



UNAM project 511109-TEMPUS-1-2010-ES-JPGR

"Promoting the modernization and strengthening of institutional and financial autonomy in Southern Neighbouring Area higher education institutions"

Comparative analysis of financial management practices, Genova, 12-15 April 2011

Organization and financing of the Italian University. Current background, decentralization and autonomy

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libera le tue facoltà



<http://orientamento.studenti.unige.it/sviluppa/>

USG in figures_1 11 Faculties

Architecture

Economics

Pharmacy

Law

Engineering

Arts and Philosophy

Foreign Languages and Literature

Medicine and Surgery

Education

Mathematical, Physical and Natural Sc.

Political Science

USG in figures_1

● Staff

- 936 professors
- 582 lecturers and assistants
- 5 managers
- 1.345 administrative – technical staff

● Students

- 6.566 enrolled students (at 31 Jan 2010)
- 36.835 overall students, of which 2.636 foreign students
- 5.870 Bachelor and Master Graduates (AY 2009-2010)
 - 2431 Males + 3439 Females
- 881 students who have obtained a postgraduate degree
 - 538 males + 343 females

USG in figures_2

● Teaching offer

- 143 Bachelors and Master courses
- 14 PhD Schools (divided in 63 courses)
- 44 Specialisation Schools
- 34 LLL Postgraduate vocational training and continuing education **COURSES**
- 62 Other Postgraduate courses

● Internationalization

- 1.483 Scholarships for USG students (AY 2010-2011)
- 1843 Scholarships for foreign students
- 37 Scholarships for training abroad (Leonardo da Vinci programme)
- 386 Agreements stipulated with partners institutions
- 57 Erasmus Internships (AY 2009 -2010)

University as public corporate body. Requirements:

- *a system of public controls*
- *intervention (direct or indirect) of Government in nomination or change of authorities*
- *participation of Government to the costs*

Specific elements of the University administration:

- **Autonomy**
- **Policy**
- **Management features**

Specific elements of the University administration

➤ **Autonomy**

- Power to complete itself actions and to give itself own rules, anyway inserted in the general system of the existing rules. E.g. to draw-up its own Statute, General Regulation, Administration handbook; to decide on its own budget; to develop an internal decentralisation of powers and functions, ...

➤ **Policy**

- Distinction between the **Governance or Policy** level (strategic one performed by Academic Council and Administration Board) and the **Management** level (appointed to the General manager and carried out together with managers and administration structure).

➤ **Management**

- internal and external assessment (Evaluation Board, Auditors, CNVSU, Ministry “Good Practice” projects);
- budget techniques and business accountancy (Management control properly called; from the financial account to the budget);
- distribution of resources according to indicator systems (from the historical expenditure to the standard cost).

OVERALL STRUCTURE

- Governance boards
- Secondary boards
- Other Units
 - **Faculties** - Institutional site of the carrying out of the teaching activities and of the development of the academic guidelines
 - **Scientific Departments** - Organizational unit, based upon one or more scientific sectors, aimed at developing scientific research, to deliver teaching activities, to perform studies and surveys
 - **Sc. Areas Committees, Centres and others**

