

UNIVERSITÀ
DEGLI STUDI
DI PADOVA

Communication Plan 2025-2027

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Introduction to the Plan

Institutional communication is one of the strategic tools employed by the University of Padua to ensure it is increasingly recognised as a socially and culturally influential, relevant and accessible university. The University's Communication Plan is the essential tool for managing all activities which institutional communication takes place, setting out their planning, as required by Law 150/2000 'Regulation of information and communication activities of public administrations'.

The Plan, covering the three-year period 2025–27, is managed by the Communications and Marketing Department (Communications Office and Press Section).

It is submitted to the relevant governing bodies and published on the University's website. The communication activities outlined in the Plan support the University's mission and vision, in line with the institutional objectives described in the Strategic Plan and with the guidelines of the Integrated Plan of Activities and Organisation Plan (PIAO). The PIAO's objectives relating to communication are included in the Plan.

The version of the Plan updated as of November 2025 includes two additions. As a first step towards the adoption of the Brand Book, scheduled for 2026, the design of the new brand and the associated internal brand architecture (as per Annex 1) was completed in 2025 the design of the new brand and its associated internal brand architecture (as per Annex 1) was completed, to address the new communication challenges of the relevant context, which require enhancing the visual recognisability and the University's identity. The new brand incorporates the University's seal into its communication elements, which remains representative of the heraldic symbolism recognised by the University of Padua.

There is also a focus on the University's internal communication activities and strategies, which describes the digital tools and infrastructure relating to data and knowledge management, in support of the various institutional activities. This section includes the related Piao objectives.

Mission and vision for communication of the University of Padua

Institutional communications are committed to representing, promoting and safeguarding the very essence of a public, free, secular, pluralist university that is independent of 'any influence or discrimination based on ideological, religious, political, economic or physical grounds' (Statute, Art. 1).

Communications supports the aim of strengthening the University's standing on a global scale, by promoting diversity, sustainability and the integration of different fields of knowledge.

In designing the actions set out in the Plan, we take into account the distinctive features of our institution, such as: the aspiration to universality and to freedom of research and teaching, the practical nature of programmes and action strategies, the sense of belonging, the dedication and the wide range of skills and professional expertise of the entire academic community.

The aim of the University's communications is to provide accurate, timely and easily accessible information on the services, projects and initiatives of the public administration; it is characterised by its official nature and the obligation of transparency, acting as a direct channel between the institution and its audiences, whilst strengthening a relationship of trust and active listening. The communication strategies developed take into account the continuous evolution of the communication ecosystem and the media consumption preferences of all *stakeholders*.

The approach adopted in designing the Plan is a multi-channel strategy, which takes the form of a framework of actions capable of synergistically integrating different tools and different styles of communication. The analysis of statistical data relating to both internal and external *stakeholders* underpins the design of content and the choice of tools. The University recognises the value of the diversity of voices that make it up and their ability to contribute to its public image: the shared identity, built around its founding values, ensures that the University of Padua has a strong and distinct voice in an increasingly global and homogeneous, and benefits the entire academic community by imbuing every single action undertaken by the University with authority and prestige.



Context analysis for communication

Using the SWOT matrix – an acronym for *Strengths, Weaknesses, Opportunities and Threats* – which identifies strengths, weaknesses, opportunities and threats, the University's communications team analyses the context in which the institution operates, drawing useful information from it to plan its actions, maximise available resources, capitalise on opportunities and identify potential communication crises. Strengths and weaknesses are factors internal to the institution, whilst opportunities and threats are external environmental factors: each of these can influence the process of achieving objectives and must therefore be analysed from a strategic perspective.

strengths

The University has a strong reputation for excellence in teaching and scientific research (*source: Censis, ANVUR*)

Good standing in national and international rankings (*source: Censis, The, QS, ARWU, etc.*)

Mature and effective communication channels (*Italy's leading 'mega-university' – source: Censis University Ranking*)

A strong sense of belonging and high levels of satisfaction amongst staff and the student community (*source: Good Practice, Workplace Climate Survey, AlmaLaurea*)

A student-friendly campus city, with services and a focus on sustainable mobility

A wide range of scientific research and *public engagement* initiatives to be communicated

Increase in communication activities by the various departments and autonomous management

Excellent public response to the University's initiatives and events
Positive trend in new enrolments

Reputation as an economically and financially sound university

weaknesses

Frequent inconsistent or incorrect use of the University's visual identity in communications

