groups, members of the University Council and the Academic Senate, together with representatives of the administrative staff, focused on strengthening identification with unibz, promoting a participatory decision-making culture and ensuring transparent procedures. In addition, the autonomy of the Faculties was discussed, particularly with regard to potential areas of action and development opportunities. Another key focus was the shared vision "unibz 2040", which outlined perspectives for the long-term development of the University. The results of the working groups were subsequently presented, jointly reflected upon and incorporated as valuable input into the strategic discussion process.

The outcomes of this workshop also served as input for further discussions at an additional University Council workshop held on 31 January 2025. On this occasion, the University's mission statement was revised, core values were defined, and the vision and mission for the coming years were formulated.

In parallel, ideas and proposals were collected through a bottom-up approach and presented and discussed at a Senate workshop on 9 April 2025.

Building on a SWOT analysis that identified strengths and weaknesses as well as challenges and opportunities, the University Council defined the strategic direction and priority fields of action for the coming years at a further workshop held on 11 April 2025. In addition to the results of the Senate workshop, this process also drew on the findings of the institutional self-assessment conducted in the period 2020-2022. This assessment comprised both an external evaluation of the Faculties in the areas of teaching, research and third mission, and a review of internal work processes and cost developments carried out by an external expert.

Following this process, the University Leadership provided feedback to the Faculties on their contributions, in line with the strategic fields of action defined by the University Council, and invited them to further elaborate their three-year strategic plans.

The strategic fields of action defined in this document are further specified and expanded in the Programme Agreement with the Autonomous Province of Bozen-Bolzano for the financing of the University in the period 2026-2028. The two documents are fully aligned: while the Strategic Plan sets out the vision and institutional objectives of the University, the Programme Agreement ensures their implementation through earmarked resources and additional operational objectives.

Monitoring and Steering of the Strategic Plan

To support the implementation of the Strategic Plan, the University establishes a working group responsible for the regular monitoring and assessment of the defined objectives.

The monitoring process is based on the objectives and indicators set out in the Strategic Plan, as well as on the objectives and reporting obligations defined in the Programme Agreement with the Autonomous Province of Bozen-Bolzano. Through the systematic alignment of these steering documents, together with the annual reporting to the Province, consistency between strategic objectives, operational measures and reporting requirements is ensured.

The working group prepares an annual report on the status of implementation of the Strategic Plan. The report outlines the extent to which the defined objectives have been achieved, the progress made and any need for adjustments. It is submitted to the competent university bodies and serves as a basis for decisions on the further development and steering of strategic measures.

Context and Positioning

The Free University of Bozen-Bolzano was founded on 31 October 1997 as a non-state university. Its establishment is based on Law No. 127/1997, also known as the so-called Bassanini Law, which provides for the creation of a non-state university in the territory of the Autonomous Province of Bozen-Bolzano with the authority to award legally recognised academic degrees. Pursuant to this law, the University is mandated to promote and develop scientific cooperation with universities and research institutions in other countries, in particular within the Member States of the European Union.

The financial framework of the University is defined in the Bassanini Law within a clearly structured institutional and cooperative arrangement between the national government and the Autonomous Province of Bozen-Bolzano. The Autonomous Province of Bozen-Bolzano provides the majority of the funding and ensures the long-term development and day-to-day operation of the University through three-year funding cycles. In addition, the Italian Government contributes a comparatively smaller share, deriving from the provisions of the Milan Agreement of 2009. This national contribution accounts for less than 10% of the University's total budget.

The Bassanini Law also allows the University to recruit up to 70% of its academic staff through direct appointments from abroad. Finally, it provides for the establishment of a Faculty of Education at the Free University of Bozen-Bolzano.

As a non-state university, the Free University of Bozen-Bolzano has an organisational and governance structure that differs in several key respects from that of state universities. At the head of the University is the President of the University Council, who also holds legal representation

of the institution. The University Council is the central strategic decision-making body. Four of its members are appointed by the Autonomous Province of Bozen-Bolzano. Further members include the Rector, one member appointed by the Academic Senate who is not a member of the University, and a student representative. The Managing Director participates in meetings with an advisory vote. The composition of the University Council reflects both the linguistic diversity of the Province and different sectors of society, including business, culture and education, and is responsible for the strategic direction of the University.

Academic affairs fall under the responsibility of the Rector, who is appointed by the University Council after consultation with the Academic Senate. The Rector is supported by two Vice-Rectors and by the Academic Senate, which also includes the Deans of the Faculties. University-wide planning and coordination in the areas of teaching and research are carried out through the Studies Committee and the Research Committee. These are each coordinated by the competent Vice-Rector. Members of the committees include the Vice-Deans of the Faculties and, in the case of the Research Committee, the Directors of the Competence Centres.

Administrative and infrastructural matters are the responsibility of the Managing Director. Together, the President, the Rector and the Managing Director form the University Leadership. They meet regularly, prepare decisions for the competent governing bodies, coordinate them internally and address both operational and strategic issues.

This clear allocation of roles and the close coordination between strategic, academic and administrative leadership enable effective governance of the University.

Since its foundation, the University has embodied the multilingual and cultural diversity of the Province, which sees itself as a bridge between the German-speaking and Italian-speaking cultural areas. Its multilingual study programmes constitute a distinctive feature, closely linked to a strong international orientation.