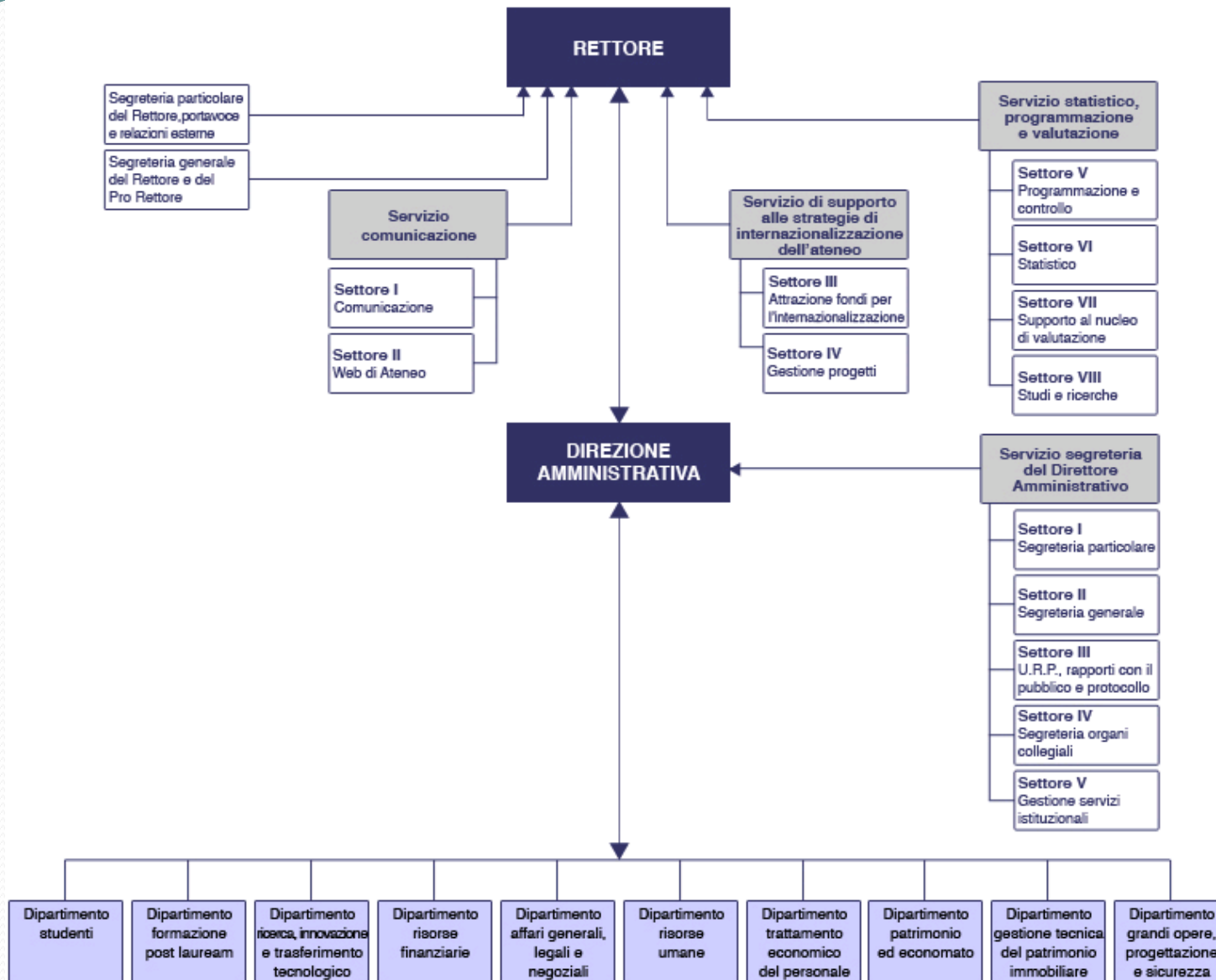
GOVERNANCE BOARDS

- **Rector**
- **Management Board** (“Consiglio di Amministrazione”)
- **Academic Council** (“Senato Accademico”)

SECONDARY BOARDS

- Observatory on the University activities
- “Peer” board on the teaching activities
- University Guarantor or Authority
- Equal opportunities board
- Evaluation board
- Auditors board

Organization Chart



key Organization Chart

Rector

Secretariat

Public Relations

International
strategies

Statistics, planning
and evaluation

Administrative Director

Secretariat

Students' services

Post graduation education

Research and technological innovation & transfer

Financial resources

General and juridical affairs

Human resources

Staff salaries and wages

Assets management

Real Estate maintenance

Works and building planning and safety

Financing of the Italian Universities

➤ **Sources**

➤ **From Government**

➤ **FFO**

Fondo di Finanziamento Ordinario

➤ **Transfers from Government**

➤ **Students' contribution**

➤ **Self financing (fund raising)**

➤ **FFO**

➤ **Building fund and Development planning** (by means of “Agreements of Programme” with local Authorities and Institutions)

