

PROVA ORALE - BUSTA 1

DOMANDA A

La candidata descriva brevemente i principali passi di un percorso operativo per l'organizzazione e la gestione di un evento di presentazione della Laurea Magistrale in Scienze Statistiche.

DOMANDA B

La candidata descriva brevemente un possibile piano editoriale e i principali strumenti di comunicazione offline previsti per le attività di stage e placement del Dipartimento di Scienze Statistiche.

DOMANDA C

La candidata descriva brevemente le caratteristiche peculiari della gestione delle relazioni con l'utenza per le attività di comunicazione del Dipartimento di Scienze Statistiche che coinvolgono ricercatori e docenti del Dipartimento.

LINGUA INGLESE

La candidata legga e traduca un brano dalla sezione Organisation della versione in inglese dell'executive summary del Rapporto Annuale 2017/18 del Nucleo di Valutazione dell'Università di Padova.

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article 24, comma 3, letter b) of the law L 240/2010). The plan, creating 1,511 posts nationally (206 more than the previous Plan), is disciplined by Ministerial Decree 204/2019 with the express purpose of facilitating the entry of young people into research and increasing the competitiveness of Italian University research at the international level. Padova is in fifth place among Italian universities with an allocation of 58 researchers, a figure which represents 4% of the national total.

Finally, the NdV is pleased to see that, despite an increase in student numbers, the University has managed to maintain a good student-teacher ratio, better than other similarly-sized Italian universities.

Although Padova University is large, healthy and relatively dynamic, there is still room for improvement and the NdV would recommend it institute policies to favour staff renewal and turnover at all levels in view of the great numbers of retirements expected in the near future. As regards teaching staff, attention must be paid to recruiting young people (temporary researchers, research affiliates and post-doctoral students), to redressing imbalances in the composition of the teaching body and to reducing the gender gap in top positions. Given its great traditions and history, positive gender policies and active promotion of professional growth are essential for Padova University's image.

ORGANISATION

Over the last year, the University has continued the important reorganisation project that initially regarded the Central Administration (2017-2018) and then the Departments and decentralised structures, including the University Library System (2018-2019). The reorganisation of the System has followed the Administration Council's Guidelines, whose main aim is to organise all University structures and their managerial processes in the interests of simplification, effectiveness and internal efficiency.

The NdV recognises the efforts made by the University to define and start this reorganisation and the commitment undertaken to ensure its future completion.

In particular, the NdV, also in its role as an Independent Assessment Organ (NdV/OIV), recognises the strategic role played by the updated Performance Measurement and Assessment System (SMVP) in supporting the administration's reorganisation processes. The NdV/OIV positively views SMVP updates for 2018 and 2019 which essentially regard the importance of linking performance cycles with the budget cycle, also in decentralised structures, via the identification of baselines, targets and performance monitoring indicators, taking into account where necessary the Departments' and centres' specific characteristics and the need to communicate fully and clearly to a wide range of directly or indirectly interested parties.

Regarding the management of the Performance Cycle, the NdV/OIV hopes that the University will adopt an approach to assessment and control that respects the deadlines laid down by law. In fact, in recent years (2016-2019), despite the appointment of a person responsible for the management of the integrated performance cycle as suggested by the NdV in the 2016-2017 Report, the University is constantly late in approving integrated Performance Plans.

Regarding the instruments adopted for setting up the SMVP, the NdV again applauds the University's decision to continue its participation in the *Good Practice (GP)* project, which favours and promotes constant monitoring of organisational performance by benchmarking the efficiency and effectiveness of specific administrative services.



PROVA ORALE - BUSTA 2

DOMANDA A

La candidata descriva brevemente i principali passi di un percorso operativo per l'organizzazione e la gestione di un evento di presentazione delle Lauree Triennali del Dipartimento di Scienze Statistiche.

DOMANDA B

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DOMANDA C

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LINGUA INGLESE

La candidata legga e traduca un brano dalla sezione Teaching della versione in inglese dell'executive summary del Rapporto Annuale 2017/18 del Nucleo di Valutazione dell'Università di Padova.

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The NdV/OIV considers this project to be a particularly effective instrument for the entire Performance Cycle process and hopes its results will be given greater publicity so as to further involve the University in the current processes of improvement. The NdV/OIV notices that greater coordination between the GP project's data gathering and data elaboration deadlines and the Performance cycle would help the University respect the deadlines established by law.

