

## Introduction of the 2023-2025 Strategic Plan

The Strategic Plan is a three-year programmatic document that defines the Mission and Vision of the University of Calabria. The Plan constitutes the fundamental reference for the annual planning.

The University outlines its development strategy in the Plan in five macro areas (training, research, third mission, internationalization, student services) and an area dedicated to enabling factors.

The training area and the research area are the two pillars of the university system. The area of the third mission naturally joins them, as an area in which to organize in an organic and systematic way the initiatives aimed at consolidating ties with the territory and its social and cultural enhancement. In parallel with these three areas, the University of Calabria has identified two further specific and functional guidelines for the Campus model that characterizes it: the internationalization area and the student services area. The enabling factors are summarized in five groups: efficiency and effectiveness of administrative action, structures and infrastructures, environmental sustainability, inclusion and social equity and communication.

The University, in accordance with the founding values outlined in its Statute, through quality policies promotes the definition and sharing of the objectives and actions of all strategic areas and defines the planning and implementation of adequate procedures to monitor the results, through the design of processes aimed at continuous improvement and the full satisfaction of students and all interested parties.

For each strategic area, the 2023-2025 Plan, in continuity with the previous 2020-2022 Plan, defines the lines of development starting from the description of the current state and establishing an accurate analysis of the strengths and aspects to be improved over the next three years. These strategic lines are organized and presented in strategic objectives. Each strategic objective is expressed through one or more strategic actions, the impact of which will be monitored and assessed through indicators. Furthermore, for each objective, the responsibilities and resources necessary for concrete achievement are defined. Relevant in the Plan are the economic resources (represented net of operating expenses) destined for specific project initiatives, both internal and external, divided between costs and investments.

The objectives that the University of Calabria intends to pursue are very ambitious, therefore, achieving them will require a concerted effort from the academic community and effective coordination and guidance by those in charge.