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Project

2025–2027 Digital Transformation Plan (DTP) of the University of Genoa

LEARNING DEPARTMENT,
EVALUATION



Project Coordinates



GOAL



Planet.

MISSION

Harnessing the value of research

LEAD ORGANIZATION / MAIN PARTNER(S)



KEY PRIORITY

Evolution of the information systems of the University of Genoa.

DESCRIPTION OF THE INITIATIVE

The University of Genoa's 2025–2027 Digital Transformation Plan (DTP) provides for the renewal of the university's information systems through interventions on processes, technologies, and applications. The plan is organized into six areas: organization and change management, digital services, platforms, data and artificial intelligence, digital infrastructure, and cybersecurity. For each area, objectives and projects are defined in connection with the main areas of intervention: education and students, research, third mission, organization and resources.

DURATION

2025-2027

TARGET AREA

City of Genoa

BUDGET

Total budget
Foundation contribution

2.007.764 €

1.016.000 €

ORGANIZATION

University of Genoa

KEY FIGURES

6 Areas of intervention

7,300 Hours/year freed

5 FTE available for reallocation from year one



Evaluation Coordinates



EVALUATING BODY/BODIES
AND/OR SCIENTIFIC COORDINATION

Intellera

EVALUATION PERIOD

June 2026 - October 2026



OBJECTIVE



Informed Design (Foresight)



Ongoing Improvement (Improvement)



Performance Evaluation (improvement)



Transparency (accountability)



Experimentation and innovation (learning)



Knowledge and scientific research (advocacy)

METHODOLOGY



Counterfactual impact evaluation



Randomized Controlled Trial (RCT)



SROI or other non-counterfactual estimate



Customer satisfaction



Qualitative survey of beneficiaries



Implementation analysis



Monitoring data analysis



Pre- and post-intervention monitoring

Other: (specify)

SAMPLE
AND DATA
COLLECTION

Qualitative interviews, document analysis, and analysis of administrative data from the monitoring of the University of Genoa.

COGNITIVE
QUESTIONS

1

What is the economic, social, and environmental impact of the University of Genoa's digital transformation one, five, and ten years after implementation?

2

What is the value of the University of Genoa's digital transformation in terms of capacity freed up, risk reduction, and enabling effects?