Finally, the NdV/OIV is particularly appreciative of the administration's efforts to make good use of customer satisfaction surveys, which reveal opinions on perceived performance and thus involve people more profoundly. The NdV/OIV suggests that this instrument and its effectiveness be closely monitored.

Considering the warnings expressed in the first Gender Budgeting document of 2016 and its 2017-18 update, recent pronouncements on gender equality by MIUR and ANAC, the UN's 2030 Agenda and the NdV's frequent referral to the topic, Padova University at the end of 2018 made proposals to promote gender equality in the university and significantly reduce the gender gap.

TEACHING

In 2018/2019, Padova University offers a wide range of degree courses: 179 as compared to 177 in the preceding year. There are 80 first-level degree courses, 87 second-level degree courses, and 12 single-level courses (4 of which are in Medicine and Surgery).

Despite this wide choice and little change in the numbers of students enrolled, there has been a 5.7% drop in the number of new enrolments in first-level degree courses and single-level courses, which is a high number when compared to the national average (-3%).

However, second-level degree courses continue to be very attractive: not only has the number of enrolments increased but there have been increases both in the numbers of students from other parts of Italy (from 20% to 23% in the past five years) and international students (from 2.3% to 5.8% in the same period). The increase in international students is partly attributable to the fact that there has been an increase in the number of courses taught in English. On the other hand, there continues to be a fall in enrolments from students from other parts of Italy in first-level and single-level degree courses.

Therefore, thought has to be given to the effectiveness of what is being done to make Padova an attractive university, especially as far as first-level courses are concerned. Apart from considerations of quality and choice, it may be necessary to consider other measures (for example, in the area of career/study orientation). It is however clear that quality and choice are the important factors for second-level students because they are more self-aware and mature.

Summer courses at Bressanone continue to attract students, despite the fact that there has been a decrease in the number of courses available: the number of applications is stable and surveys demonstrate that students are satisfied with the location, teaching methods and services on offer.

The quality of teaching and the way it is articulated is partly reflected by examining student careers. The data reveal significant differences between Schools and indicate situations where drop-outs and difficulties in acquiring course unit credits assume alarming proportions. Although there has been little change in 2018 compared with the preceding year, there has been a little improvement, evidenced by the diminishing numbers



PROVA ORALE - BUSTA 3

DOMANDA A

La candidata descriva brevemente i principali passi di un percorso operativo per l'organizzazione e la gestione di un evento di divulgazione della statistica rivolto ai cittadini.

DOMANDA B

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DOMANDA C

La candidata descriva brevemente le caratteristiche peculiari della gestione delle relazioni con l'utenza per le attività di comunicazione del Dipartimento di Scienze Statistiche che coinvolgono gli istituti secondari di secondo livello.

LINGUA INGLESE

La candidata legga e traduca un brano dalla sezione Student services della versione in inglese dell'executive summary del Rapporto Annuale 2017/18 del Nucleo di Valutazione dell'Università di Padova.

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on average), satisfaction with organisational matters (8.13 on average) and satisfaction with teaching (7,86 on average) are high in all Schools.

Regarding these surveys on teaching quality, the NdV underlines the importance of adding other information to the students' assessment, for example the percentage of attenders and non-attenders. Open-ended questions on teaching quality are also very useful in understanding strong and weak points and are often used by teachers to make improvements. Finally, as suggested in the past, it would be useful if universities shared their experiences in this field, and the NdV positively views initiatives in this sense, both locally and nationally.

The ANVUR visit was a good opportunity to promote a culture of attention to quality; the NdV hopes that attention to this will continue to remain high, involving everyone at all times in the organisational and managerial processes of the University's courses and teachings.

STUDENT SERVICES

As regards student fees, the Administration has decided, on the basis of what emerged in 2017, to maintain a sliding scale for fees if the application of the maximum figure envisaged by law is economically disadvantageous for the student and to make no changes to single annual fees, reductions or exemptions for lower-income students.

As reported last year, student representatives informed the NdV of delays in the payment of the final instalment of study grants, caused by the blocking of regional funds destined for students. The University stepped in and released funds to cover the total cost of study grants. In 2017/18, the University earmarked 80% of the Supplementary State Fund received the preceding year, plus a quota of profits from the 2016 Budget, for a total sum of 8 million Euro so as to guarantee the payment of nearly all grants, a gesture of responsibility towards the students and their families.