Only partial coordination between those responsible for communication within the University

A lack of perception of a unified communication approach across the decentralised sites of the dispersed campus

opportunities

A positive trend in enrolment figures for students from abroad

Growing demand for continuing professional development – *reskilling* and *upskilling* – from professionals

Greater awareness of the University's objectives and values amongst staff

Strengthening of the brand's positioning online and offline

threats

Demographic decline: need to increase the number of international students and broaden the age range
Shortage of student accommodation in the city

Rise in enrolment at online universities and a fall in the average age of students

Increased risk of communication crises caused by the ever-easier production of fake news on social media

Net decline in enrolment figures in Veneto



Target audiences

Through its communication activities, the University of Padua aims to respond ever more effectively to the information needs of its internal community, enhancing knowledge, awareness, responsibility, trust and identification with the institution, whilst fostering connections amongst its members. The University's communication also contributes to dialogue with external stakeholders, primarily families and the education system. At the same time, it acts as a bridge between the University and academic and research institutions worldwide and serves as a point of contact with civil society, which it reaches through the dissemination of knowledge and initiatives aimed at the general public. These communication activities also help to strengthen ties with the business and institutional sectors.

The University's Stakeholders

The academic community in all its various components (students, teaching staff, researchers and technical-administrative staff, and collaborators) and within its organisational units (Departments, Divisions and Offices)

Prospective Italian and international first-year students

Potential new academic staff, researchers, technical and administrative staff, and support staff

The general public

The families of prospective

first-year students Educational institutions

The media

Researchers from other institutions and other Italian and international universities

Higher education and research institutions

Alumni

Businesses

Public and private organisations and bodies

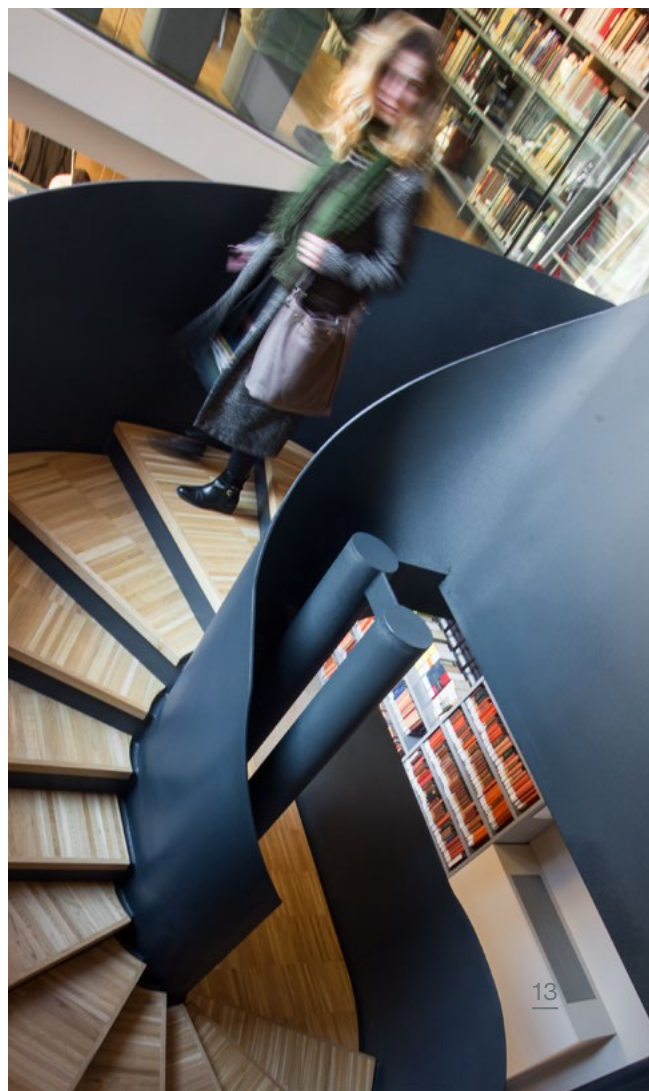
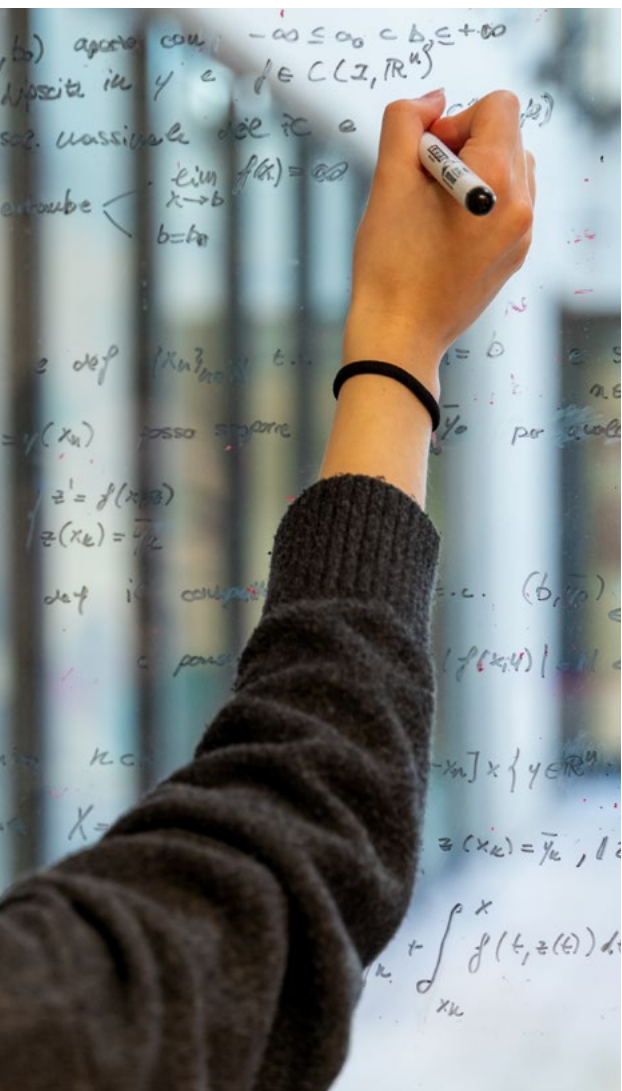
An updated visual identity