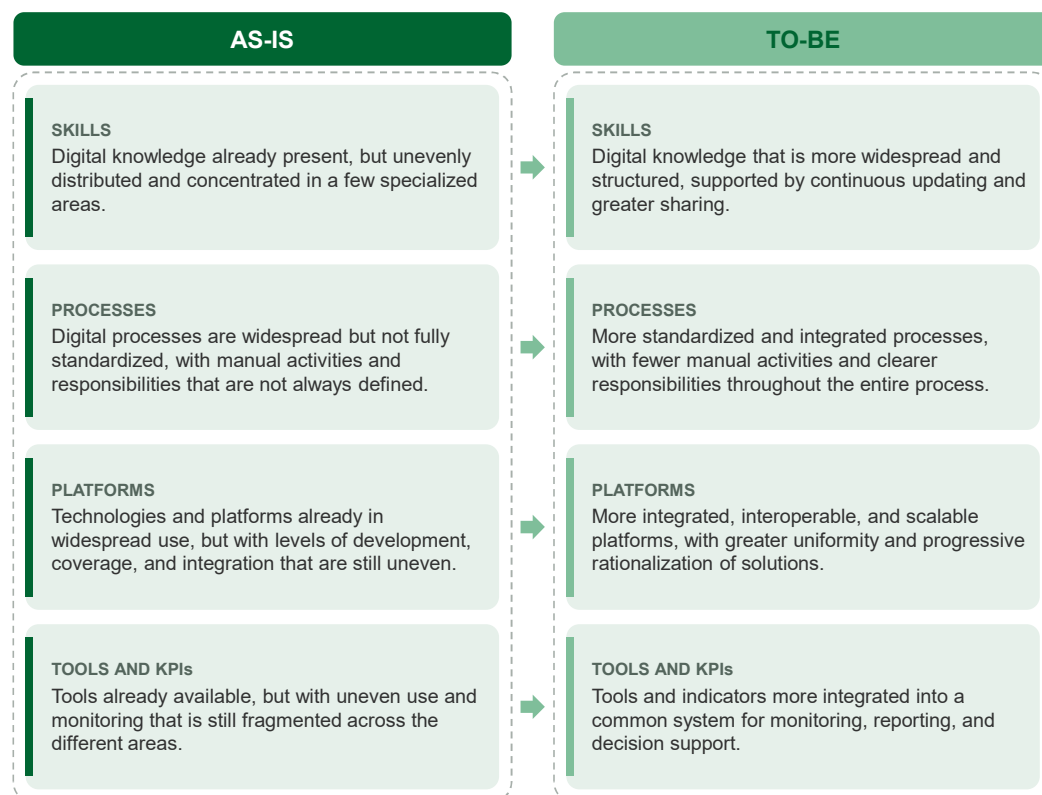


The DTP and the digitalization of UniGe

From AS-IS to TO-BE: analysis of processes and monitoring results



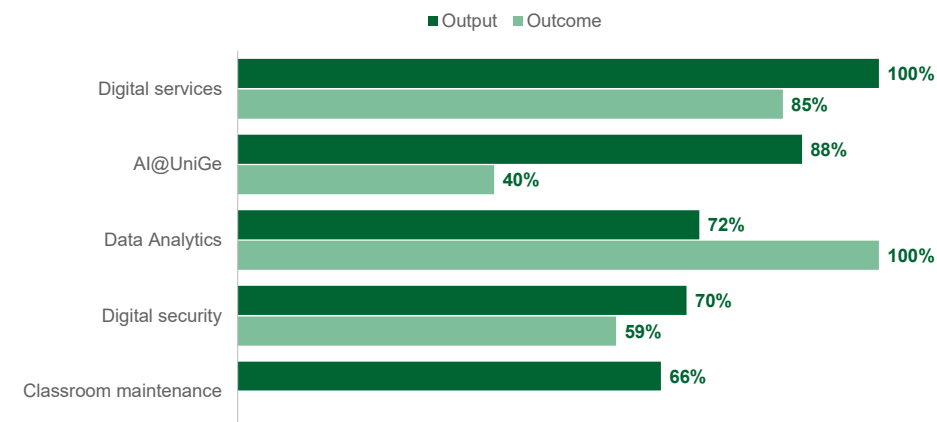
From AS-IS to TO-BE



Overall results of the monitoring of DTP initiatives (as of 31/07/2026)



Progress by initiative



Not included in the chart: the recruitment procedure (PICA), with qualitative results that cannot be quantified, and the outcome of Classroom maintenance, for which the necessary data are not yet available.