➤ **Basic quota**

➤ **Re-balancing quota**

The basic quota destination

- **Based upon the historical expenditure**
- **Salaries and other fixed staff costs**
- **Generic scientific research**
- **Students' grants.**

Quota of re-balancing

Policies oriented to:

- Increase of students' enrolments
- Development of “quality” didactics
- Staff costs savings, anyway considering limits in “flexible” recruitment ways (part-time contracts, limited-time contracts, interim contracts, ...)
- Decentralization and co-financing for the recruitment of teaching staff
- Development of budgeting process aimed at the resources allocation
- Management control and analytical accounting system in order to monitor the expenditure
- Standards costs for services versus historical expenditure

Planning activities

Involved Parties

Rector

***Academic
Council***

***Administration
Board***

***University
Observatory***

***Peer Board on
the didactics***

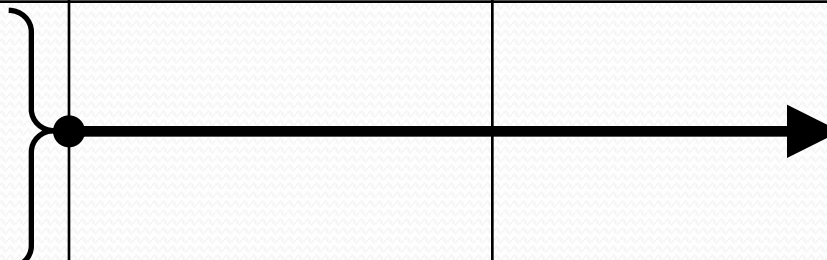
***Faculty
Councils***

***Department
Councils***

***General
Manager***

Managers

Forecast budget

	Planning	Drawing up	Presentation	Approval
Who	<div>a) Annual Plan: Academic Council</div> <div>b) Plan of Cost Units' activities: Department Councils</div> <div>c) Table of resources sharing: Administration Board</div> <div>d) Faculties Annual Plan (recruitment of teachers)</div> <div>e) Long-term budget: Academic Council</div>	General Manager jointly with the Financial Offices	Rector	Administrative Board
When	<div>a) November 30th</div> <div>b) November 5th</div> <div>c) November 30th</div> <div>d) November 5th</div> <div>e) November 30th</div> <div></div>	December 20th		

FFO from the Ministry
(December 31st)



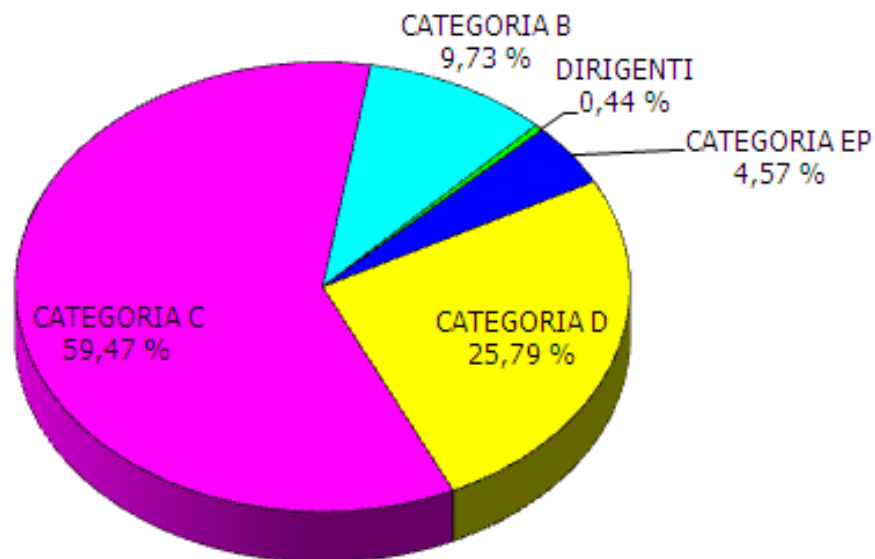
Budget arrangement
(February 28th)