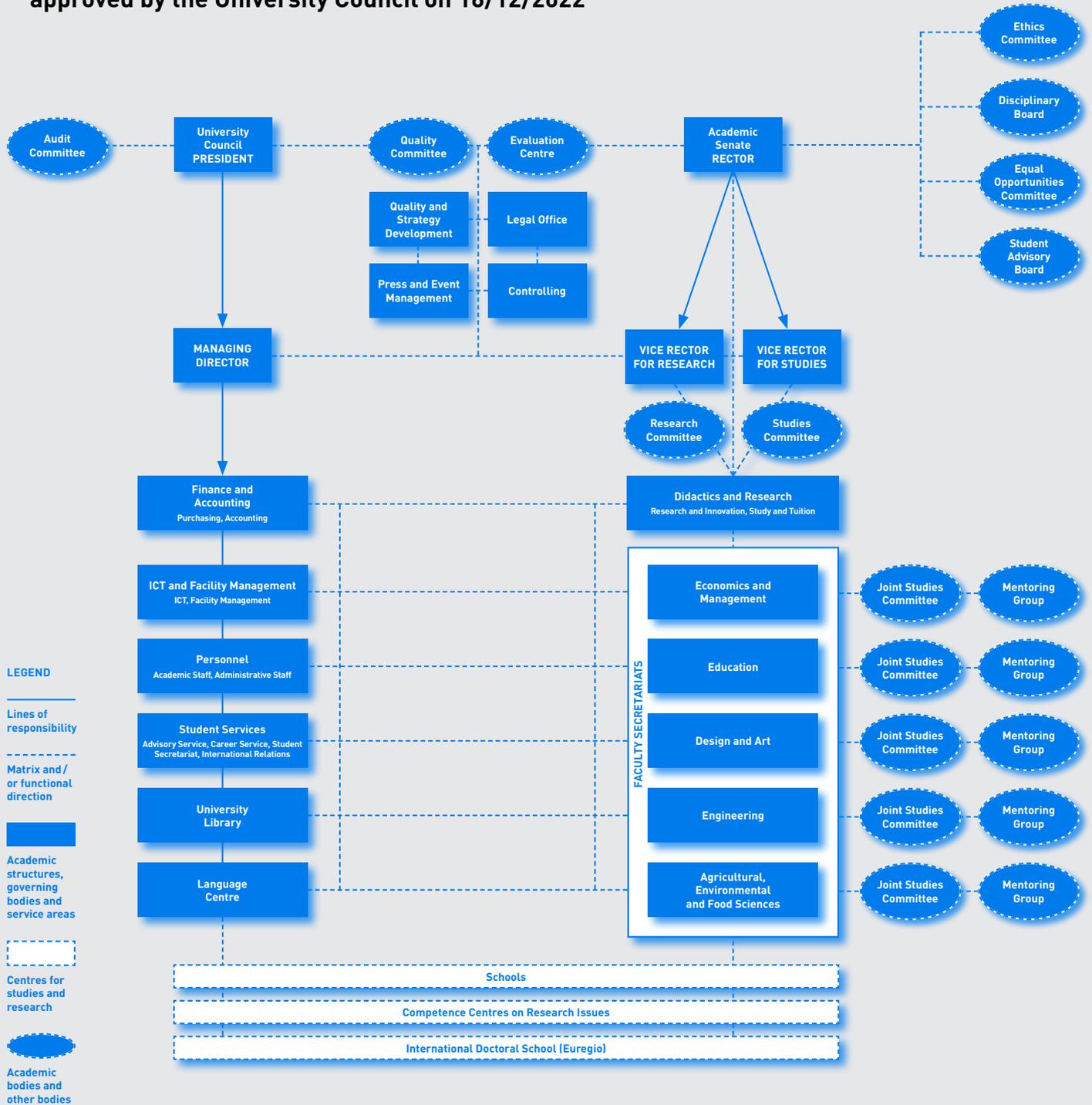
All bachelor programmes and several master programmes at unibz are trilingual, and one single-cycle master programme is quadrilingual. Students acquire disciplinary knowledge in German, Italian, English and Ladin and, by the time they graduate, attain high-level language proficiency: C1 in the second language and at least B2 in the third.

Against the backdrop of the specific linguistic and cultural context of the Autonomous Province of Bozen-Bolzano and the institutional mandate of the Free University of Bozen-Bolzano, the University enjoys a particular degree of autonomy in shaping its study programmes. Legislative Decree No. 18/2018 provides that educational pathways shall equip students with the competences required for active participation in cultural, economic and social life and for access to the local labour market. In this context, unibz is authorised to extend, in all bachelor and master programmes, the share of scientific-disciplinary fields in language and literature beyond the minimum requirements laid down in the relevant ministerial regulations. This strengthens the University's multilingual profile and underlines its role as a key educational and knowledge institution within the regional context.

The multilingual character of unibz is reflected in its internationally diverse student body and in an academic staff drawn from different countries and scientific traditions. The daily working languages of the University are German, Italian, English and Ladin.

Organisational Model

approved by the University Council on 16/12/2022



Beyond this, unibz has always taken into account the specific regional characteristics of South Tyrol in the design of its teaching and research activities. In the Autonomous Province of Bozen-Bolzano, the labour market has historically been shaped by the public sector and the education system, which represent central pillars of the local institutional framework. Alongside these, the tourism and agriculture sectors play a key role. The social and third sectors are also of structural importance: within an advanced subsidiarity model, they provide essential services and contribute to social cohesion. The economic fabric is further characterised by the widespread presence of small and medium-sized enterprises, operating in close interaction with a highly specialised territorial welfare system.

unibz is strongly embedded in its territorial context, as evidenced by numerous cooperation agreements and framework agreements with the Province's main research institutions, such as Eurac Research, Laimburg Research Centre and Fraunhofer Italia; with interest groups such as the South Tyrolean Entrepreneurs' Association, the South Tyrolean Farmers' Association, HGV and lvh-apa; with local authorities such as the municipalities of Bozen-Bolzano and Meran-Merano; with local banking institutions; and with various professional chambers, including those of chartered accountants and tax advisers, journalists, engineers and the legal profession.

This strong regional embeddedness is complemented within the University by Competence Centres for Research Issues. These centres — currently 9 — are temporary organisational units that bring together interdisciplinary, cross-faculty or thematically focused research of particular regional relevance, thereby making a targeted contribution to the University's profile development.



The Free University of Bozen-Bolzano has established itself as a key educational institution within South Tyrol's educational landscape — in a region that traditionally exhibits a comparatively low proportion of university graduates. This is the result of a historically evolved education system that places strong emphasis on vocational and practice-oriented qualifications. In particular, the dual education system and the high social and economic relevance of crafts constitute central pillars of South Tyrol's education system. The dual education system offers early qualification pathways with high labour market relevance. This system is complemented by craft-based training, in which the master craftsman/master craftswoman qualification and its recognition as a qualification equivalent to a bachelor's degree play a significant role. This context contributes to the fact that a substantial share of highly qualified professionals is not statistically recorded as university graduates. The comparatively low proportion of graduates thus reflects an alternative, strongly practice-oriented qualification model closely aligned with the needs of the local economy.

In this context, the Free University of Bozen-Bolzano plays a specific role in complementing the existing education system through academic pathways. The establishment of the University can therefore also be understood as a targeted education policy measure. A study conducted by unibz shows that a large proportion of graduates remain in the region and that the transition to the labour market is rapid, underlining both the regional embeddedness of the University and the labour-market relevance of its educational offer.