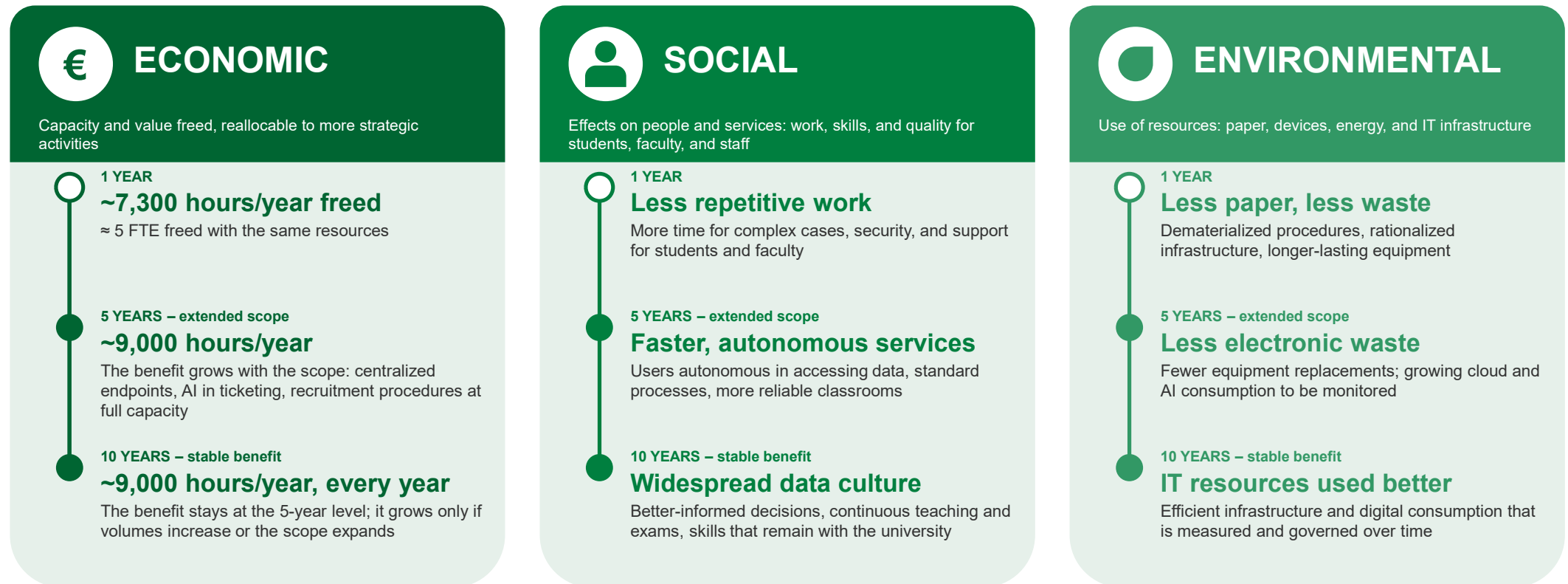


DTP impacts at a glance

Economic, social, and environmental impact



Evolution over time of the estimated economic, social, and environmental impact.





Key Findings of the Evaluation / Economic impact of the DTP



~7,300

hours/year of work capacity
freed
one year after launch

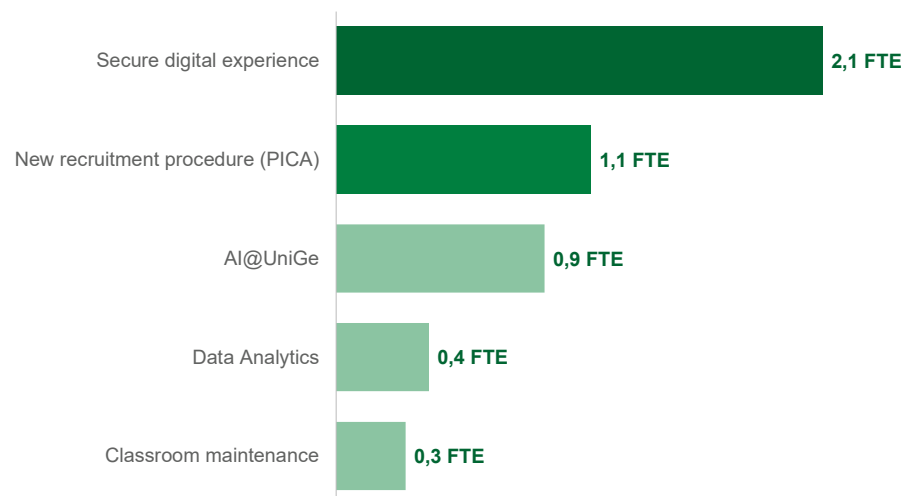
~5 FTE

equivalent capacity freed
≈ 1,500 hours/year per FTE

~€218k

Value of the capacity freed in
one year
With the same resources

Capacity freed after one year, by initiative (FTE)



Note: forward-looking estimates, central scenario. FTEs are calculated assuming 1,500 hours per year per full-time employee; values per initiative are rounded to one decimal. No estimate is provided for the Digital services development plan.

Key messages

1

Freed capacity as a lever for upskilling work

The Plan shifts work from manual, repetitive activities to high-value ones: analysis, control, security oversight, and support for students and faculty. The result is faster services, more reliable data for decision-making, and more sustainable workloads.

2

Permanent governance of the university's digitalization

The Plan generates value over time only if it becomes a stable function of the university, with a single point of direction that holds data, AI, security, and services together and guides investment priorities beyond the Plan's end date.

3

Capacity building as a strategic asset

Solutions generate value only when they are widely adopted. Skills in data, AI, and new tools are an asset that stays with the university: they make solutions scalable and lower the cost of subsequent innovations.



Initiative Focus / Data Analytics for UniGe



Upgrades the business intelligence infrastructure, migrates reporting to SAP Analytics Cloud, and extends Power BI dashboards to teaching units, widening the audience of people who consult data.