Transfers to Cost Units

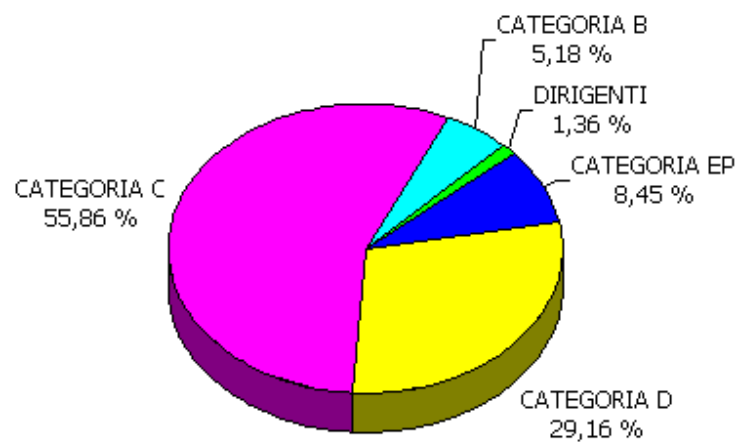
ADMINISTRATIVE-TECHNICAL STAFF NUMBERS, 31.12.2009

Qualifica	Personale in servizio (teste)
CATEGORIA B	132
CATEGORIA C	807
CATEGORIA D	350
CATEGORIA EP	62
DIRIGENTI	6
TOTALE	1.357