At the same time, unibz is active well beyond provincial borders and has established itself as a recognised partner in national and international education and research networks. Through strong international cooperation in teaching and cross-border research projects, it contributes significantly to the visibility of South Tyrol within the European Higher Education Area. Exam-





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ples include the cross-border cooperation with the Universities of Trento and Innsbruck in place since 2013, the partnership with the Municipality of Bozen-Bolzano within the European network EUniverCities, which promotes cooperation between medium-sized cities and their universities, and most recently the SUNRISE Alliance. As part of a consortium of nine European higher education institutions, unibz has the opportunity to build deep institutional and transnational cooperation within a new network focused on key thematic areas. unibz is also a partner in the EDIH DIS-HUB — European Digital Innovation Hub South Tyrol. As part of a network supported by the European Commission, the DIS-HUB supports companies and public institutions in their digital transformation and connects regional actors with European research and innovation institutions. unibz contributes its scientific expertise and strengthens the link between research, teaching and regional development.

This continuous process of institutional development and consolidation is reflected, shortly before the University's thirtieth anniversary, in national and international rankings. These positive results mirror the strategic focus on internationalisation, multilingualism and high quality in teaching, research and services. In the Times Higher Education World University Rankings 2026, unibz was placed in the 401–500 range worldwide out of almost 2,200 evaluated universities. Particularly strong results were achieved in the areas of research quality and internationalisation. At national level, unibz ranks 20th out of 57 Italian universities and is ranked first in Italy in the category "International Outlook". In addition, unibz achieved 14th place



worldwide in the ranking of small universities with up to 5,000 students. unibz is also listed in the QS World University Rankings, where it is placed in the 641–650 range globally, showing improvements compared to the previous year in overall performance.

In the Censis Ranking 2024/25, unibz was once again ranked first among small, non-state universities in Italy with fewer than 5,000 students, continuing a series of top placements.

In the academic year 2024/2025, the Free University of Bozen-Bolzano counted a total of 4,156 students enrolled in 43 study programmes, including bachelor, master and PhD programmes, advanced training courses and lifelong learning initiatives, offered across five Faculties. The University now operates across four campuses: in the city centre of Bozen-Bolzano, hosting the Faculties of Economics and Management, Design and Art, and Agricultural, Environmental and Food Sciences, as well as the Competence Centres for Sustainability, Management of Cooperatives, International Business and Tax Law, Mountain Innovation Ecosystems, and Plant Health; at the NOI Techpark in Bozen-Bolzano, hosting the Faculty of Engineering and the International Competence Centre for Food Fermentation; in Brixen-Bressanone, hosting the Faculty of Education and the Competence Centres for School Inclusion and for Social Work, Social Pedagogy and Social Policy; and in Bruneck-Brunico, hosting the Bachelor in Tourism, Sport and Event Management and the Competence Centre for Sustainable Tourism. Across these four locations, more than 800 people are employed in both academic and administrative roles.

Over the past five years, the volume of third-party funding acquired by the University has increased significantly. In 2024, third-party funding amounted to approximately € 20.5 million, of which nearly € 14 million derived from competitively acquired research projects and around

€ 6.5 million from teaching-related projects and educational initiatives. Compared to 2020, when third-party research funding amounted to € 6.58 million, this represents a substantial increase. This development is the result of a clearly defined strategic objective embedded in the Programme Agreements for the periods 2020-2022 and 2023-2025. To support the targeted increase in third-party funding, specific measures were implemented, in particular the strengthening of administrative research support in proposal preparation and project management.

This positive development underlines the importance of a thorough analysis of the University's strategic positioning as a basis for defining the overall strategy.

Through a comprehensive assessment of the current reference context — including strengths and weaknesses as well as opportunities and risks — it is possible to develop a concrete and feasible strategic plan that effectively supports the future development of the University.

Strengths

Internal factors

S1 **Interculturality** through positioning at the interface between cultures and through lived multilingualism as a distinctive feature and a key attractiveness factor for students.

S2 **International and local diversity** within the student body and academic staff.

S3 **Optimal student-to-staff ratio** enabled by decentralised university campuses.

S4 **Cross-faculty** interdisciplinary and multidisciplinary research collaboration.

S5 **Strong integration** with the local economic and social environment.

S6 **High performance** in national (CENSIS) and international (THE) rankings.

Weaknesses

Internal factors

W1 **Linguistic balance**: challenges in maintaining linguistic balance; interculturality requires additional time resources for dialogue and mutual understanding of different academic practices.

W2 **Student numbers** in some study programmes remain below potential.

W3 **Development potential by Personnel resources** in academic and administrative staff.

W4 **Small research units** need to be strengthened in order to ensure continuity.

Opportunities

External factors

- 01 Geopolitical shifts, advancing digitalisation, demographic change and increasing socio-economic challenges as opportunities for proactive response.
- 02 Lifelong learning: expansion of initiatives in lifelong learning and continuing education.
- 03 Health sector: development of bilingual, cross-faculty programmes for the health sector to address existing local training gaps.
- 04 Innovation ecosystem: strategic integration into the NOI Techpark ecosystem to strengthen knowledge transfer, embedding multidisciplinary processes within the social and cultural sciences.
- 05 Bridging function: positioning as a science hub between Italian-speaking and German-speaking contexts.
- 06 Region as a research laboratory: the regional context as a real-world “free lab” for education, cultural and social sciences.
- 07 Cooperation framework: favourable institutional structure for scientific and economic cooperation.
- 08 International academic recruitment to more closely link international scientific excellence with regional socio-economic development.

Threats

External factors

- T1 Faculty of Education: neighbouring universities offering similar programmes, potentially attracting students away.
- T2 Introduction of ITS programmes in the territory outside the University framework: high attractiveness of shorter, practice-oriented educational pathways.
- T3 Integration of the Music Conservatory with potential organisational and strategic challenges.
- T4 Demographic change: declining student numbers.
- T5 Three-year planning limiting long-term planning security.

Profile and Values

Core Values

At the heart of every university lies a clear set of values that guide its mission, shape its community and inspire its future. The following core values represent what our University stands for and what it seeks to achieve. They reflect our commitment to academic excellence, personal development and societal impact, and contribute to fostering a culture of integrity, excellence and innovation within an inclusive and forward-looking academic environment.

Multilingualism. The multilingual approach, with German, Italian, Ladin and English as official languages, is a central element in creating an open and inclusive academic environment. It is structurally embedded in study programmes: students enrolled in bachelor programmes attain high-level language proficiency by the time they graduate, achieving C1 level in the second language and at least B2 level in the third. By recognising the linguistic and cultural diversity of the region, the University acts as a bridge between communities, perspectives and traditions. This approach not only promotes intercultural communication, but also connects the local context with global challenges and prepares students to succeed in an increasingly interconnected world.

Internationalisation. As a cornerstone of unibz, internationalisation strengthens both educational and research opportunities while remaining firmly rooted in the cultural context of the region. Located at the intersection of different linguistic communities and European cultures, unibz attracts students from Italy and abroad, including a significant number from outside the Province.