In light of the current global landscape, characterised by profound and rapid economic, social and demographic changes, the entire university system is facing ever-increasing pressure to be competitive. In this context, strengthening the University of Padua's communicative identity is strategic for making its impact on the world more visible and recognisable.

Alongside the many initiatives undertaken by the University for its external audience – as outlined in the Plan's objectives – it is necessary to respond to the changing conditions brought about by new digital tools, which require maximum legibility and clarity even at increasingly smaller sizes. The overhaul of the brand and brand architecture is therefore a strategic choice which, on the one hand, guarantees technical legibility in all conditions and on all media, and on the other, ensures recognisability through a new system capable of conveying our identity, our actions and our founding values with a unified voice.

The new brand, the brand architecture, the launch of the University's new website and the production of the Brand Book are the cornerstones of a coordinated communication strategy capable of representing the identity of the University of Padua for years to come, consolidating our presence in the public debate and to trigger a virtuous circle that fosters interest in the University and affirms its role as a cultural and scientific leader, highlighting individual areas of excellence by weaving them into a coherent and unified narrative.

Effective visual communication supports the University's strategy aimed at enhancing its reputation and consolidating its authority amongst stakeholders and the national and international scientific community.



Measurement and monitoring

In assessing the effectiveness of its communication initiatives, the University makes use of documents and tools capable of providing both quantitative and qualitative data. The University of Padua conducts its own surveys and participates in national initiatives.

These include the *Good Practice* project, a system for measuring the performance of university administrative and support services developed by the Politecnico di Milano, which provides, amongst other things, information on the academic community's perception of the quality of communication services and allows for a comparison with the situation at other Italian universities taking part in the survey. Among the documents produced internally by the University, containing data relevant to communication activities, the following are worth noting: the Strategic Plan, the Integrated Plan of Activities and Organisation (PIAO), the University's Single Report, and the Survey on the Working Environment.

Other sources of analytical reports include IT platforms and tools capable of providing specific data, such as that relating to online traffic patterns, the performance of social media content, the behaviour of newsletter recipients, attendance at events, etc.

External studies also provide useful data for the University's communication purposes; these include: data processed and supplied by the Ministry of University and Research (MUR), documents produced by ANVUR and CENSIS, *surveys* carried out by AlmaLaurea, ranking results, analyses of tools and trends in the communications sector, reports produced by research institutes concerning the education sector, our *stakeholders*, *brand equity*, etc.

The Communications and Marketing Department analyses its activities and outputs in both the short and long term to ensure, as effectively and efficiently as possible, that objectives are achieved and actions are defined, including from a *data-driven* perspective.