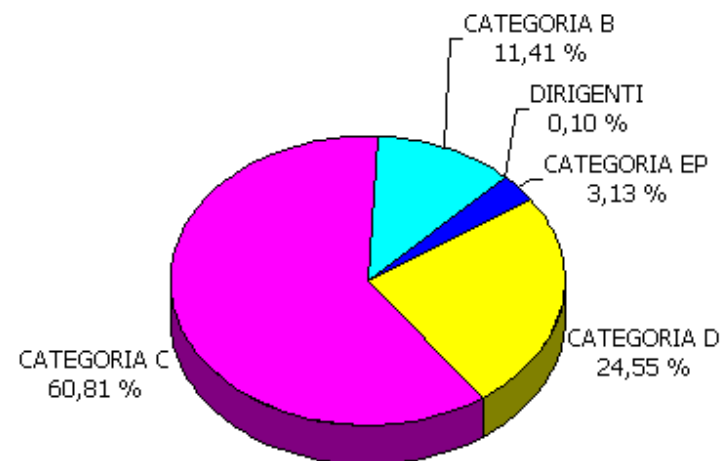


SHARING OF ADMINISTRATIVE-TECHNICAL STAFF, 31.12.2009

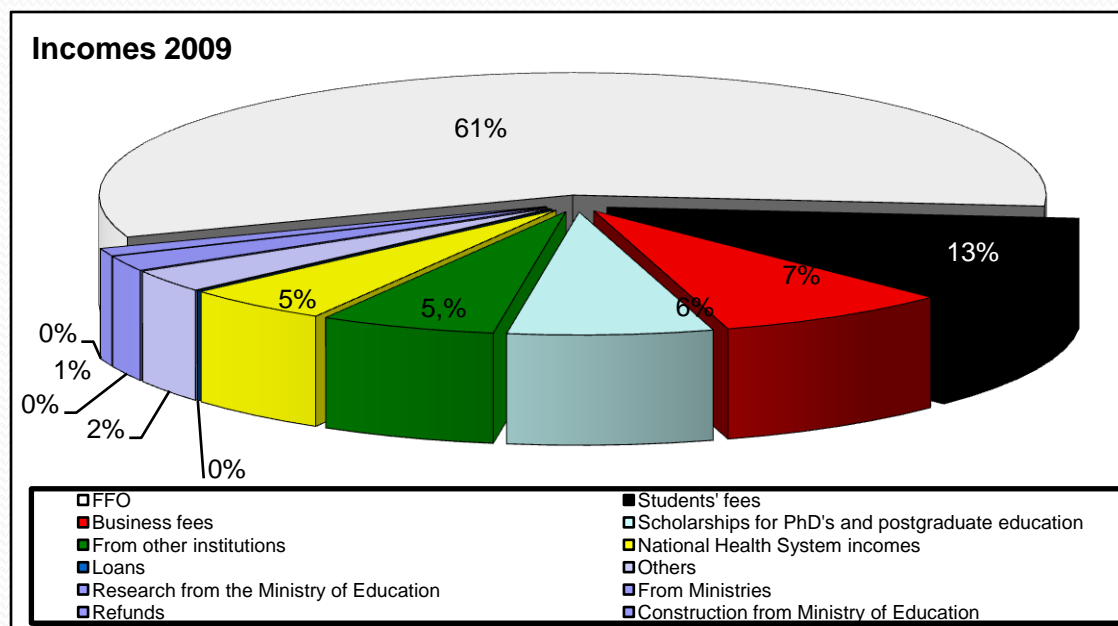
AMMINISTRAZIONE CENTRALE	
Qualifica	Personale in servizio (teste)
CATEGORIA B	19
CATEGORIA C	205
CATEGORIA D	107
CATEGORIA EP	31
DIRIGENTI	5
TOTALE	367



STRUTTURE DECENTRATE	
Qualifica	Personale in servizio (teste)
CATEGORIA B	113
CATEGORIA C	602
CATEGORIA D	243
CATEGORIA EP	31
DIRIGENTI	1
TOTALE	990



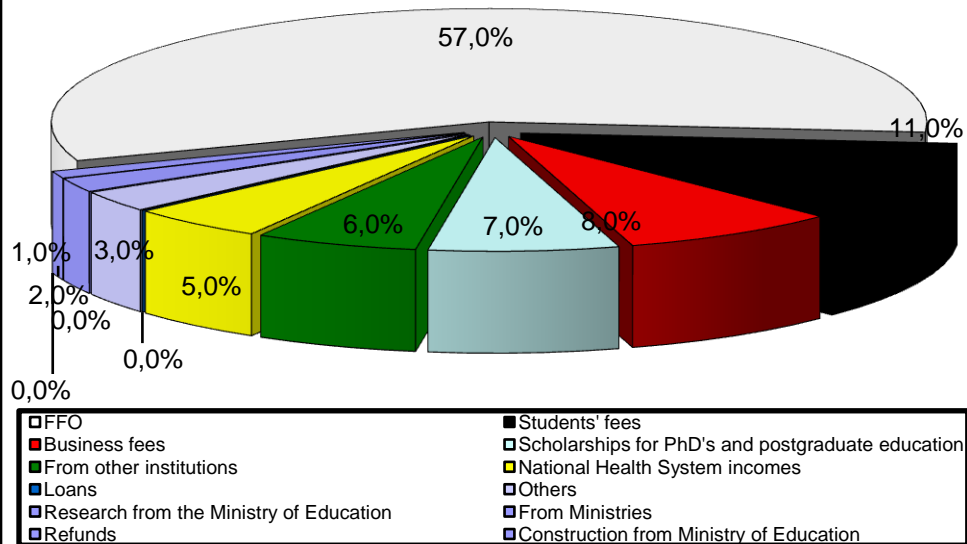
INCOMES COMPOSITION 2009



FFO	61%
Students' fees	13%
Business fees	7%
Scholarships for PhD's and postgraduate education	6%
From other institutions	5%
National Health System incomes	5%
Loans	0%
Others	2%
Research from the Ministry of Education	0%
From Ministries	1%
Refunds	0%
Construction from Ministry of Education	0%
	100%