For 2018/19, the University has decided to earmark 2 million Euro annually to a special fund so as to guarantee the payment of student grants.

The NdV favourably views the University's efforts to guarantee citizens' constitutional right to education and will monitor the effectiveness of these efforts. The fact that the University has put aside its own funds to cover grants when this should be the responsibility of Regional Administration is particularly worthy of praise.

Regarding incentives, the NdV is pleased to see that in 2017/18 and 2018/19 the University awards grants to deserving students ("Mille e una lode") which reward the best students on each Course of Study (about 3%) with services to the value of 1,000 Euro (periods of study abroad, additions to Erasmus grants, internships in Italy and abroad, tutoring). It is not even necessary to apply for the grant because the selection process is automatic, the winners being notified via email to their university address.

Moreover, since 2016, Padova University has recognised significant student sporting achievements with an incentive of 1,500 Euro. 38 students were rewarded in this way in 2016/17, a figure which increased to 68 in 2017/18. Attention to sport is one of the University's strategic objectives and the NdV is pleased to see that 2018 saw significant development of University Sport and Wellbeing projects directed at all students.



PROVA ORALE - BUSTA 4

DOMANDA A

La candidata descriva brevemente i principali passi di un percorso operativo per l'organizzazione e la gestione di un evento di divulgazione della statistica rivolto agli studenti delle scuole secondarie.

DOMANDA B

La candidata descriva brevemente un possibile piano editoriale e i principali strumenti di comunicazione offline previsti per le attività di ricerca scientifica del Dipartimento di Scienze Statistiche.

DOMANDA C

La candidata descriva brevemente le caratteristiche peculiari della gestione delle relazioni con l'utenza per le attività di comunicazione del Dipartimento di Scienze Statistiche che coinvolgono le aziende partner.

LINGUA INGLESE

La candidata legga e traduca un brano dalla sezione Research della versione in inglese dell'executive summary del Rapporto Annuale 2017/18 del Nucleo di Valutazione dell'Università di Padova.

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attractive University proposals in the area of wellness, sport and well-being have led to four interesting projects: the Student-Athlete Programme, the *Lion Cup*, *1001 Vela Cup* and *EduChef*.

Finally, the NdV positively views the University's attention to student representation by the introduction of an electronic voting system in 2018-2020 elections, the introduction of an *Open Badge* for student representatives, the creation of a consulting organ formed exclusively by international students and the organisation of training days for students elected onto the various University organs. The NdV suggests their effectiveness be monitored closely.

RESEARCH

In 2017 and 2018, the new criteria for distributing resources and valuing research became more or less definitive. Padova's Strategic Guidelines 2016-2018 and its latest Integrated Performance Plans (2017-2019 and 2018-2020) set objectives to improve publication quality, as well as to increase the number of first-class scientific publications and the international visibility of its research in a bid to raise the University in both the national and international rankings.

The main events of 2017/18 were the establishment of the University Quality Praesidium (PQA), the "University Departments of Excellence" competition, which saw Padova as Italy's top-performing university, and the visit by ANVUR's Evaluation Commission (CEV) as part of its Periodic University Accreditation scheme. All of these events contributed to strengthening organizational quality across the University and, where necessary, launching a major overhaul, with research being one of the main areas involved.

A huge step towards improving quality processes was taken when the Research Quality Supervising Commission (CPQR) was established. The CPQR drew up a set of "Operational Guidelines for Departments for the Implementation of a Departmental Research Quality System" in a bid to link the University's quality cycle with that underway in each department. The year 2018 was the first time that the Departments filled out a Departmental Research Review Form (SCRI-RD), which enabled each department's experience to be evaluated by monitoring indicators and analysing the causes of variance between achieved and unachieved objectives. This highlighted any strengths that could be built on and/or weaknesses that needed to be dealt with.