At the same time, the University actively promotes international mobility: many students earn part of their credits through exchange programmes at partner universities abroad. In this way, unibz builds global partnerships, attracts international talent and fosters the mobility of students and academic staff through exchange schemes.

Inclusion and Diversity. unibz ensures equal development opportunities for all members of its community. It is committed to creating a barrier-free environment in which knowledge is shared and accessible to all. This commitment is institutionally anchored through the Gender Equality Plan and a regularly produced Gender Report.

Sustainability. Guided by the 17 Sustainable Development Goals (SDGs), unibz promotes sustainable development at both local and global level. It actively participates in international and national networks such as the Italian Rete delle Università per lo Sviluppo Sostenibile (RUS) and coordinates regional sustainability initiatives. In addition, the Competence Centres for Sustainability, for Sustainable Tourism and for Mountain Innovation Ecosystems make a substantial contribution to the implementation of these goals by addressing sustainability from diverse scientific and practice-oriented perspectives.

Vision

unibz envisions a community in which **multilingualism** is understood as an ongoing journey of learning and growth for students and teaching staff alike. The University will be internationally recognised for its balanced commitment to excellence in teaching and research, as well as for its engagement with society, the economy and policy-making, with the aim of fostering innovation, advancing knowledge and educating committed citizens of today and tomorrow.

unibz is committed to developing a **diverse and innovative educational offer** ranging from degree programmes to professional and continuing education, including bachelor and master programmes, PhD programmes and executive education formats. Its teaching model combines modern methods and technologies that enable students to **understand theory, apply knowledge and solve problems through critical thinking**. In doing so, students are prepared to use their competences responsibly and effectively for the benefit of society.

Excellent research forms the foundation for innovation, socially relevant knowledge, high-quality higher education and lifelong learning, the training of early-stage researchers and the continuous professional development of all staff members. unibz promotes the **integration of research across all areas of its activities** — in particular by recognising the central role of its academic staff in the advancement of knowledge. In this way, the University deliberately strengthens its positioning in national and international rankings.

unibz fosters **intensive academic and cultural dialogue** with partner institutions at local, national and international level. It seeks to **contribute to the development of the territory, to provide impetus for civil society** and to further consolidate its already strong relationships with regional, national and international stakeholders.



unibz pursues the vision of a **multilingual, international and open campus** committed to well-being and to respectful, non-violent communication within the university community. It guarantees **equal opportunities**, dignity and fair treatment for all students, researchers, lecturers and administrative staff, regardless of gender, sexual orientation, ethnic background, religion, age or socio-economic status. The University community strives to be **inclusive, sustainable and safe — both in physical and virtual spaces**.

unibz promotes **sustainable growth** rooted in a lived culture of sustainability. This commitment is aligned with the development strategy of the United Nations 2030 Agenda, the priorities of EU Cohesion Policy 2021–2027, EU research and innovation policy, the European Strategy for Universities, the principles of the European Higher Education Area and the **European University Association**, as well as the strategic guidelines of national and European Next Generation plans.



Mission

unibz builds bridges and brings together people from diverse social, cultural and linguistic backgrounds. With its **student-centred philosophy**, unibz places learners of all ages at the core of its teaching approach. Innovative and modern methods are tailored to students' needs and complemented by an optimal student-to-staff ratio. This approach connects academic learning with practical application through methods such as problem-solving and self-directed learning, as well as through high-quality, well-equipped laboratories, and empowers graduates to meet labour market requirements and address societal challenges.

unibz provides comprehensive **multilingual support** to ensure smooth academic pathways. This enables students to develop intercultural competences and language skills that are essential for their personal and professional growth and that they can transfer back into society. In addition, through its lifelong learning activities, unibz supports professionals in continuously updating and expanding their skills across different fields, in response to technological and societal change.

unibz invests in **excellent research** across the full spectrum — from curiosity-driven research to practical application — through a dedicated internal research budget. The University supports researchers in acquiring third-party funding and places a clear emphasis on the promotion of early-stage researchers.

In today's interconnected research landscape, unibz fosters international cooperation in order to achieve breakthrough insights, address global challenges and generate sustainable impact in science and society.

Through effective **technology transfer**, for example through the exploitation of patents or the support of spin-offs founded by academic staff, unibz plays a central role in translating academic knowledge into sustainable impulses for the economy, society and culture of the region. It cooperates with innovation hubs such as the NOI Techpark to ensure the practical application of research results and to actively contribute to shaping the scientific, economic and social innovation ecosystem of the region and beyond. The Competence Centres make a substantial contribution through interdisciplinary and practice-oriented research with a strong regional focus.



Strategic Fields

Through a participatory strategy process, the University Council has identified strategic fields of action that mark the central development trajectories of the Free University of Bozen-Bolzano in the three core areas of teaching, research and third mission for the coming years. These fields of action are the result of structured coordination between the central governing bodies and the Faculties, to which cross-faculty thematic proposals and feedback substantially contributed.

Teaching and student-centredness

unibz strengthens a student-centred education model focused on the quality of the learning experience, pedagogical innovation, multilingualism and internationalisation. The aim is to prepare students as optimally as possible for academic, professional and societal challenges.

Within this field of action, the University pursues the following objectives in particular:

- investment in interculturality and multilingualism;
- promotion of innovative and technologically advanced teaching and learning methods;
- strengthening the international dimension while enhancing regional impact;
- targeted increase in student numbers and student satisfaction in selected programmes;
- expansion of lifelong learning and continuous competence development throughout the life course.

Research and scientific development

unibz advances the quality of its research by attracting and promoting talent and by strengthening its participation in national, European and international networks and collaborations.

Strategic priorities include:

- attracting highly qualified academic staff;
- optimising the impact of applied research and promoting innovation potential in the agricultural and food sector through the relocation of the Faculty of Agricultural, Environmental and Food Sciences to the NOI Techpark;
- effective research through networking, profile development and targeted support for early-stage researchers.

Terza missione e impatto sociale

unibz strengthens knowledge and technology transfer, the dialogue with the territory and with institutional, economic and societal stakeholders. At the same time, it further develops activities in scientific communication, knowledge transfer and continuing education.

In this area, the University particularly pursues:

- the expansion of science communication and public dissemination of research results to increase the visibility and recognisability of unibz's research achievements;
- the stronger emphasising of the societal impact of scientific activities and the deepening of dialogue with the community and relevant stakeholders.

People, competences and organisation

unibz continuously develops the competences of its staff and fosters an inclusive, international and wellbeing-oriented working environment.

