



INSPIRE

Innovative Governance Practices
in the Higher Education
Institutions in Iraq

Strategy and strategy implementation at UniSi

University of Siena

Prof. Pasquale Ruggiero



Bologna 17 May 2022

The strategic planning process

- Subject involved:
 - Rector and delegates of the Rector;
 - Meeting about every month
 - Academic Departments of the University
 - Departmental Boards
 - Directors of Academic Departments
 - Board of directors and Academic Senate (for discussion and approval)
- Documents:
 - Three-year planning
 - Planning for area of delegation
 - Planning at departmental level
 - Planning functional to central government planning (reward system)

Planning 2019-2021: The strategic dimensions



Planning 2019-2021: The internationalization

- The main directions:
 - Increasing number of courses taught in English;
 - Specific funds for inviting foreign professors;
 - Increase the number of Erasmus incoming students;
 - Increase the number of credits obtained by outgoing students in Erasmus.

Planning 2019-2021: number of credits

- Indicator:
 - Average number of credits per outgoing student in the academic year
 - This indicator is valid also for the ministerial planning
- Actions implemented:
 - Increase the amount of Erasmus funds in the university budget;
 - Meeting with the directors of academic departments for incentivising the recognition of credits for exams made in Erasmus;
 - Each professor judges the number of credits that are possible to be recognised for their module.
- Results on-going: the target was far from being achieved

Planning 2019-2021: number of credits

- Actions revision:
 - Change the level of responsibility for recognising the credits of outgoing Erasmus students;
 - From each professor to a single individual in each Course teaching board;
 - Different definition of the criteria to be used for evaluating the recognisability of credits obtained in a foreign university:
 - The number of credits can be up to maximum two credits less than the credits of the module in the UniSi;
 - The content of each module taken abroad don't need to be overlapping with the content of the module in the UniSi;
 - What if the number of credits exceeds those of the number of credit of the exams recognised in UniSi?

Planning 2019-2021: number of credits

- **Lessons learned:** responsibility for results is perceived differently according to subject role-position;
- **Innovative solutions found:** to have a referent in each Course teaching board & enlarge the concept of recognizability for each module;
- **Common mistakes to avoid:** implementation of strategies need to be managed specifically and not simply allocated under the responsibility of existing subjects in the governance system;
- **Main constraints to overcome:** academic professors approach
- **Suggestions and recommendations:** develop a specific operational plan for each strategic dimension to master the implementation process