AS-IS

45	BI licenses tabular reporting produced on request and mediated by offices
43	Reports BusinessObjects on an end-of-life platform
45	Users in managerial roles enabled for reporting

TO BE

65	SAC licenses (SAP Analytics Cloud), 44.4% more capacity at the same annual cost
18	SAC stories and 80 semantic models, with interactive dashboards that can be consulted independently
250	Target users by December 31, 2026

EXPECTED IMPACTS OVER TIME

	Economic impact	Social impact	Environmental impact
1-year estimate	Work capacity freed up: approx. 530 hours	Reduction of manual and repetitive activities in producing reports	Rationalization of systems and data, with a possible increase in cloud and storage consumption linked to growing use of the new data analytics systems
5-year estimate	Greater scalability of the reporting service	Greater user autonomy in accessing data and more capacity for analytical activities	
10-year estimate	Operational capacity structurally reallocated to higher value-added activities	Strengthening of data culture, governance, and decision-making processes	

KEY FINDINGS

- **Consolidated starting point:** data warehouse active for over twenty years, fed by in-house ETL
- **Adequate infrastructure, application still in transition:** Oracle 19 in operation, 18 of 27 universes migrated, 43 BusinessObjects reports converging into 18 stories
- **Technical oversight concentrated on two people**, with no formalized plan for strengthening it
- **Monitoring as of July 31, 2026 (output 72%, outcome 100%):** infrastructure ready, application migration at one third (33.3%); the outcome relates only to the availability of the platform.



Initiative Focus / AI@UniGe



Moves the use of artificial intelligence from spontaneous experimentation to a governed model, with guidelines, widespread training, and solutions applied to services, always maintaining human oversight.

AS-IS

5%	of faculty and technical-administrative staff (PTA) with access to managed University AI solutions
0%	of technical-administrative staff trained in AI
No	environment with a RAG framework and certified datasets

TO BE

880	users enabled on the managed tenant, about 32% of the potential user base
383	people trained , about 30.6% of PTA staff
2	solutions under development: GEdAI chatbot for students and ticketing support

EXPECTED IMPACTS OVER TIME

	Economic impact	Social impact	Environmental impact
1-year estimate	Capacity freed up: approx. 1,144 hours	More capacity dedicated to complex cases and quality control	Increase in computational, cloud, and storage consumption as AI use cases are progressively extended
5-year estimate	Capacity freed up: approx. 1,335 hours	Progressive integration of AI into ticketing	
10-year estimate	Capacity freed up: approx. 1,525 hours	Extension of AI to other use cases, with human oversight	

KEY FINDINGS

- **Governance launched:** interim guidelines adopted and the University Commission established, with the ICT Area and academic experts
- **Adoption beyond expectations:** both staff targets have been exceeded, with 880 users enabled and 383 people trained
- **Solutions not yet in operation:** GEdAI chatbot in testing since July 2026, proof of concept on ticketing completed but not released
- **Monitoring as of July 31, 2026 (output 88%, outcome 40%):** governance and access nearly complete, adoption still partial: 1 of 2 solutions tested, 30.6% of PTA staff trained.

Initiative Focus / Secure digital experience



Integrates the management of digital identities, devices, applications, and data into a single model, overcoming security measures that are currently inconsistent across environments and operating systems.

AS-IS

100%	of Microsoft 365 accounts already protected by multifactor authentication
4 of 4	DPP targets at the 2024 baseline of "No"
No	inventory of ICT assets formally approved

TO BE

540 + 464	network assets and systems cataloged and classified by criticality
44	systems that process data at the highest level of criticality, identified
4	integrated components: identity, hybrid environment, endpoints, data governance

EXPECTED IMPACTS OVER TIME

	Economic impact	Social impact	Environmental impact
1-year estimate	Capacity freed up: approx. 3,200 hours	More capacity for security and exceptions	Rationalization of infrastructure, applications, and technology resources, with more efficient management of consumption
5-year estimate	Benefit: approx. €144k/year across 6,000 endpoints	More extensive and standardized management	
10-year estimate	Stabilized benefit: approx. €144k/year	Consolidation of centralized management	

KEY FINDINGS

- **Digital identity already mature:** MFA on all accounts, conditional access, Privileged Identity Management, and Defender XDR operational
- **Uneven endpoint coverage:** Intune and Defender are configured, but extension to Apple, Android, Linux, and servers is still under way
- **Data governance is the least advanced component:** Purview is active for monitoring, but policies and classification are not consolidated
- **Monitoring as of July 31, 2026 (output 70%, outcome 59%):** tools operational, but endpoint coverage at 45% (2,700 of 6,000) and data governance still to be completed.



