



UNIVERSITÀ
di **VERONA**

UNIVERSITY OF VERONA STRATEGIC PLAN 2026 – 2028

A SHARED VISION TO ATTRACT,
DEVELOP AND RETAIN
TALENTED PEOPLE
WHO CAN MAKE A POSITIVE IMPACT
IN THE LOCAL COMMUNITY





FOREWORD BY THE RECTOR

Universities are, by their very nature, drivers of growth and catalysts for the social, cultural and economic development of the regions in which they are rooted and which they represent.

The University of Verona, young and dynamic, offering a broad range of academic disciplines and high-quality degree programmes, is a key resource in today's knowledge-based society and a strategic hub for growth and innovation in its local area.

An increasingly international institution, the University promotes cultural and scientific exchange while strengthening the region's capacity to innovate and compete on a global scale. It is a place where the values of collaboration and respect for the institution guide a shared mission and provide the foundation for building a strong and shared future together with the entire academic community — a community capable of generating knowledge, innovation, and meaningful impact for society.

Retaining and attracting talented, capable, and committed individuals who contribute to the growth of the University and its local community will be a central focus in the coming years. This commitment is based on the understanding that the challenges of demographic decline and early school leaving must be addressed in close collaboration with local stakeholders in order to secure the country's cultural and social development.

The Strategic Plan is founded on these principles and seeks to strengthen high-quality research as an essential element in providing students with an education that prepares them for the challenges of our time. It embodies the University's commitment to creating opportunities for young people to gain experience at the local, national, and international levels, and to pursue their professional aspirations in their chosen fields.

Through the lines of action set out in the Strategic Plan, the University of Verona pursues its *Territorial Attractiveness Agenda*. Attracting and educating talented individuals is not sufficient: together with public institutions, the University is committed to retaining talent within the local and national ecosystem, particularly through decisive investment in inward internationalisation. This requires an integrated system that provides qualified employment opportunities, a network of enterprises and public institutions capable of enhancing skills and fostering innovation, and an attractive living environment for students embarking on their professional journeys here. Only through close and sustained collaboration among the University, public

institutions, and industry can we ensure that the skills and energies developed in our classrooms contribute tangibly to the social, economic, and cultural growth of both the local area and the wider country, thereby helping to prevent brain drain.

The Agenda takes the form of an integrated programme: on the one hand, aimed at ensuring that young people from these areas have access to adequate opportunities for personal and professional growth, offering them meaningful reasons to remain; on the other, designed to make our communities ever more dynamic, innovative and competitive, capable of attracting new generations of talent across different professional fields.