Key approaches include:

- increasing the number and quality of academic and administrative staff;
- positioning unibz as an attractive workplace and learning environment where people can sustainably expand their skills and career prospects;
- communication and organisational culture as central design areas of a future-proof institution. An open, transparent and appreciative communication culture forms the basis for successful collaboration, participation and innovation in research, teaching and administration. In this context, a series of workshops was initiated in 2025 that involved both academic and administrative staff. The objective is to sustain the shared dialogue on values, collaboration and institutional identity and to keep the development of organisational culture high on the agenda.

Sustainability, innovation and digital transformation

unibz integrates the principles of ecological, social and economic sustainability across all areas of activity and promotes the responsible use of digital technologies as well as the development of advanced competences.

In particular, the University commits to:

- implementing a holistic sustainability approach at university level;
- developing competences and applications in the field of artificial intelligence to support teaching, research and services;
- strengthening the identity and positioning of unibz through a targeted rebranding of the unibz brand, using it as a strategic instrument for attractiveness, reputation and coherence of institutional communication.

Teaching and Studying

In the coming years, teaching at the Free University of Bozen-Bolzano will be further developed in a consistent manner in order to respond to changing societal and education policy requirements. A clear focus is placed on student-centred teaching, which puts students' needs, potential and learning pathways at the core, while also taking into account the needs of the labour market and society.

The objective is to selectively expand student number potential in certain study programmes and to address new target groups. In this context, flexible formats are gaining increasing importance: micro-credentials, open badges — particularly in the area of language competences — as well as part-time study options open up new learning pathways that are more closely aligned with individual educational biographies. Part-time enrolment allows students to organise their study workload flexibly and to better combine their studies with professional, family or personal commitments. This flexible format contributes to making access to higher education more inclusive, supporting the compatibility of studies with different life situations and attracting new target groups.

Another key focus is the promotion of innovative and modern teaching methods that make targeted use of digital opportunities. Teaching approaches such as problem-based or challenge-based learning (PBL), cooperative learning and experiential learning foster students' critical and creative thinking.

unibz will also continue to ensure an inclusive and welcoming learning environment that meets the needs of all students, with particular attention to individuals with disabilities or learning disorders.

unibz assigns high strategic importance to national, European and international mobility programmes and considers them an integral component of students' academic and personal development. Mobility experiences foster the development of intercultural, linguistic and professional competences, strengthen independence and adaptability and broaden cultural and academic horizons. The relationship with the world of work is of key importance for unibz at two levels: a strong link between students and the labour market through internships and traineeships allows students to apply acquired knowledge and develop practical skills. In addition, the various opportunities for networking and career development provide an important gateway to professional life. This is also reflected in the results of the annual AlmaLaurea surveys on graduate employment outcomes: according to the most recent survey from 2024, the employment rate of unibz graduates stands at 74.3%, well above the national average of 60.2%.

Against this background, unibz is actively engaged in institutional cooperation with regional and national partners. Together with partner universities in the Triveneto area, an observatory on the transition of university graduates into the labour market was established in 2023. Its aim is to systematically analyse orientation processes at entry into higher education and during the transition to employment, to assess the coherence between study programmes and labour market requirements, and to examine the duration of labour market entry. The findings support the evidence-based further development of study programmes and teaching quality

with regard to labour demand at provincial and national level. This cooperation takes place with the involvement of Sapienza University of Rome.

In addition, a well-established cooperation has been in place for more than five years with the Labour Department of the Autonomous Province of Bozen-Bolzano, within which graduate data are used to actively support and accompany the transition into the labour market.

Another strategic priority is the systematic involvement of alumni. Since 2022, unibz has organised an annual Alumni Homecoming, a community and networking format aimed at strengthening long-term ties between former students and the University. This format fosters exchange between alumni, the University and regional partners, strengthens institutional identity and supports the development of an active, internationally connected alumni network. In this way, the Homecoming makes a significant contribution to positioning unibz as an open, connected and community-oriented university.

To support the transition into the labour market, unibz offers various event formats, including the Job Speed Dating event and the annual Career Fair. These formats enable direct exchange with companies and institutions and facilitate initial contacts for internships and career entry, particularly within the regional context.

In order to increase the University's attractiveness for new target groups, unibz will consolidate its lifelong learning offer within a "School of Management" (working title; the name is yet to be defined). The establishment of the School is planned for 2026 and will, among other things, focus on the development and qualification of leaders from the private and public sectors. Through this initiative, the University brings together existing and new continuing education offers.



The specific strengths of unibz in the areas of multilingualism and interculturality are consistently integrated and further developed across these initiatives. The international and multilingual learning environment thus remains a central element shaping students' educational pathways and preparing them for an increasingly complex global labour market.

The University intends to establish a Teaching and Learning Centre (TLC) conceived as a space for experimentation, exchange and didactic innovation. The Centre will support the development of advanced teaching and learning methods, coordinate internal initiatives and promote participation in international cooperation networks, thereby contributing to the strengthening of the global and multilingual dimension of university teaching.

The University is committed to playing an active role in the introduction of the ITS system within the territory and to constructively supporting this process through academic expertise, cooperation and knowledge transfer.

Strategic Goals	Measures	Indicators (KPI)
<p>Strengthening the central role of students in teaching and learning processes</p>	<p>Development of a Teaching and Learning Centre (TLC) to act as a coordination hub for initiatives aimed at improving teaching at the University.</p> <p>Restructuring of the Academic Training programme into the following areas: i) onboarding for newly appointed staff; ii) continuous professional development; iii) leadership and quality assurance training for programme directors; iv) training for tutors.</p> <p>Organisation of targeted training initiatives to strengthen the didactic competences of academic staff, with a particular focus on communication with students.</p> <p>Analysis of student career paths based on available data to better identify students' needs.</p>	<p>Number of academic staff involved in the TLC: at least one lecturer per Faculty, in addition to coordination staff.</p> <p>Number of courses in each Academic Training area: at least one course per area, starting by 2028.</p> <p>Number of participants per course: at least 7.</p> <p>Average satisfaction rating: at least 70% of the maximum score.</p> <p>Assessment of the potential reduction in drop-out rates: SUA indicator iA24; reduction below the average value of the four-year period 2020-2023 (17.5%) within the three-year period.</p>