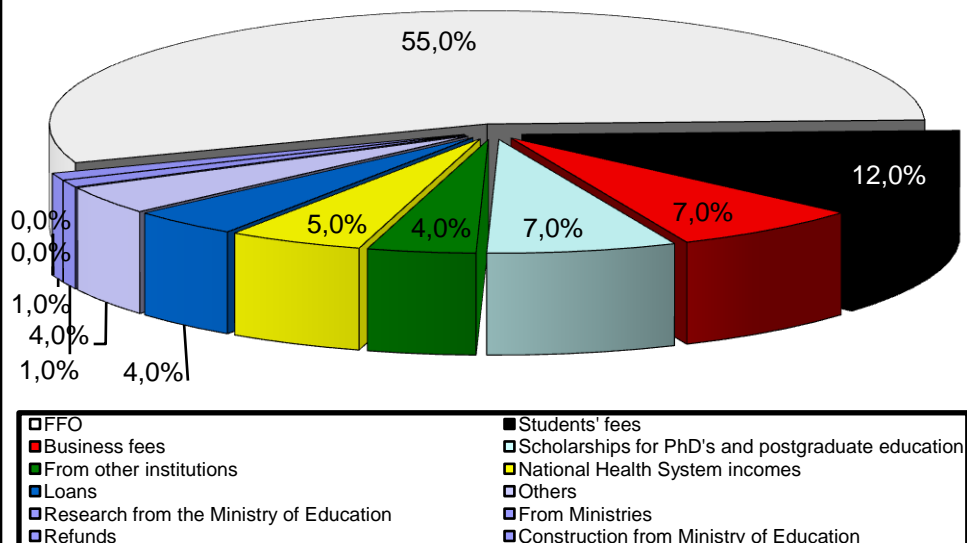
Incomes composition 2007-08

Incomes 2007



FFO	57%
Students' fees	11%
Business fees	8%
Scholarships for PhD's and postgraduate education	7%
From other institutions	6%
National Health System incomes	5%
Loans	0%
Others	3%
Research from the Ministry of Education	2%
From Ministries	1%
Refunds	0%
Construction from Ministry of Education	0%
	100%