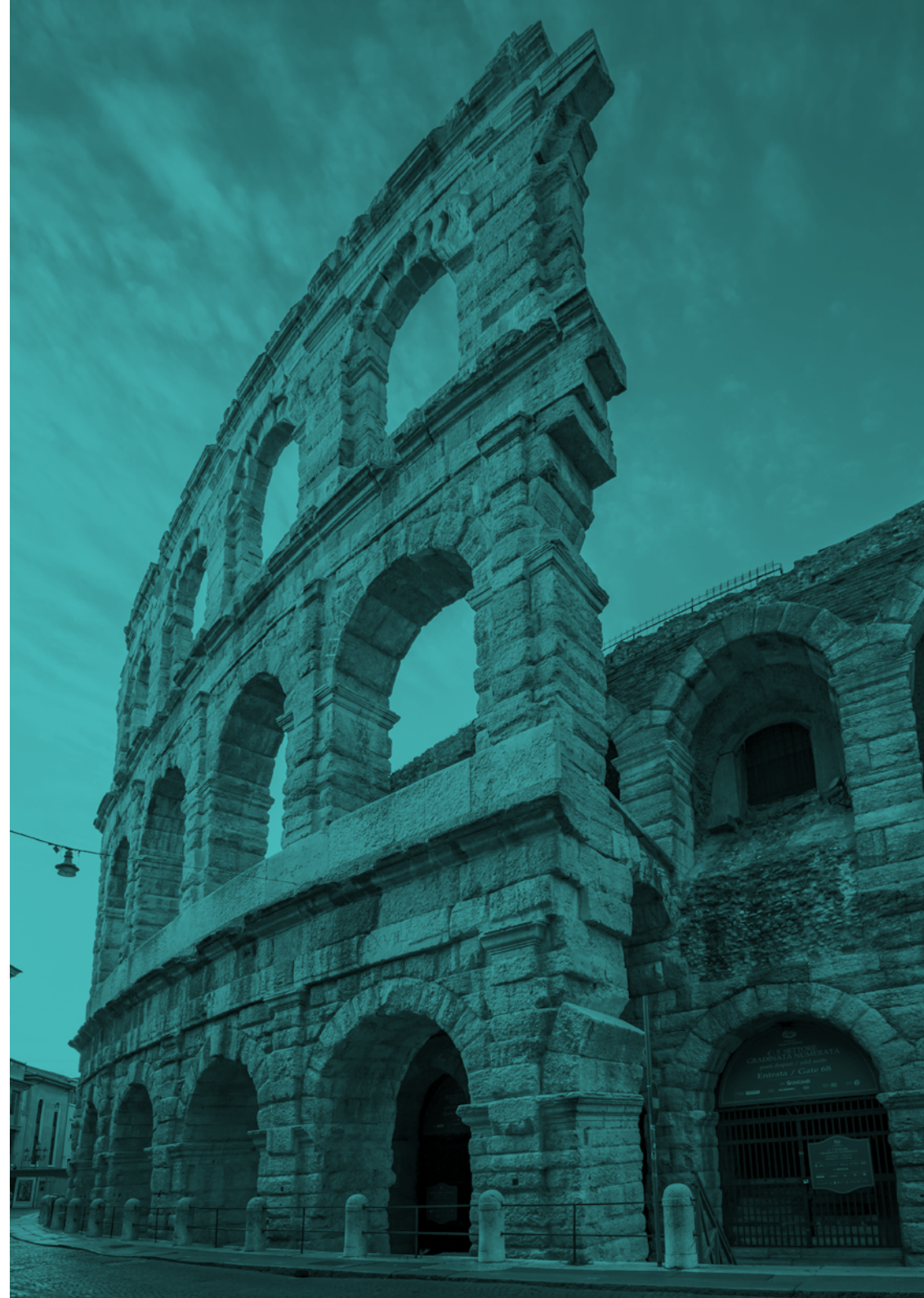
The Strategic Plan has been developed through an analysis of the University's strengths and weaknesses across its key areas of activity — research, teaching, internationalisation, and knowledge valorisation — together with an assessment of opportunities and threats. Its purpose is to present the roadmap for the coming years, highlighting objectives, areas of intervention, and actions.

The Strategic Plan sets out the vision for the future of the University of Verona: a young university committed to its student community, which does not wish to operate in isolation from its context, but rather to serve as an essential component of a broader process of cultural, social, and economic development in the country.

The University sees its academic community as a vast puzzle of skills, energy, and vision, with each piece contributing to the creation of a shared project. Only by bringing together these diverse yet interconnected pieces can the University shape a strong future, capable of generating knowledge, innovation, and value for society.



Rector





1. STRATEGIC PLAN 2026 – 2028

The University of Verona Strategic Plan 2026–2028 sets out the guidelines for the University’s development in the coming years, with the aim of strengthening its role as a driver of cultural, social and economic growth at local, national and international level.

At the heart of the Plan is a clear vision: to attract, develop and retain talented individuals by promoting high-quality research, innovative teaching and strong engagement with the local community, within an increasingly international and digital environment.

1.1 MISSION

The University of Verona’s mission is to **generate, share** and **advance knowledge** through high-quality teaching, leading research, and an ongoing commitment to the wider community.

Specifically, the University aims to:

- **educate skilled** and **responsible graduates**, equipped to address contemporary cultural, social and professional challenges;
 - **promote innovative** and **open research** by building on internal expertise and fostering national and international collaboration;
 - **transfer knowledge** and **skills to the local area**, contributing to the cultural, social and economic development of its communities;
 - **foster participation, well-being** and **inclusion** through fair, transparent and accountable decision-making processes;
 - **enhance organisational structures** and **services** by valuing the time, skills and expertise of the members of the University community;
 - **support digital transformation** through the ethical, responsible and informed use of artificial intelligence.
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1.2 VISION

The University of Verona aspires to be an **international** and **sustainable** university, recognised for its innovative identity and its contribution to the development of the local area and wider community. Within this framework, the University aims to:

- **maintain its position as a centre of excellence** in the creation and dissemination of knowledge;
- **be recognised as a leading institution for attracting talent** and fostering dynamic, inclusive and participatory academic communities;
- **strengthen its role as a driver of innovation** through strong networks with institutions, businesses and organisations;
- **contribute to establishing Verona as an international university city**, open to dialogue and intercultural exchange;
- **drive the digital transformation** by promoting the ethical and responsible use of emerging technologies.