Initiative Focus / Digital services development plan



Does not introduce a new service, but produces the knowledge and planning tools for the application ecosystem: system map, coverage assessment, and development plan.

AS-IS

175 **entries in the ICT services map**, of which 126 are associated with an identified service

65 of 94 **processes** with ICT coverage at or below 1 on a scale of 0 to 3

About 10 **projects** hosted on GitLab at launch

TO BE

3 **priority assessments:** accounting and budgeting, ICT needs, mission processes

130 **(approx.) projects** on GitLab in three months, with versioning and traceability

1 **development plan** integrated with the organizational map and processes

EXPECTED IMPACTS OVER TIME

For the Digital services development plan initiative, no standalone impact estimate is formulated, as the initiative plays a predominantly **enabling and cross-cutting** role with respect to the other lines of the Plan. Its effects manifest through support for the planning, prioritization, and development of the other digital interventions, and therefore cannot be uniquely isolated in a specific impact indicator.

KEY FINDINGS

- **Information base already available but uneven:** the services map needs to be integrated with processes, organization, and responsibilities
- **ICT coverage of processes still low:** two thirds of the assessed processes fall in the lowest levels of the scale
- **Scope reshaped due to economic constraints:** assessments have been concentrated on three areas and the integrated plan slips to the first half of 2027
- **Monitoring as of July 31, 2026 (output 100%, outcome 85%):** mapping and plan completed, 33 of 39 priority interventions launched; assessments and feedback sessions still to be started.

Initiative Focus / New recruitment procedure (PICA)



Replaces the internal platform, organized in three instances, with PICA, a Cineca cloud solution already established in universities, extending the scope to post-graduate research grants.

AS-IS

3	instances of the internal COL platform, for different types and verticals
936	procedures per year: 300 Research Area, 168 Personnel Area, 468 ICT Area
€157,671	of administrative effort per year

TO BE

€143,202	of administrative effort at full operation
-15% / -50%	of effort per case , for Research and Personnel and for ICT, respectively
1	relevant staff category activated on PICA by December 31, 2026

EXPECTED IMPACTS OVER TIME

	Economic impact	Social impact	Environmental impact
1-year estimate	Capacity freed up: approx. 1,722 hours	Standardization of operating procedures and reduction of the learning effort	Progressive paperless transition of procedures, with less printing, physical archiving, and paper-based handling
5-year estimate	Reaching a steady-state operating setup, with stabilization of processes and reduction of internal technical support.	Greater familiarity and reduction of internal technical support	
10-year estimate	Consolidation of the operating model, with internal oversight focused on governance, supervision, and exception handling.	Oversight concentrated on governance, supervision, and exceptions	

KEY FINDINGS

- **Scope expanded in version 1.3:** post-graduate research grants, currently managed without a portal, are now included, with 180 calls in 2025 and 221 in the first nine months of 2026
- **Fragmented document cycle:** registration, signing, and archiving remain outside the platform, with applications received by email
- **Gradual activation, without migrating historical data:** first phase on assignments and research grants, later extension to research contracts and postdoc positions
- **Monitoring as of July 31, 2026 (indices not yet populated):** Personnel Area operational, Research Area being configured: DPP target achieved, qualitative assessment.

Initiative Focus / Classroom maintenance and renewal



Moves from fragmented, reactive maintenance to unified, preventive oversight, with remote monitoring of equipment and centralized management of workstations.

AS-IS

360	rooms and 26,258 seats surveyed , maintenance mostly corrective
5%	of classroom workstations centrally managed
No	formalized process for continuous maintenance

TO BE

157	rooms equipped for multimedia , 33 computer labs with about 900 PCs
107 of 119	classrooms with remote monitoring active
33.6%	of workstations secured , 226 of 673, above the 30% target

EXPECTED IMPACTS OVER TIME

	Economic impact	Social impact	Environmental impact
1-year estimate	Capacity freed up: approx. 485 hours	Greater timeliness in identifying and resolving anomalies	Extension of the equipment life cycle, with less frequent replacements and reduced electronic waste
5-year estimate	Benefit grows with the extension of centralized management	Greater availability and reliability of teaching spaces	
10-year estimate	Full benefit across the entire scope of 673 workstations	Greater continuity of lectures, exams, and teaching activities	

KEY FINDINGS

- **Inventoried assets and active oversight:** the continuous maintenance service has been operational since September 2025, with scheduling, technical assistance, and spare-parts management
- **Two of three targets already achieved**, with secured workstations above the DPP objective
- **Remote monitoring almost complete:** 12 of 119 classrooms remain to be reconfigured by 2026
- **Monitoring as of July 31, 2026 (output 66%, outcome being consolidated):** technical oversight and remote management at full operation; exam-workstation security and assistance for guest speakers are lagging behind.