	Promotion of regular study progression through the expansion of tutoring and mentoring services.	
Targeted enhancement of the attractiveness of the educational offer	<p>Implementation and monitoring of the measures defined within recent revisions of individual study programmes, as well as analysis and assessment of further possible revisions.</p> <p>Development of didactic initiatives in the form of micro-credentials recognised through open badges for the acquisition of language competences, curricular disciplinary competences and transversal competences.</p> <p>Expansion of continuing education offerings in the area of lifelong learning through Studium Generale and the School of Management, also in cooperation with local institutions.</p>	<p>Increase in graduate satisfaction from 80% to 90%: indicators iA25 SUA and D.3.0.E AVA3 within the three-year period.</p> <p>Increase in the total number of students to 4,800 within the three-year period.</p> <p>Introduction of new courses structured as micro-credentials by 2028: at least 10 courses.</p> <p>Organisation of workshops with regional institutions to develop joint lifelong learning initiatives: at least one workshop per year over the three-year period.</p>
Promotion of internationalisation and interculturality and strengthening of multilingualism	<p>Promotion of new joint teaching initiatives in cooperation with foreign universities, with a particular focus on strengthening the SUNRISE university alliance.</p> <p>Promotion of exchange between the Language Centre and the Faculties for the synergistic use of resources and good practices through the appointment of an academic contact person.</p>	<p>New joint study programmes with foreign universities: at least three new double or joint degree programmes by 2028.</p> <p>Appointment of a Rector's Delegate or Appointee for Internationalisation by 2027.</p> <p>Appointment of a Rector's Delegate or Appointee for Multilingualism by 2027</p>

	<p>Promotion of exchange between the International Relations Office and the Faculties for the development of new initiatives through the appointment of an academic contact person.</p>	
<p>Promotion of innovative teaching methods</p>	<p>Support for didactic projects — including through financial incentives — aimed at implementing active, problem-based or challenge-based learning formats (problem-based learning, PBL), as well as cooperative and experiential learning approaches.</p> <p>Establishment of a university-wide working group on artificial intelligence and new technologies to develop guidelines for academic teaching.</p>	<p>Number of didactic projects based on innovative teaching methods: at least one project per Faculty by 2028.</p> <p>Number of academic staff involved in the working group on AI and new technologies: at least one lecturer per Faculty and one representative of the Language Centre for coordination.</p> <p>Development of teaching guidelines for all three academic levels, with initial results by 2027.</p> <p>Mapping of existing competences in the field of artificial intelligence by 2027.</p> <p>Appointment of a Rector's Delegate or Appointee for Artificial Intelligence and New Technologies by 2027</p>
<p>Relations with the labour market</p>	<p>Support for the establishment of steering committees at the level of individual study programmes.</p> <p>Promotion of exchange between Faculties and the labour market, as well as with interest groups, for the development of new university-wide initiatives through the appointment of an academic contact person.</p>	<p>Number of steering committees established per study programme: coverage of 75% of existing study programmes.</p> <p>Appointment of a Rector's Delegate or Appointee for the Third Mission by 2027.</p>

Research

Research at unibz is aligned with the guiding principles **Inclusive and Resilient Societies** and **Digitalisation and Intelligent Systems** (UNESCO) and is structured around four core thematic areas with clear international and regional relevance:

- **Sustainability and Circular Innovation:** this area encompasses research and innovation in the fields of food systems, energy, agriculture and materials, and promotes a circular economy model as well as sustainable tourism, including social sustainability. The objective is to support transformation processes that are not only environmentally sustainable but also socially just, strengthening the resilience of the social system and of actors operating in the public and social sectors.
- **Digitalisation and Intelligent Systems:** this thematic area covers artificial intelligence and machine learning, smart manufacturing and industrial applications, data science and big data, as well as educational technologies.
- **Society, Inclusion and Wellbeing:** this strategic area is dedicated to social cohesion and places education at the centre as a lifelong and transformative process. The focus lies on the challenges of demographic change and ageing, the promotion of interculturality, individual and collective wellbeing, and the development of inclusive governance models.
- **Territory and Applied Research:** This area reflects the strong regional embeddedness of the University, its cooperation models, regional development and its mission of applied research.
- **Praxis-based and Project-oriented experimental research** aimed at developing novel approaches and transformative solutions to current societal challenges.

To sustainably strengthen its scientific potential, the University focuses on attracting and promoting talent. Central to this effort is the creation of an inspiring, inclusive and internationally oriented research environment that combines excellence with diversity and openness.

A particular focus is placed on the introduction of so-called flagship professorships. These are intended to contribute to the establishment of clearly profiled and internationally visible research priorities and to further sharpen the University's positioning within the international scientific community. The continuous development of research quality is pursued through a consistent profile and excellence strategy. Systematic monitoring of publications as well as submitted and approved research projects contributes to safeguarding and enhancing research performance, while at the same time increasing the visibility of the University within the international research system.

The University explicitly commits itself to the principles of Open Science and aligns with the relevant EU guidelines. These include immediate open access to scientific publications, the provision of research data in accordance with the FAIR principles, the use of the European Open Science Cloud, and the promotion of participatory and transparent research processes. These measures constitute core elements of the strategic orientation and strengthen the quality, reproducibility and international visibility of research.



Special attention is given to the expansion of scientific networks and to active participation in university alliances and key European networks as strategic platforms for strengthening international cooperation. At the same time, the University intensifies cooperation with industry as well as with public and societal actors in order to promote more effective knowledge and technology transfer and to enhance the scientific, societal and regional impact of its research. A significant step in the strategic development and optimisation of the impact of applied research and the promotion of innovation potential in the agricultural and food sector is the planned relocation of the Faculty of Agricultural, Environmental and Food Sciences to the NOI Techpark. This measure is intended to enable synergies with non-university research institutions and innovative companies and to further enhance the visibility of the University as a research-intensive institution.

The present strategic framework defines the objectives, measures and key indicators for the further development of research at the Free University of Bozen-Bolzano, in alignment with the strategies of the individual Faculties.