The NdV's analysis of the documents in the initial stages of this new quality process revealed that the Departments showed a differing range of abilities when it came to planning research and evaluating the results. Although this outcome is a predictable part of a new Quality Assurance system, it needs to be processed in order to stimulate reflection that will promote continuous improvement within Research, as happened for Teaching. Poor planning risks making ex-post evaluation difficult and ineffective, undermining the work performed and reducing it to a mere formality. In light of this, the NdV encourages the University to strengthen its ongoing actions (see "Operational Guidelines for Departments for the Implementation of a Departmental Research Quality System") so that any departments with a less advanced approach to QA policies are steered towards more virtuous behaviour.

Overall, the Research QA process has taken a major step forward over the last two years, a result that the NdV considers extremely positive. Likewise, the NdV believes, as does ANVUR, that the Departments' development-

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DOMANDA A

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DOMANDA B

La candidata descriva brevemente un possibile piano editoriale e i principali strumenti di comunicazione offline previsti per i seminari e convegni del Dipartimento di Scienze Statistiche.

DOMANDA C

La candidata descriva brevemente le caratteristiche peculiari della gestione delle relazioni con l'utenza per le attività di comunicazione del Dipartimento di Scienze Statistiche che coinvolgono la stampa e altri mass media.

LINGUA INGLESE

La candidata legga e traduca un brano dalla sezione Third mission and social impact della versione in inglese dell'executive summary del Rapporto Annuale 2017/18 del Nucleo di Valutazione dell'Università di Padova.

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planning documents should be standardized (e.g. PTSR, teaching budget plan, departmental development project) in order to simplify and streamline the procedures.

Between 2017 and 2018, the NdV notes that MIUR funding continued to be erratic. Once the five-year Departments of Excellence funding competition had concluded, MIUR issued the PRIN competition, with its 2017 budget being almost twice that of the previous competition in 2015. This was partly due to no competitions being issued in 2016; no competitions were issued in 2018, either. This erratic situation makes it increasingly difficult to plan financially for research and testifies to the chronic lack of MIUR-awarded research funding. In light of this, the NdV welcomes the way that the University continues to support its research with a broad range of projects, thus giving its Departments a competitive edge over those at other Italian universities.

Regarding European projects and their funding, 31 Horizon 2020 projects were funded at Padova and 14 projects were funded by foundations and other EU programmes. The NdV notes that the number of Horizon 2020 projects funded in 2018 was down slightly on the previous year (37), but the fall in funding was far more significant as the University failed to acquire ERC projects (2017), which reduced average funding and thus overall income. Although it is still too early to assess the significance of these figures, the NdV believes that the situation must be monitored and, should it continue, that corrective action be taken.

Despite also winning fewer European and national projects (14 in 2018 compared with 22 in 2017), there was no fall in funding, which remained substantially steady, even slightly up on 2017.

Overall, considering the objective data on the quantity and quality of Padova's research, its enviable position in the Italian university ranking, and its climbing of international ones, the NdV concludes that research is one of the University's strengths. It is unthinkable, however, that this healthy situation will continue without government backing, but currently the University's commitment is constant and its research enjoys considerable financial support. The NdV believes that some aspects are to be monitored, especially the efficiency of the University's organizational and QA models, as well as its support schemes for winning competitive funding.

THIRD MISSION AND SOCIAL IMPACT

Nowadays, Italian universities have a full understanding of how important the Third Mission (TM) is to a Quality Assurance system, with the University of Padova launching a bespoke Quality Assurance process based on strategic objectives that have been reviewed and summarized in its key documents. Specific objectives and the related indicators have been established for each area and the importance of TM has also been confirmed by a Commission for the Supervision of Third Mission Quality (CPQTM) being set up within the University's own Quality Praesidium (PQA).

In its Annual Report 2016/17, the NdV observed that some Departments were dealing with TM proactively, setting up bespoke commissions, but others are more reticent when it comes to considering TM among their institutional duties. The University's new Quality Assurance system envisages that the extent to which the Three-year Research and Development Plan (PTSR) objectives are achieved, including TM objectives, will be monitored annually in all Departments with the Departmental Research Review Form (SRRD). The NdV also believes that TM will become a field in its own right, breaking away from Research at some point in the future. With this in mind, CPQTM has started working towards devising the guidelines and model for a Third Mission Three-Year



Development Plan (PTSTM) for the University's Departments. The NdV welcomes the University's commitment to carrying out this TM-related action and considers it necessary for the consolidation of a bespoke QA system comparable to the ones introduced for Teaching and Research. The University has thus proved to be taking due consideration of the NdV's observation that its TM QA system was still too underdeveloped for it to be evaluated, a consideration that also appeared in the AVA Annual Report 2018.