Policy Implications



UniGe's DTP as a testing ground for those who fund innovation in the higher education sector

1

Value comes from integration, not from the individual intervention

Benefits are realized and amplified when solutions become part of processes, with adequate skills and stable governance.

RECOMMENDATION

Assess proposals on the overall coherence of the project, treating training, change management, and governance as an integral part of the intervention.

2

Enabling investments have a multiplier effect

Data governance, security, platforms, and planning can enable further interventions, reduce operational risks, and spread new ways of working.

RECOMMENDATION

Do not limit the assessment to expected savings: complement it with indicators of risk avoided, service coverage, and progress of related initiatives.

3

Measuring is a precondition for investing

Equipping projects from the outset with process measurement tools (time, cost, usage) makes it possible to monitor progress and quantify impacts precisely.

RECOMMENDATION

Require a minimum baseline and a monitoring plan already in the proposal, funding them with a dedicated share of the grant.

4

Sustainability and replicability must be designed alongside the investment

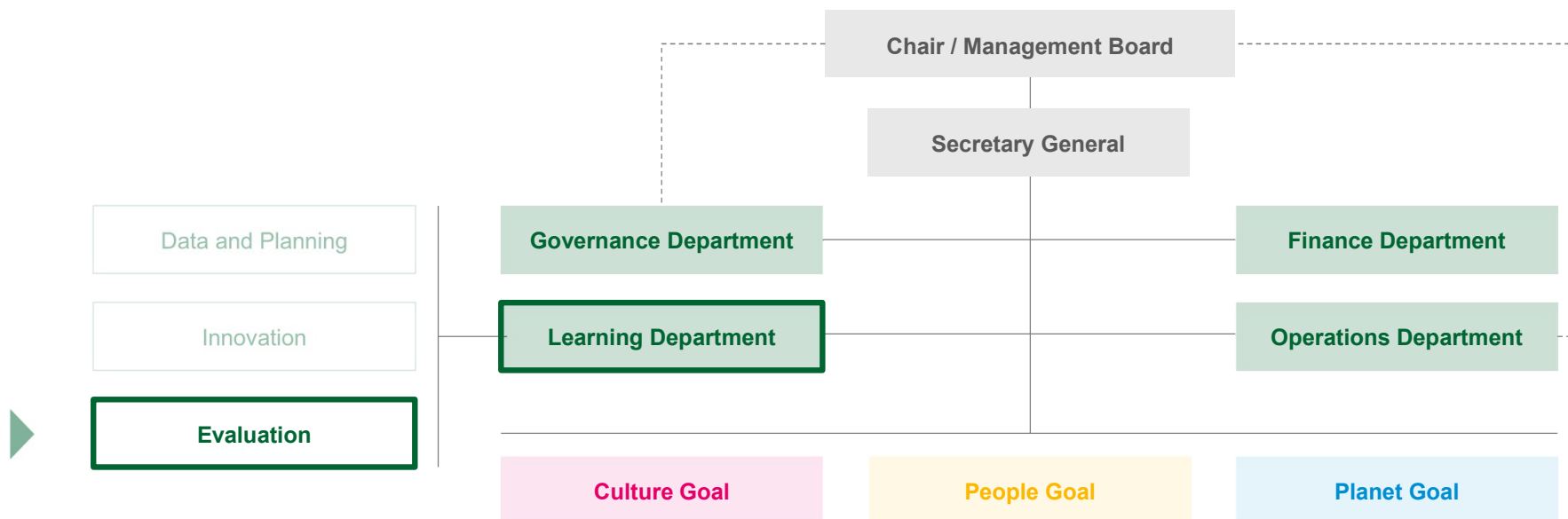
Initiatives generate recurring costs beyond the funding: continuity and replicability must be planned from the start.

RECOMMENDATION

Verify economic and organizational sustainability at the design stage, asking for a plan to cover recurring costs after the grant ends.