Strategic Goals	Measures	Indicators (KPI)
Ensuring and further developing research quality	<p>Strengthening and profiling of research groups.</p> <p>Internal peer-review procedures for project proposals and publications.</p> <p>Promotion of excellent publications.</p> <p>Faculty-specific mentoring programmes for researchers with lower productivity, including individual publication strategies.</p> <p>Incentive system through additional internal research funding for publications in Q1 / Class A journals and for the submission of competitive project proposals at national and international level.</p>	<p>Number of Q1 / Class A publications, including monographs: +15% by the end of 2028.</p> <p>Number of national and international awards for art and design artefacts and concepts: +15% by the end of 2028.</p> <p>Number of citations: +20% by the end of 2028.</p> <p>Volume of competitively acquired third-party funding (excluding PNRR funding): +15% by the end of 2028.</p>
Professional research management (pre-award and post-award)	<p>Strengthening of the Research and Innovation Service through specialised pre-award and post-award services.</p> <p>Development of guidelines and checklists for proposal preparation and project management.</p> <p>Training activities for researchers in research proposal preparation and management.</p> <p>Development and deployment of digital tools for project management and reporting.</p>	<p>Success rate of funding applications: +20% by the end of 2028.</p> <p>Use of newly introduced services.</p> <p>Success rate of applications and volume of funding from EU programmes, in particular Horizon Europe: +10% by the end of 2028.</p>

<p>International networks and EU integration</p>	<p>Use and further development of the Brussels Liaison Office to identify funding calls, partners and policy trends.</p> <p>Active participation in brokerage events and match-making formats in priority thematic areas.</p> <p>Establishment and maintenance of strategic partnerships and membership in relevant European networks and alliances.</p> <p>Participation in European University Alliances and European higher education networks.</p>	<p>Number of EU projects and volume of funding from Horizon Europe and other EU programmes: +20% by the end of 2028.</p> <p>Number of strategic partnerships and networks and degree of active participation: +15% by the end of 2028.</p> <p>Number of Q1 / Class A publications, including monographs, with international co-authorship: +25% by the end of 2028.</p>
<p>Open Science and transparency</p>	<p>Implementation of EU guidelines on Open Access, FAIR data and the European Open Science Cloud (EOSC).</p> <p>Training activities for researchers in the field of Open Science.</p> <p>Establishment or further development of an Open Science Fund.</p>	<p>Share of Open Access publications: 85% by the end of 2028.</p> <p>Share of FAIR-compliant datasets: 60% by the end of 2028.</p>
<p>Promoting generational renewal and talent development</p>	<p>Development and strengthening of structured PhD programmes.</p> <p>Mentoring and career development initiatives for early-career researchers, focusing on publications, third mission and third-party funding, and career planning.</p>	<p>Number of externally funded and co-funded PhD candidates: +15% by the end of 2028.</p> <p>Extent of international mobility (exchange formats, conferences): +15% by the end of 2028.</p>

	Promotion of international mobility through research stays, conference participation and the development of scientific networks	
Regional impact and knowledge transfer	<p>Promotion of patents, spin-offs and cooperation with industry.</p> <p>Promotion of interdisciplinary think tanks and thematic working groups across Faculties, for example on AI in education, social sustainability, environmental education and wellbeing.</p> <p>Intensification of communication of research results towards regional stakeholders and civil society.</p>	<p>Number of regionally embedded research and transfer projects: +30% by the end of 2028.</p> <p>Number of patents, spin-offs and other forms of knowledge transfer to the economy: +20% by the end of 2028.</p> <p>Participation in transfer and outreach activities: number of events and participants +15% by the end of 2028.</p>

Expected Impact

- **Scientific:** Strengthening of international competitiveness, increased capacity to attract competitive third-party funding and greater visibility in international rankings.
- **Societal:** Contributions to sustainable development, inclusive and resilient societies and digital transformation.
- **Regional:** Development of innovative solutions for South Tyrol in the fields of agriculture, energy, tourism, crafts, industry, and cultural and social development.

Third Mission / Social Impact

Through its third mission, the University reaffirms its social responsibility. It promotes the transfer of knowledge and innovation to the economy, policy-making and culture, strengthens dialogue with civil society and positions itself as a place of lifelong learning. In doing so, the University actively contributes to the sustainable development of the territory while simultaneously increasing its international visibility and impact. A central field of action in this context is lifelong learning. With the establishment of a dedicated School of Management, an institutional framework is being created to develop tailored continuing education programmes for professionals and managers in the private and public sectors, thereby making a concrete contribution to strengthening regional innovation capacity.

In the area of **knowledge transfer and innovation**, the University actively promotes cooperation with companies as well as with public institutions. By expanding technology transfer activities and supporting patents, spin-offs and entrepreneurial initiatives, unibz strengthens its role as a driver of regional and national innovation processes and contributes to the competitiveness of the economic and innovation system.



The University's efforts in the field of technology transfer are being further pursued. Thanks to its institutional presence at the NOI Techpark sites in Bozen-Bolzano and Bruneck-Brunico, unibz positions itself as a key actor within the regional innovation ecosystem and sustainably fosters networking between science, business and society. In addition, unibz is actively engaged in **societal engagement**. In cooperation with actors from civil society, politics and

culture, participatory research and dialogue formats are developed, including citizen science initiatives and other forms of societal involvement. Furthermore, the University assigns high importance to science communication, for example through science festivals, public lectures and other formats that promote exchange between science and society. The University will bundle its disciplinary expertise across Faculties in order to systematically address opportunities and challenges related to artificial intelligence. The aim is to provide sound scientific responses to a topic of growing societal relevance.

As a **cultural and educational place**, unibz deliberately opens itself to the region and contributes to cultural and social development. It offers a wide range of regular design and art exhibitions and works closely with local partners and institutions. Through lifelong learning offers, including continuing education and part-time degree programmes, as well as through targeted measures to promote diversity, inclusion and sustainable development, the University strengthens its social responsibility and regional embeddedness.

A central field of action in this context is lifelong learning. With the establishment of a dedicated School of Management, an institutional framework is being created to develop tailored continuing education programmes for professionals and managers in the private and public sectors, thereby making a concrete contribution to strengthening regional innovation capacity.

In the context of digital and sustainable transformation, the University actively contributes to ecological sustainability, social inclusion and economic equality through targeted research projects and practice-oriented initiatives. These activities are aligned with the United Nations Sustainable Development Goals (SDGs) and reflect the University's responsibility towards future generations.