Reference period

The new Plan for the three-year period 2025–2027 is the instrument through which the objectives for the three-year period are set out.

The costs and financial investments relating to the implementation of this Plan are covered by the University's Budget (for the years 2025, 2026 and 2027).

In 2025, the budget for the Communications and Marketing Department was €2,503,810. In addition, there are savings arising from funds generated by fundraising initiatives and the insourcing of agency and creative activities, as these are carried out using internal resources within the Communications and Marketing Department.

The main financial investment for the three-year period 2025– 2027 relates to the redesign of the University's web portal and the websites of its constituent units, whilst the main costs relate to four areas of intervention:

- events and the Universa programme (*Science4All, Risvegli, Padua Nobel Lecture*);
- the research fundraising campaign (5x1000) and other identity- and values-based campaigns;
- communication of scientific research and its results;
- promotion of teaching.

When planning its institutional communication campaigns, the University is required to comply with the quota allocation set out in Article 41 of the Legislative Decree of 31 July 2005,

No. 177. This allocation stipulates a predefined proportion between the various types of advertising space and is subject to scrutiny by the Communications Regulatory Authority (Agcom).

The Communications Office is responsible for submitting to Agcom data relating to expenditure on advertising in the mass media; for this reason, all University departments are required to coordinate advertising expenditure with the Office, seeking prior authorisation.



Communication strategies and objectives

Set out below is the University of Padua's communication strategy, which is broken down into specific actions and tools designed for the three-year period 2025–27, aimed at achieving a series of communication objectives devised in line with the Strategic Plan and linked to the PIAO.

The objectives of the Plan are indicated by the code COM_, whilst the objectives of the Strategic Plan and the Piao, which are linked to the Plan's objectives, retain their original codes to ensure interoperability between the documents.

To strengthen the identity and reputation of the University

In an increasingly global competitive environment, a strong identity represents an advantage for the entire University, as it enables its role to be recognised in all initiatives originating from it or linked to it. Strengthening the *brand identity* therefore becomes strategic, as this helps to enhance its reputation as a centre of excellence on the national and international stage (PS_INT_02). A strong reputation has a positive impact on numerous processes, including the creation of partnerships, the recruitment of students and staff, increased media visibility, and the active involvement of civil society. Furthermore, strengthening the identity brings with it a greater ability to convey the University's vision and values, both within and outside the academic community, thereby fostering loyalty and defining more clearly the distinctive characteristics of our institution.

Audiences

All internal and external *stakeholders*, at local, national and international levels.

Related objectives of the Strategic Plan and the Piao

2025	2026
PS_INT_02	PS_INT_02
PIAO_ACOM_1	
PIAO_ACOM_8	
PIAO_ACOM_C	

Timetable

2025	2026	2027
COM_01_a		
COM_01_b	COM_01_b	COM_01_b
COM_01_c	COM_01_c	COM_01_c
COM_01_d	COM_01_d	COM_01_d

Objective	actions and tools	monitoring indicators
COM_01_a	Enhancing the online presence through the revamp of the institutional website unipd.it, which requires updating in terms of its and technology. The design of the new portal involves the development of a tool with a more contemporary structure and design, capable of ensuring a satisfactory user browsing experience, facilitating indexing by search engines, and to pursue optimisation for SEO purposes. The new portal features more flexible and rich content, not only of an informative nature but also promotional and positioning-oriented, where appropriate (PIAO_ACOM_1 2025 shared with ACOSQ_7; ADISS_9; AFIP_3; ARI_11; ARRI_11; ASIT_8). Implementation and roll-out of the new tool across the University's entire web communication architecture, including the websites of departmental units, and sharing of experience and expertise with the website managers of those units.	Drafting of the internal operational document marking the conclusion of the project; selection of the support provider support provider, <i>launch</i> of the University's <i>mock site</i>, release of prototypes to the departmental units, launch of the University website, migration of the departmental websites and publication of the new sites; training and support for staff in using the new tools and the communication opportunities provided.
COM_01_b	Creation of a <i>Brand Book</i>, as an update and extension of the University's Visual Identity Manual , which revises the templates, extends the scope of application and introduces new themes – such as the branding and brand <i>architecture</i> – and provides guidance on the correct use of the University's brand, including following the granting of sponsorship. It also includes a series of 'ready-to-use' templates and tools to support the communication activities of the University's departments, with a view to facilitating the independent production of communication content within a unified framework (PIAO_ACOM_C 2025).	Conception, design and publication of <i>the Brand Book</i>, production of the 'ready-to-use' materials from <i>the Brand Book</i> and supervision of the implementation of the guidelines contained therein.
COM_01_c	Creation and management of communities of practice for all those involved in communication within the University, to achieve greater sharing of communication activities and to strengthen dialogue and support between the Communications Office and those responsible for communication within the University's departments (PIAO_ACOM_14 2025, PIAO_ACOM_8 2025).	Organisation of meetings with departmental representatives.
COM_01_d	Monitoring and media coverage of ranking results, institutional activities and events reflecting the University's identity and values, starting with the opening ceremony of the academic year, as well as honorary degrees, welcome events for the student community (<i>Unincontro</i>, <i>The Academy Night</i>, <i>Freshers and Students Welcome Party</i>, <i>Welcome Days</i>, etc.), doctoral degree award ceremonies, etc.	Level of participation, production of <i>storytelling</i> content, media prominence