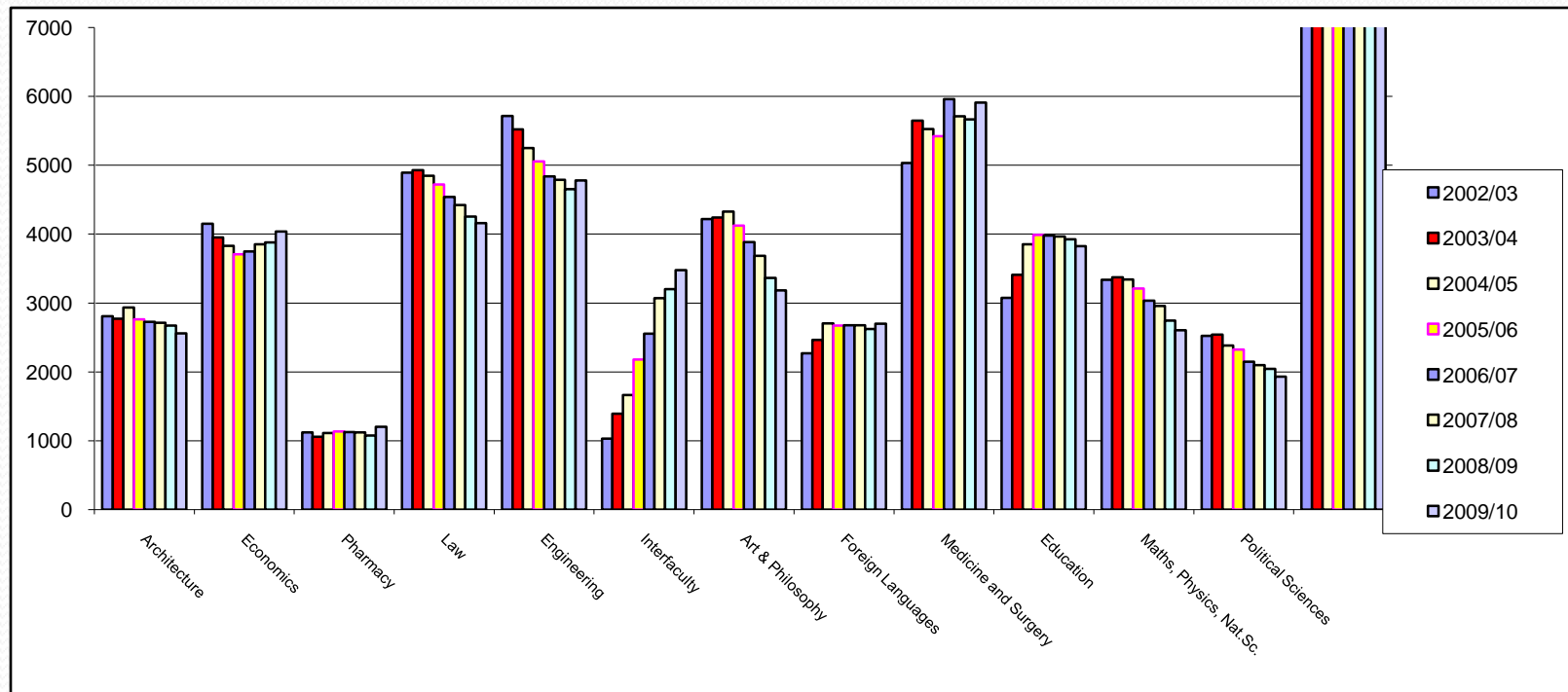
Incomes 2008



FFO	55%
Students' fees	12%
Business fees	7%
Scholarships for PhD's and postgraduate education	7%
From other institutions	4%
National Health System incomes	5%
Loans	4%
Others	4%
Research from the Ministry of Education	1%
From Ministries	1%
Refunds	0%
Construction from Ministry of Education	0%
	100%

Enrolled students from Academic Year 2002/03 to Academic Year 2009/10

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Architecture	2807	2774	2934	2764	2729	2713	2674	2562
Economics	4151	3954	3830	3710	3750	3854	3880	4040
Pharmacy	1122	1061	1112	1135	1127	1124	1079	1202
Law	4891	4929	4847	4721	4539	4421	4254	4162
Engineering	5718	5520	5250	5057	4840	4791	4652	4778
Interfaculty	1032	1395	1667	2181	2556	3070	3202	3479
Art & Philosophy	4221	4240	4328	4124	3885	3686	3366	3185
Foreign Languages	2273	2467	2705	2672	2676	2676	2623	2702
Medicine and Surgery	5034	5647	5528	5420	5959	5711	5668	5910
Education	3074	3408	3855	3988	3980	3968	3925	3828
Maths, Physics, Nat.Sc.	3336	3376	3343	3210	3033	2960	2747	2604
Political Sciences	2525	2544	2384	2323	2147	2099	2044	1932
	40184	41315	41783	41305	41221	41073	40114	40384



Comparison teaching personnel and ratio

Faculty	full professors (1st category)	associate professors (2nd category)	researchers	Total	% 1st category on the total	% 2nd category on the total	% researchers on the total
Architecture	21	26	35	82	25,61%	31,71%	42,68%
Economics	34	17	30	81	41,98%	20,99%	37,04%
Pharmacy	14	20	16	50	28,00%	40,00%	32,00%
Law	33	12	24	69	47,83%	17,39%	34,78%
Engineering	96	98	85	279	34,41%	35,13%	30,47%
Arts & Philosophy	51	39	51	141	36,17%	27,66%	36,17%
Foreign Languages	19	15	21	55	34,55%	27,27%	38,18%
Medicine and Surgery	97	98	148	343	28,28%	28,57%	43,15%
Education	14	19	29	62	22,58%	30,65%	46,77%
Maths, Physics, Nat. Sc.	77	100	112	289	26,64%	34,60%	38,75%
Political Sciences	11	20	18	49	22,45%	40,82%	36,73%