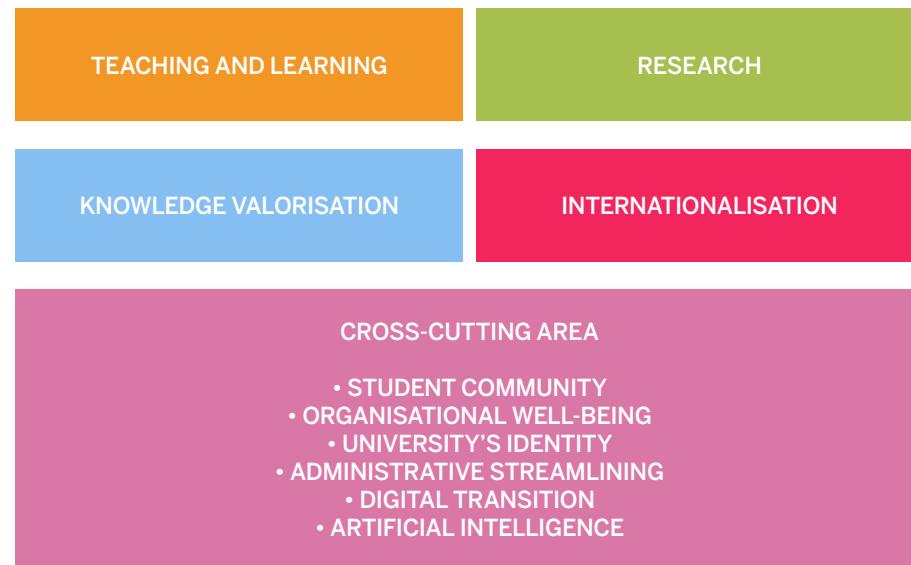
1.3 A GROWING UNIVERSITY

The University of Verona is a young and rapidly developing institution with:

- over **28,000 students**;
- **13 departments**, six of which have been recognised as **Departments of Excellence**;
- over **100 degree programmes**, including programmes taught in English;
- **840 academic staff and researchers**, and **819 technical and administrative staff**;
- **excellent research performance** and growing success in securing competitive national and European funding.

2. THE STRATEGIC PLAN'S AREAS

The Strategic Plan is organised into **four core areas** and **one cross-cutting area** designed to ensure organisational sustainability.



2.1 TEACHING AND LEARNING

UNIVR AS A BENCHMARK FOR HIGH-QUALITY EDUCATION

- continuous improvement in quality and the long-term sustainability of the educational experience
- strengthening guidance, tutoring and placement services
- innovation in teaching methodologies and the integration of digital tools
- enhanced focus on the student experience and timely progression through studies

STRATEGIC OBJECTIVES

DID.1 SUPPORTING A HIGH-QUALITY EDUCATIONAL OFFERING BY INCREASING THE ATTRACTIVENESS OF DEGREE PROGRAMMES AND ENSURING TIMELY STUDENT PROGRESSION

DID.2 PROMOTING TEACHING INNOVATION AND THE DEVELOPMENT OF ADVANCED LEARNING METHODOLOGIES AND ENVIRONMENTS

2.2 RESEARCH

ATTRACTING AND RETAINING RESEARCH TALENT

- enhanced focus on human capital and early-career researchers
- strengthening international competitiveness
- further development of doctoral programmes and expansion of the research talent pipeline
- advancement of multidisciplinary, clinical and basic research
- adoption of Open Science principles