To promote the range of courses and services

The University's Communications Department is responsible for devising, planning and producing communication initiatives to promote the University's academic programmes, as well as its various other training and skills certification opportunities, in an engaging manner; it makes its expertise available to bridge communication and identity gaps between the University's branch campuses (PS_DID_06) and to provide information on the University's educational provision (PS_DID_03).

Target audiences

Prospective Italian and international *students*, families of *prospective students*, educational institutions, the general public, the media, businesses, and public and private organisations and bodies.

Objectives of the Strategic Plan and related PIAO

2025	2026
PS_DID_03	PS_DID_03
PS_DID_06	PS_DID_06
PIAO_ACOM_1	

timetable

2025	2026	2027
COM_02_a		
COM_02_b	COM_02_b	COM_02_b
COM_02_c		
COM_02_d	COM_02_d	COM_02_d

Objective	actions and tools	monitoring indicators
COM_02_a	Redesign of the content architecture online resources relating to the educational provision: the is the preferred <i>touchpoint</i> for discovery of the academic programmes (as indicated by enrolled students – <i>source Good Practice</i>), and as part of the review of website (referred to in point COM_01_a), specifically particular attention is paid to the organisation of the pages dedicated to degree programmes, establishing their exclusive presence on the unipd.it website: this decision enables better positioning on and a greater capacity to measure of communication effectiveness (PIAO_ACOM_1 2025 shared with ACOSQ_7; ADISS_9; AFIP_3; ARI_11; ARRI_11; ASIT_8).	Definition of the document internal operations in the findings project, selection the provider's support, and <i>the golive</i> of the the University's <i>mock site</i> , release of prototypes enables the departments departmental, go of the website's effectiveness. Monitoring of the ranking on search engines and user on educational
COM_02_b	Conceptualisation, implementation and planning multi-channel (<i>owned</i> and <i>paid</i>) campaign promoting the educational programme.	Percentage of career opportunities of female students and students from outside the region in the academic year and monitoring of the performance of the campaign (assessment of specific indicators for each selected selected).
COM_02_c	Development of web pages dedicated to each of individual external sites, as showcase pages designed to align the external sites with the University's identity and inform students about the specific features not only the campuses but also the services shared by all all (PS_DID_06).	the Evaluation of communication web by students and female students external sites (<i>GoodPractice</i>).
COM_02_d	Support for other offices and event facilities, promotional materials and installations designed to toolsto promote enrolments, for example <i>Choose with Us</i> , <i>Open Days – Master's degrees</i> , <i>Mobility Fair</i> , etc. Communication to the public and to the internal community via the front office of the Public Relations Office (URP).	Production of communication; delivery information.

Supporting Research

The University's communications department supports researchers through communication initiatives and training in research dissemination, with the aim of promoting scientific excellence, the ability to attract new researchers and secure competitive research funding, as well as to increase citation impact.

The communications department highlights the University's leading role in scientific research in the media, at both national and international levels. Furthermore, it encourages society to support research activities in the ways set out by the University.

publics

Researchers, lecturers from other higher education and research institutions, businesses, organisations, and public and private bodies.