Optimum					23,00%	32,00%	45,00%
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Law # 240 of Dec 2010, “Gelmini” reform

➤ Access of young researchers

- ✓ The Law fosters the training and the access of young researchers at academic career. The Law erases the post-doctoral fellowships (underpaid and without warranties) and introduces the system of tenure-track: fixed-term contract of 6 years (3 + 3).

➤ Code of ethics

- ✓ Each university must adopt a code of ethics to avoid incompatibility and conflicts of interest related to family relationships. Universities that will manage resources in a non-transparent way will suffer some reducing of funding from the Ministry.

Law # 240 of Dec 2010, “Gelmini” reform

- **Clear distinction of functions between the Academic Council and Management Board**
 - ✓ The AC will draw-up scientific proposals, but the Board will have the responsibility of hiring and spending, also of decentralized units. The MB will not be elective, with 40% of external members. The Chairman of the MB may be external.
- **Grants to the students**
 - ✓ The sustainability tools in benefit of the students will be moved directly towards the beneficiaries instead of the universities. Therefore a National Fund will be created to pay the grants and to allow the study loans.

Law # 240 of Dec 2010, “Gelmini” reform

➤ Teachers in the classroom

- ✓ Teachers will have the duty to certify their presence to the lecture. It is established a uniform reference for the workload of full-time professors, for all the educational activities, research and management, set at 1500 hours per year, of which at least 350 intended for teaching and service activities for students.

➤ Financial management

- ✓ Introduction of business-oriented accounting, according to national criteria agreed between Ministries of Education and of Economics. Accounts must enhance their transparency. Debts and credits will be made more clear in the account. There is a special control and zero-tolerance for universities in financial difficulties.

Law # 240 of Dec 2010, “Gelmini” reform

➤ Students assessing teachers

- ✓ Students will evaluate teachers and this assessment will be decisive for the allocation of funds to the University by the Ministry of education.

➤ Assessment Board with external composition

- ✓ Today many Assessment Boards are in majority composed by internal teaching staff. With the new rules, the core of evaluation should have a greater presence of external members to enhance objective and impartial evaluation.

Law # 240 of Dec 2010, “Gelmini” reform

➤ **Merging or aggregation between universities**

- ✓ Today close Universities cannot join among them. With the new rules there will be a chance to join or federate close Universities, also in relation to individual sectors of activity, to reduce costs, to avoid duplication of teaching offer and to increase the quality of teaching and research.

➤ **Recruitment of young teachers**

- ✓ The law introduces the national qualification as a condition for access to the position of Professor. The qualification is attributed by a National Commission on the basis of specific quality parameters. The seats are then allocated according to public selection procedures issued by each university.

Law # 240 of Dec 2010, “Gelmini” reform

- **Internal reorganization of the universities.**
 - ✓ Reduction of Faculties that can be a maximum of 12 for the University. This is to avoid teaching offer not required by the labour market.
- **Stop to the long standing Rectors.**
 - ✓ One Rector will remain in office only for one mandate, for a maximum of six years.
- **Assessment of the Universities.**
 - ✓ Financial resources transferred from the Ministry on the basis of the quality of research and teaching. Introducing of accreditation requirement, then verification by the Ministry, of all degree courses and all offices, to avoid creating unnecessary units and study programmes. Evaluation of the efficiency of the results achieved by a new Agency, ANVUR.



Comparative analysis of financial management practices. Organization and financing of the Italian University. Current background, decentralization and autonomy

- Thank you for your attention
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