As ANVUR has said that TM activities are an integral part of both Research Valorization and the Production of Public Assets, the NdV hails the commitment of the researchers in some University departments to turning the results of their work into patents, with special mention going to those who have set up spin-off companies, which are rapidly growing in number year after year. Furthermore, although some Departments have cited the difficulties of the current economic downturn, third-party revenue has remained fairly stable. Also noteworthy are the University-controlled or -participated brokering bodies that are devoted to promoting research, fostering new enterprises and finding placements for graduates, as are the various medical departments valorising their research with clinical trials.

With regard to continuous learning, the NdV welcomes the University's production of distance-learning tools, such as the MOOC, seeing this as both positive and strategically important, with the tools themselves being particularly useful for both guidance (e.g. bridging gaps in learning) and blended-learning to complement traditional classroom teaching. It recommends, however, that the development of the international distance-learning market for universities be monitored closely. The NdV also notes that there is little propensity to develop the lifelong-learning activities that ANVUR classifies as TM; if this sector is to grow, the University should encourage and valorise these activities more convincingly.

The NdV appreciates the University's widespread and ongoing commitment to holding cultural initiatives and public-engagement events that involve a wide range of University Departments, with them attracting large crowds and much publicity. A special mention should go to its online magazine Bo Live, which opened in 2018 after three pre-existing initiatives (Il Bo, ViviPadova and RadioBue) were merged and expanded. Bo Live offers quality content on a wide range of issues with the potential to appeal to a non-specialist audience. In an age when information is fragmented and we are bombarded with fake news and scientifically baseless theories, the NdV appreciates the University's decision to fulfil its natural duty to take public responsibility for providing unbiased, fact-based information.

In mid-to-late 2017, the Bo 2022 Project officially launched the celebrations for the University's 800th anniversary, with three main areas for the celebrations being established: the University's museums, its historical studies, and communications. The NdV views it as positive that the celebrations will revolve around TM events, especially public engagement, which will involve a vast number of University Departments and personnel.

PERIODIC ACCREDITATION VISIT TO DEPARTMENTS AND DEGREE COURSES

The University of Padova underwent its periodic accreditation visit by ANVUR's Evaluation Commission (CEV) from 12 to 16 November 2018. The visit directly involved the University's institutional and governing bodies (Rector, Pro-Rectors for Teaching, Research and Third Mission, the Director General, the Academic Senate and

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DOMANDA A

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DOMANDA B

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DOMANDA C

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LINGUA INGLESE

La candidata legga e traduca un brano dalla sezione Management of economic and financial resources della versione in inglese dell'executive summary del Rapporto Annuale 2017/18 del Nucleo di Valutazione dell'Università di Padova.

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must be more determined to evaluate and monitor all of its numerous activities, and thus adopt increasingly clearer financial and organizational objectives, times, actions and tools.

MANAGEMENT OF ECONOMIC AND FINANCIAL RESOURCES

Under the terms of Italy's national university transfers framework (Ministerial Decree DM 587/2018 distributing the State University "Ordinary Financing Fund" [FFO]), 2018 saw the University of Padova confirm its ranking for the funding distributed on the basis of the categories established in 2017. The year 2018 was also the first time that the Departments of Excellence funding was introduced, with Padova being awarded 7.8% of Italy's total resources for these departments and confirming its strong position for national research. What is more, the University improved its ranking on 2017 in terms of standard cost, which rose from 4.22% to 4.33%. This result nudged it just above the national average in terms of the ratio between standard cost and historic share, which can be considered an index of efficiency for the use of ministerial funds, especially in terms of the cost of academic staff.

In 2017, the FFO accounted for about 53.5% of the University's operating income (Income Statement 2017), up slightly on previous years. However, its proportion of University-generated income edged down on previous years to stand at about 24%. The NdV therefore advises the University to continue its commitment to increasing its resources from both competitive research funding and commissioned research, despite the fact that in 2017 the latter was already up 3% on the previous year.