Objectives of the Strategic Plan and related PIAO

2025	2026
PS_DID_03.b	PS_DID_03.b
PS_RIC_01	PS_RIC_01
PIAO_ACOM_1	
PIAO_ACOM_8	

time schedule

2025	2026	2027
COM_03_a		
COM_03_b	COM_03_b	COM_03_b
COM_03_c	COM_03_c	COM_03_c
COM_03_d	COM_03_d	COM_03_d
COM_03_e	COM_03_e	COM_03_e

Objective	actions and tools	monitoring indicators
COM_03_a	Communication courses for PhD students and researchers to improve scientific communication skills (HRS4R Action Plan 2024–2026).	Number of courses delivered for researchers relevant for the <i>Competency Framework</i> .
COM_03_b	Revision of the ‘HR Excellence in Research’ section on the University website: as part of regarding the website review (as referred to in point COM_01_a), particular attention is paid to the layout of the pages dedicated to HRS4R, increasing their visibility, resources and the information produced, which is of interest not only to researchers, but also the entire University community (PS_DID_03.b, (PIAO_ACOM_1 2025 shared with ACOSQ_7; ADISS_9; AFIP_3; ARI_11; ARRI_11; ASIT_8), HRS4R Action Plan 2024–2026).	Update specific context of the information to the ‘HR’ Excellence in Research” pages.
COM_03_c	Promoting a sense of belonging of the scientific community’s, through engagement initiatives live. The community is invited to take part to the <i>survey</i> on wellbeing at work, thereby providing with feedback on their experience at our University. To facilitate consistent use of the visual identity in dissemination activities, a communication kit has been developed and made available to teaching staff and research staff (HRS4R Action Plan 2024–2026).	Strengthening the University’s survey and related raise <i>awareness</i> teaching staff and researchers, provision of the communication kit.
COM_03_d	Promotion of Scientific Communication, aimed at organising effective communication materials from the scientific research and involving representatives from University’s communication departments of the University’s Departments, Communications Office and Press Unit. The project involves analysis, scouting and co-ordination and co-design of editorial/journalistic content aimed to report in the University’s scientific research in the media. We organise, as a process of dialogue that includes meetings, regular meetings between the parties involved, in which content and proposals for publication are discussed (PS_RIC_01, PIAO_ACOM_8 2025).	Integrated meetings with representatives of University’s Departments; implementation of the Communication via the web, social media and the press.
COM_03_e	Conception, production and promotion of the 5x1000 campaign in support of research at the University.	Implementation of the campaign.

Enhancing the University's social impact

Communication supports the University in forging a strong alliance with society and institutions, and in reinforcing the culture of the third mission and its social impact (PS_TM_01). The promotion of widespread knowledge is reflected in the timely and consistent publication of initiatives via official communication channels, and in the organisation of dedicated initiatives, notably a science festival. Communication supports initiatives linked to the University's cultural heritage (PS_TM_05) and promotes values such as gender equality, the elimination of violence against women and inclusion.

It collaborates with foundations and public and private bodies, both local and national, for the planning and synergistic development of local initiatives. It engages in dialogue with the business community, helping to promote research outcomes (PS_TM_04).

Public

All internal and external *stakeholders*, at local, national and international levels.

Related objectives of the Strategic Plan and the Piao

2025	2026
PS_TM_01	PS_TM_01
PS_TM_04	PS_TM_04
PS_TM_05	PS_TM_05

timetable

2025	2026	2027
COM_04_a	COM_04_a	COM_04_a
COM_04_b	COM_04_b	COM_04_b
COM_04_c	COM_04_c	COM_04_c
COM_04_d	COM_04_d	
COM_04_e	COM_04_e	COM_04_e
COM_04_f		
COM_04_g		
COM_04_h	COM_04_h	COM_04_h

Objective	actions and tools	monitoring indicators
COM_04_a	Organisation of meetings with prominent figures from the science and culture, open to the internal community and the wider public.	Number of events for the benefit of citizens at local, national, international and at the level of participation
COM_04_b	Planning and organisation of the science festival dedicated to the public and schools “Science4All”, throughout all its stages: gathering of scientific proposals from the departments; urban spatial planning, in accordance with the Padua City Council; design of the programme schedule and of events in consultation with the relevant representatives the various departments; production of website content and promotion; graphic <i>concept</i> and design exhibition design and promotional material; attendance as organising staff and at the information point; media coverage of the event.	Number of features (sources geographical and registry) of the participants; for <i>engagement</i> and meeting for participants and co-organisers in the venues and at partner organisations.
COM_04_c	Support for events organised by other departments of the University, including Risvegli (Botanical Gardens), Facilities, and collaboration and support for events organised by science communication events organised by other organisations or institutions, including: <i>Cicap Fest, the Health, the Galileo Prize, Women in Science, Campiello Prize, etc.</i>	Support for the offices and partner organisations.
COM_04_d	Promotion of the University’s cultural sites and the the integrated ‘Padua, City of Science’ programme.	Number of visitors to the cultural sites and “Padua, City of Science”.
COM_04_e	Exploiting the results of scientific research and the activities of the University’s spin-offs through integrated digital communication between the website social media content.	Support for Facilities, the offices and and partner organisations.
COM_04_f	Conception and implementation of dedicated initiatives to gender equality and the fight against violence against women (e.g. gender-based analysis, international days on 8 March and 25 November).	Implementation campaigns against awareness-raising and events.
COM_04_g	Support for the production of communication content on the topic of inclusion at the University.	Support for Facilities, the offices and partner organisations.
COM_04_h	Production of editorial projects such as <i>Il Bo live</i> (publication registered with the Court of Padua No. 2097/2012 of 18 June 2012), the ‘ <i>I libri de Il Bo live</i> ’, and the University’s web radio station <i>RadioBue.it</i> .	Production of editorial content.