STRUCTURE



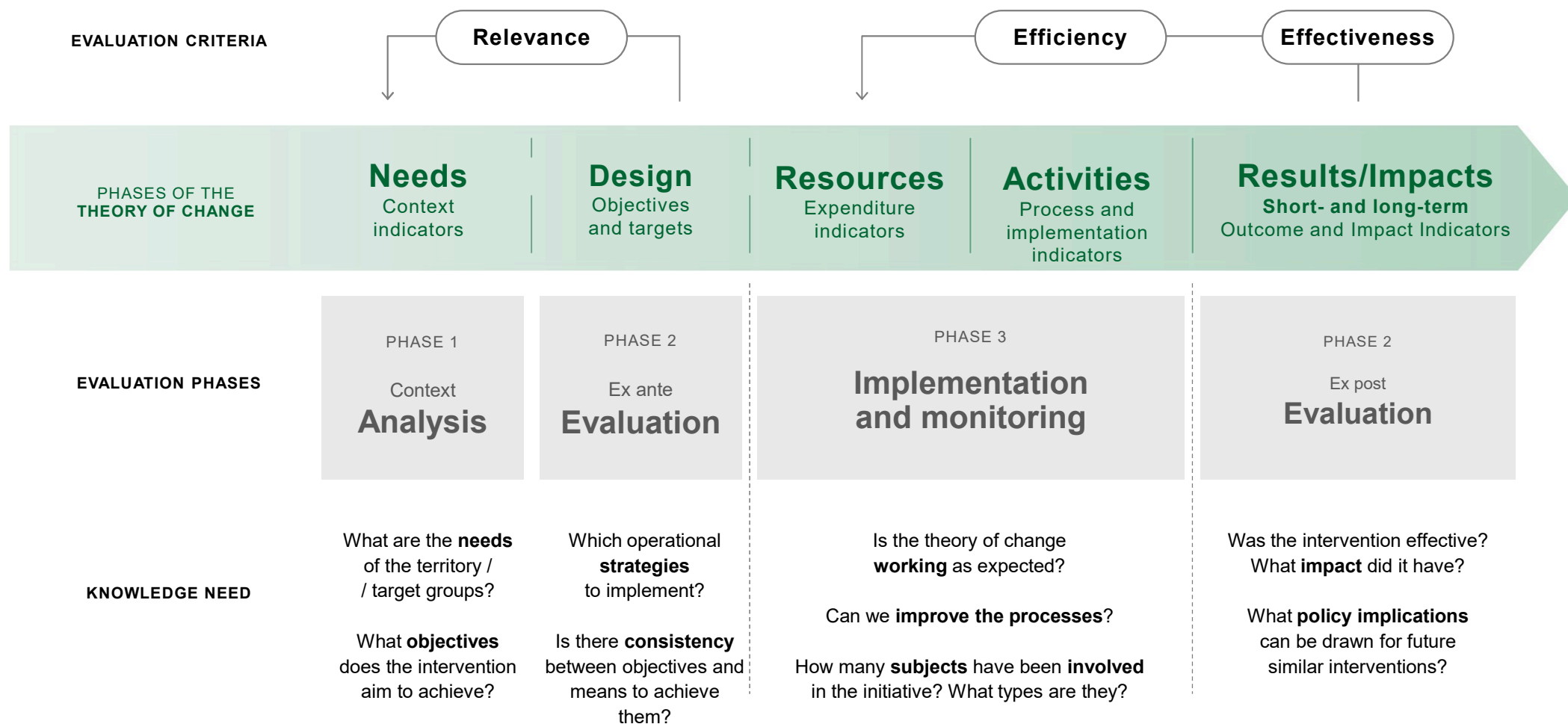
LEARNING DEPARTMENT EVALUATION

Evaluation manages the **ex-post evaluation** of FCSP's main projects, to gain an understanding of the relevant processes, effects and impacts, in such a way as to support the re-design of initiatives, rectify any shortcomings and emphasize success stories.

It also conducts **ex-ante evaluations** and needs assessments to support the design of new projects, particularly those with high-impact, promoting the use of rigorous and innovative methodologies.



Evaluation Criteria, Evaluation Phases, and Knowledge Needs





Evaluation for the benefit of the community



Data and evaluation findings are valuable when they are made available to the community.

Full reports and datasets may be shared with researchers and institutions, subject to case-by-case assessment based on the specific context and intended purpose, to ensure their informed and responsible use.

To access the full reports

Write to valutazione@compagniadisanpaolo.it





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