The year 2017 was the third that the University of Padova used a financial and property accounting system, which replaced its traditional public financial accounting to meet the requirements of Italian Legislative Decree DL 18/2012. The University managed to close and approve its budget by the deadline set for large universities, once again improving on the time it took the previous year. The University board was notified on 24 May 2018 that the budget had been closed and on 19 June 2018 that the budget had been approved. The NdV appreciates the significant progress the University made in 2017 and encourages it to continue in this vein.

In contrast, the NdV notes a mild but progressive deterioration in some of the indicators established by Legislative Decree DL 49/2012 (ratio of expenditure on personnel to operating income, debt level, and economic and financial sustainability), which partly determine the "personnel points" available to universities for recruitment and career progression. Examples include "Ratio of expenditure on personnel to total income" in 2017, which rose to 67% (it was 66.3% in 2016 and 64.5% in 2015) and "Financial sustainability", which fell to 1.18% (compared with 1.2% in the previous two years). The NdV understands and appreciates that this trend is the outcome of the University's human capital investment policy and thus does not deem the result to be a problem per se. However, it does believe it important that these indicators be monitored constantly in a bid to predict their dynamics effectively.

The NdV also notes that in January 2019 ANVUR published its "Guidelines for the Integrated Management of Performance Cycles and the Budget of Italian State Universities" in an attempt to provide useful instructions on these matters. The document highlights "the importance of the budget process as a key pathway towards integration" and stresses "the need to anchor objectives and resources to a series of measures that compare planning with achievements by the end of the financial year". In light of this, the NdV reiterates that the

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LINGUA INGLESE

La candidata legga e traduca un brano dalla sezione Property della versione in inglese dell'executive summary del Rapporto Annuale 2017/18 del Nucleo di Valutazione dell'Università di Padova.

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University must ensure stronger ties between objectives and allocation of resources, and that it must fully exploit the advantages of the financial/property and analytical systems. These systems provide extensive support for monitoring and controlling management costs and facilitate ties with the performance cycle, thus enabling the University to evaluate the effectiveness of its action for achieving its strategic and operational objectives.

PROPERTY

This is the second consecutive year that the NdV has dealt with Property in its Annual report, as it is convinced that the manner in which this patrimony is conserved, maintained and managed is of enormous importance for the University. This belief is also clear from the 175-or-so million euro that the University has earmarked for its property in the three-year period 2019-2021.

The University's 2019-2021 three-year plan confirms that its approach towards building-work is extremely transparent. It is University policy to draw up a preliminary project for each building, or group of buildings, that focuses on safety standards, user needs, plus optimization of spaces and their use. The building-work over this three-year period will both complete the work scheduled in the previous plans and start the new work deemed necessary to ensure that the University expands sufficiently and streamlines logistics.

Building-work is also an integral part of University strategy and has been recently reviewed in its "Strategic Guidelines 2016-2018", which details three main objectives (Economic and Financial Equilibrium, Sustainability and Safety, and Property Management) and their respective measures. The objectives in the University's "Performance Cycle: strategic objectives 2017-2018" paper have remained unchanged, but the related indicators and measures have been reviewed.

The University's strategic objectives for building-work focus mainly on financial sustainability, energy-saving and use of resources. The NdV appreciates the enormous commitment that the University has made to building-work in order to adapt its infrastructure to the development needs of the large and modern university it is. The NdV equally commends the University's decision to include building-work and the related issues among its strategic guidelines.

The University's building plan focuses on streamlining and reorganizing work in order to ensure the quality of spaces, as well as functional and economic efficiency. The main work includes: the completion of the Humanities department in via Beato Pellegrino; the conversion of the former Piave Military Barracks into a new Social Sciences department; and the refurbishment of the Fusinato Student Halls, which will become the new seat of the *Scuola Galileiana di Studi Superiori*. Plans for the new Engineering department, near Padova Exhibition Centre, have been made, but not yet approved or funded; thus, the NdV recommends that the plans be considered and monitored carefully.

The University administration is conducting a thorough and analytical census of how many classroom places, IT stations and lab places are effectively available, but, as the NdV has already mentioned, the complete picture is not yet clear. This information is needed rather urgently, one reason being that the University is using classroom occupancy rate as a quality indicator in its Strategic Guidelines 2016-2018 for building-work.

In the management report attached to the Single Budget 2016, the Rector pointed out some issues with the financial resources needed for renovation and building-work, plus routine and extraordinary maintenance, as