To continuously develop the implementation of the above priorities, the University defines the following quantitative and qualitative objectives:

Strategic Objectives	Targets	Indicators (KPI)
Cooperation and partnerships	Expansion of structured cooperation with public institutions, companies, schools and civil society organisations.	<p>Number of active partnerships in the area of the third mission: +20% by the end of 2028.</p> <p>Number of projects implemented in cooperation with regional, national or international stakeholders: +15% by the end of 2028.</p>
Knowledge transfer and innovation	Strengthening of activities in the field of technology transfer and the exploitation of research results.	<p>Number of supported patents, licences or spin-offs: +30% by the end of 2028.</p> <p>Number of active contract research agreements and application-oriented projects: +20% by the end of 2028.</p> <p>Revenues generated from knowledge transfer activities: +20% by the end of 2028.</p>
Continuing education and lifelong learning	Expansion of continuing education, executive education and micro-credential offerings.	<p>Number of participants in lifelong learning programmes: +50% by the end of 2028.</p> <p>Number of continuing education and executive programmes offered annually, including ESF-funded programmes: +10% by the end of 2028.</p> <p>Acquisition of third-party funding for educational initiatives: maintaining the average of the years 2023 and 2024.</p>

<p>Social, cultural and educational impact</p>	<p>Enhancement of the societal impact of academic activities through projects oriented towards the common good.</p>	<p>Number of events per year in the area of public engagement, dissemination and science communication (e.g. Science Slam, Mille e Una Scienza, Long Night of Research): +20% by the end of 2028.</p> <p>Involvement of students and doctoral candidates in Third Mission initiatives (e.g. Student Sprint, Diplorama): +15% by the end of 2028.</p>
<p>Ecological sustainability and regional development</p>	<p>Active contribution to sustainable development and to regional policy processes, particularly in the Alpine context.</p>	<p>Number of Third Mission projects with a focus on sustainability, environment and territorial development: +15% by the end of 2028.</p> <p>Cooperation initiatives with local and regional institutions on topics related to ecological transformation: +15% by the end of 2028</p>

Administration

The administration of the Free University of Bozen-Bolzano supports the implementation of the strategic objectives through efficient, service-oriented and future-proof structures. It provides the organisational, digital and legal framework conditions necessary for the effective implementation of the strategy in teaching, research and third mission activities.

A central focus lies on the continuous development of administrative processes, which continue to be optimised in line with the principles of lean management. The emphasis is placed on selected strategic macro-projects with the overarching aim of sustainably improving the efficiency and quality of services.

In recent years, several internally developed IT systems have reached their operational limits and require technological renewal. In this context, the University pursues both the further development of internal solutions and increased cooperation with external partners, in particular with CINECA, to support standardised and scalable administrative processes.

To support strategic steering, a centre for the production and certification of statistical data will be established. The objective is to centralise data collection and data processing in order to ensure quality, reliability and coherence of data, thereby providing a solid basis for decision-making processes and institutional reporting.

In this context, the use of appropriate research information systems is being assessed and further developed to ensure the consistent collection of research data, publications and project information and to make them available for monitoring, reporting and strategic steering purposes.

Another key focus is the targeted use of artificial intelligence in administrative processes. In close coordination with academic staff, the University will assess which AI-based tools can contribute to simplifying operational procedures. Particular attention is given to process automation as well as to translation and language support systems in the context of institutional multilingualism.

The administration sees itself as an active enabler of the University's strategic development projects and supports their implementation from an organisational, administrative and legal perspective. A further focus therefore lies on supporting strategic development fields such as lifelong learning, as well as on the further development of student services across the entire student life cycle. The objective is to enhance the attractiveness of the University, address new target groups and effectively support students throughout their studies.

In view of demographic change and declining student numbers, marketing and communication activities at international, national and local level will be selectively expanded, with particular emphasis on digital communication formats.

Another priority is the continuous development of administrative staff competences. Through targeted training, clear allocation of responsibilities and appropriate organisational structures, institutional knowledge is safeguarded and the long-term performance capacity of the administration is strengthened.



A further strategic focus of the administration lies in strengthening the University's institutional capacity to act through the targeted use of autonomous leeway. In 2025, a working group was established and will continue its work on identifying and assessing the University's autonomous margins of action. The objective is to analyse the applicable legal framework and the legal nature of the University and to develop recommendations for the use of existing statutory leeway.

The administration also supports the strategic development of the University's sites and infrastructure. The locations and use of infrastructure are subject to a critical review. In light of the University's growth and the development of the NOI Techpark site, an assessment is being carried out to determine whether a reorientation of sites is required.

In addition, options for expanding sports, laboratory and learning infrastructure are being examined, particularly at the NOI Techpark, at the Brixen-Bressanone site and through the potential acquisition of the Missionshaus-Casa Missionaria, in order to create additional laboratory space, parking facilities for students and modern learning environments. The University also strengthens measures to support work-life balance, including the opening of an internal childcare facility at the Bozen-Bolzano campus.

To ensure the systematic steering of the implementation of the above priorities, the objectives set out below are defined in alignment with the PIAO.

Strategic Objectives	Measures	Indicators (KPI)
Simplification and efficiency enhancement of administrative processes	<p>Analysis and optimisation of administrative processes in line with lean management principles.</p> <p>Clarification of roles, responsibilities and interfaces between central administration and academic structures.</p> <p>Standardisation and further development of internal regulations to support efficient and consistent administrative procedures.</p>	<p>Annual report on implemented simplification and optimisation measures.</p> <p>Preparation of a catalogue of measures for further simplification of administrative processes for the following year.</p>
Digitalisation and innovation of administrative services	<p>Implementation of selected CINECA solutions in accordance with the agreed roadmap.</p> <p>Assessment and, where appropriate, introduction of additional digital platforms to support teaching and research.</p> <p>Analysis, piloting and deployment of AI-based applications in administrative processes.</p>	<p>Compliance with the roadmap agreed with CINECA.</p> <p>Annual report on the status of digitalisation.</p>
Strengthening institutional capacity to act and use of autonomous leeway	<p>Coordination and support of the working group analysing the normative framework.</p> <p>Definition and gradual implementation of identified autonomous margins of action.</p> <p>Structured dialogue with the Autonomous Province of Bozen-Bolzano to ensure normative and financial sustainability.</p>	<p>Submission of the final report of the working group on the analysis of the normative framework by the end of 2026.</p> <p>Initiation of jointly agreed reform proposals by the end of 2028.</p>

<p>Development of competences and strengthening of administrative staff</p>	<p>Implementation of targeted training measures in line with digital and organisational transformation.</p> <p>Strengthening of leadership, coordination and project management competences in key positions.</p> <p>Ensuring operational continuity through succession and substitution models.</p> <p>Further development of measures to support work-life balance, including the internal childcare facility.</p>	<p>Coverage of identified key positions.</p> <p>Operational start of the internal childcare facility by the end of 2027.</p>
<p>Further development and strategic steering of university sites</p>	<p>Analysis and assessment of existing sites and their functional use with regard to future development needs.</p> <p>Administrative and organisational support of strategic site development projects (including NOI Techpark, Bozen-Bolzano city centre and Brixen-Bressanone).</p> <p>Assessment and preparation of infrastructural expansions to support teaching and research (e.g. learning spaces, laboratories, service infrastructure).</p>	<p>Submission of a structured site analysis by the end of 2026.</p> <p>Implementation of an ideas competition for the relocation of the Faculty of Agricultural, Environmental and Food Sciences to the NOI Techpark by the end of 2026.</p>



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