Engaging the university community

The University’s communications support initiatives promoting inclusion and the wellbeing of students and University staff by publicising them in the media (PS_PER_02).

The strong sense of belonging and shared values within the academic community, as revealed by internal surveys, allows us to be confident that there is a high level of willingness to participate personally in *storytelling* initiatives or in promoting values and ideals, such as gender equality and inclusion (PS_PER_04).

The University is open to the outside world and aims to promote its career and employment opportunities; at the same time, it seeks to improve the induction of new staff by introducing itself and the opportunities and services available.

public		
Academic community, the general public.		
Related objectives of the Strategic Plan and the Piao		
2025	2026	
PS_PER_02	PS_PER_02	
PS_PER_04	PS_PER_04	
PIAO_ACOM_03		
timetable		
2025	2026	2027
COM_02_b		
COM_02_c	COM_01_c	COM_01_c

obiettivo	azioni e strumenti	indicatori di verifica
COM_05_a	Strengthening, as part of the renewal of the website (as referred to in point COM_01_a), digital spaces dedicated to the entry of new staff, which consists of the increased improving the efficiency of competitions and publication of competitions and recruitment processes (PIAO_ACOM_08 2024).	Launch of the automation for the publication of the IT system for recruitment processes;
COM_05_b	Design, implementation and planning multi-channel communication strategy for the <i>UniRe</i> project – <i>University in Charge</i> , through direct engagement of the academic community on the topics of discrimination and gender-based violence the project (PIAO_ACOM_03 2025).	Conception and design of the tools communication and information on in support of training and of the project as a entirety.
COM_05_c	Production of storytelling content where people selected from within the academic community describe life at the the University from the their own specific perspective (for example male and female students, students involved in, students and staff involved in mobility projects, civil service, sport, etc.). The content is presented in the form of documentary, in <i>UGC (User-Generated Content)</i> using the takeover format or other formats.	Selection within university as production content engaging, the organisation of <i>Instagram takeover</i> .

To strengthen the international dimension

The University's communications department recognises the importance of international audiences and works, within its remit, to ensure that information is increasingly clear and accessible and that the experience at our University is increasingly positive. It also makes its expertise and resources available to promote degree and PhD programmes as open, international learning environments (PS_INT_01) and to enhance the University's reputation as a centre of excellence at an international level (PS_INT_01).

Audiences

Prospective students, international students, and international institutions.

Related objectives of the Strategic Plan and the Piao

2025	2026
PS_INT_01	PS_INT_01
PIAO_ACOM_1	
PIAO_ARI_4	

timetable

2025	2026	2027
COM_06_a		
COM_06_b	COM_06_b	COM_06_b
COM_06_c		

Objective	actions and tools	monitoring indicators
COM_06_a	Complete redesign of the University website bilingual (Italian/English) website, within the context of the review of the Italian website (as referred to in point COM_01_a), with the technical capability to implement other languages (PIAO_ACOM_1 2025 agreed with ACOSQ_7; ADISS_9; AFIP_3; ARI_11; ARRI_11; ASIT_8). The intention to offer the same web content browsing experience on the all users, whether Italian or international, reflects a vision of the University that is increasingly comprehensive, capable of offering its an inclusive experience of itself and its services, without distinction as to background. Furthermore, specific web content on partnerships and strategic alliances help to illustrate the University's international role.	Definition of the document internal operational completion of the project, a decision the supplier's support, go-live of the University's <i>mock site</i> , release of prototypes to the facilities departmental, <i>go live</i> on the website University.
COM_06_b	Support for the enrolment of female students and international students through specific measures to production of information materials and tools and promotional materials in the language of instruction, both online and offline (PS_INT_01).	Proportion of career guidance and study programmes "international" and the proportion of female students and male students enrolled in the first year of undergraduate, and PhD programmes who have obtained the qualification required abroad.
COM_06_c	Organisation of activities and support for events and initiatives dedicated to students international students, such as <i>summer schools</i> (in support of PIAO_ARI_4 2024-2025).	Organisation of activities and support to the departments, to the offices and partner