STRATEGIC OBJECTIVES

RIC.2 STRENGTHENING THE QUALITY AND COMPETITIVENESS OF BASIC, APPLIED AND CLINICAL RESEARCH

RIC.2 ATTRACTING, TRAINING AND RETAINING TALENTED RESEARCHERS ACROSS THE ENTIRE ACADEMIC PIPELINE

2.3 KNOWLEDGE VALORISATION

UNIVR AS A DRIVER OF INNOVATION FOR SOCIETY

- strengthening of technology transfer and spin-offs
- development of structured partnerships with businesses and institutions
- promotion of public engagement and science communication
- expansion of continuing and postgraduate education
- commitment to sustainability, inclusion and social responsibility

STRATEGIC OBJECTIVES

VCS.1 **SUPPORTING** THE TRANSLATION OF RESEARCH OUTPUTS INTO INNOVATION, ENTERPRISE INITIATIVES, AND COMMISSIONED ACTIVITIES

VCS.2 **STRENGTHENING** PUBLIC ENGAGEMENT AND SCIENCE COMMUNICATION

VCS.3 **DEVELOPING** CONTINUING, POSTGRADUATE AND LIFELONG LEARNING OFFERING

2.4 INTERNATIONALISATION

VERONA AS AN INTERNATIONAL UNIVERSITY CITY

- increase in global visibility and reputation
- strengthening of European networks and alliances (e.g. EU-GIFT)
- expansion of English-taught degree programmes
- promotion of incoming and outgoing international mobility
- development of services and facilities for an international campus

STRATEGIC OBJECTIVES

INT.1 **STRENGTHENING** THE INTERNATIONAL DIMENSION OF TEACHING, RESEARCH AND COLLABORATION NETWORKS

INT.2 **INCREASING** THE INTERNATIONAL PROFILE OF THE UNIVERSITY COMMUNITY

2.5 CROSS-CUTTING AREA

COMMUNITY, WELL-BEING, AND DIGITAL TRANSFORMATION

- focus on the student community
- organisational well-being and inclusion
- administrative simplification
- a shared university identity
- responsible use of artificial intelligence and digital innovation

2.5.1 STUDENT COMMUNITY

STRATEGIC OBJECTIVES

CST.1 THE STUDENT COMMUNITY AS A KEY PLAYER

CST.2 ENHANCING THE ATTRACTIVENESS AND QUALITY OF UNIVERSITY LIFE AND STUDENT SERVICES

2.5.2 ORGANISATIONAL WELL-BEING, IDENTITY, AND SIMPLIFICATION

STRATEGIC OBJECTIVES

BIS.1 STRENGTHENING THE CULTURE OF ORGANISATIONAL WELL-BEING

BIS.2 ENHANCING AND PROMOTING THE UNIVERSITY'S IDENTITY

BIS.3 STREAMLINING ADMINISTRATIVE PROCEDURES AND PROCESSES

2.5.3 DIGITAL TRANSITION AND ARTIFICIAL INTELLIGENCE

STRATEGIC OBJECTIVES

TID.1 INCREASING THE USE OF IT INFRASTRUCTURE TO SUPPORT TEACHING AND RESEARCH

TID.2 PROMOTING AI INTEGRATION ACROSS ALL AREAS OF THE UNIVERSITY

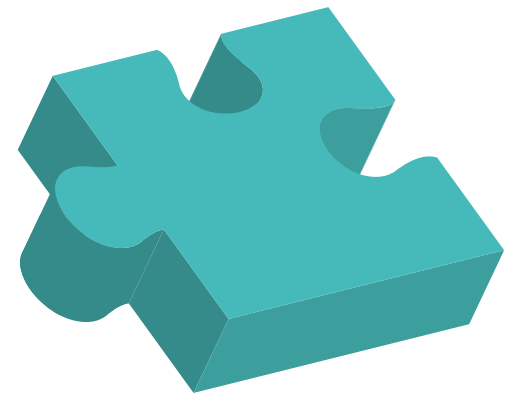


3. A PARTICIPATORY PLAN FOCUSED ON THE FUTURE

The Strategic Plan is the outcome of a **participatory process**, grounded in evaluative analysis, consultations with the academic community, and alignment with national and European policies. It is an operational and sustainable tool that translates values and vision into **concrete** and **measurable objectives**.

3.1 A SHARED COMMITMENT

The Strategic Plan 2026-2028 outlines **the University of Verona's vision for the future: to be an open, inclusive, and creative university** — fully engaged in the development of its local area and the wider country — and committed to generating shared value through collaboration with institutions, businesses, and civil society.





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GRAPHIC DESIGN

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