Communicating environmental sustainability

The University’s communications support efforts to raise awareness and educate the university community on sustainable behaviour, through initiatives aimed at defining and putting into practice virtuous behaviours and lifestyles that take into account issues such as energy saving, sustainable mobility, waste management and environmental preservation. (PS_SOS_04).

public

Academic community, the general public.

Related objectives of the Strategic Plan and the Piao

2025	2026
PS_SOS_04	PS_SOS_04
PIAO_ACOM_07	

Timetable

2025	2026	2027
COM_07_a	COM_07_a	COM_07_a
COM_07_b		
COM_07_c		
COM_07_d	COM_07_d	COM_07_d

obiettivo	azioni e strumenti	indicatori di verifica
COM_07_a	Multi-channel <i>storytelling</i> and media support for a wide range of University projects, activities and events, and partner organisations dedicated to environmental sustainability, including: <i>‘M’illumino di meno’</i> , <i>the Festival of</i> , and <i>the Giretto d’Italia</i> .	Implementation content for storytelling and Participation initiatives that promote a culture of sustainability.
COM_07_b	Conception and implementation of campaigns on environmental issues, including: awareness-raising on the environmental impact of graduation celebrations in the city, information and awareness-raising on separate waste collection at the University (PIAO_ACOM_7 2025, shared with AES_9, APAL_8), etc.	Implementation of campaigns.
COM_07_c	Development of a sustainable and certifiable model for event organisation, consistent with the requirements and guidelines set out in the the international standard ISO 20121:2012 “Event sustainability management systems. Requirements with guidance for use”.	Definition of the sustainable model and certifiable to the organisation of events.
COM_07_d	Scientific outreach on sustainability issues via the University magazine <i>*Il Bo live*</i> , via articles, podcasts and the book <i>*Il clima che vogliamo*</i> . <i>Every tenth of a degree counts</i> , its lectureshow and the series; raising awareness of sustainability initiatives within the Sustainability Report and on the ‘UniPadova Sostenibile’ website.	Production and the publication editorial content.



Three-year plan

The implementation of the Communication Plan reflects the timelines set by the governing bodies for achieving the objectives. The following tables set out a timeline for all the operational phases required to achieve each communication objective, from conception to full implementation.

The plan presented therefore reflects the objectives and strategies in place at the time of its publication, and is subject to change as required and following the monitoring of these objectives.

Objectives of the 2025–27 Communication Plan

OBJECTIVE COM_01 To strengthen the University's identity and reputation

OBJECTIVE COM_02 To promote the range of courses and services

OBJECTIVE COM_03 To support research

OBJECTIVE COM_04 Enhance the University's social impact

OBJECTIVE COM_05 Engage the university community

OBJECTIVE COM_06 Strengthen the international dimension

OBJECTIVE COM_07 Communicating environmental sustainability

2025 Timetable

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
					COM_01_a						
					COM_01_b						
					COM_01_c						
					COM_01_d						
COM_02_a											
	COM_02_b										
COM_02_c											
COM_02_d											
	COM_03_a										
COM_03_b											
			COM_03_c								
COM_03_d											
		COM_03_e									
COM_04_a											
	COM_04_b										
COM_04_c											
COM_04_d											
COM_04_e											
	COM_04_f								COM_04_f		
COM_04_g											
COM_04_h											
	COM_05_b			COM_05_b					COM_05_b		
COM_05_c											
COM_06_a											
							COM_06_b				
COM_06_c											
COM_07_a											
COM_07_b											
COM_07_d											

2026 timetable

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
COM_01_b											
COM_01_c											
COM_01_d											
COM_02_d		COM_02_b									
COM_03_b											
			COM_03_c								
COM_03_d											
		COM_03_e									
COM_04_a											
COM_04_b		COM_04_c									
COM_04_d											
COM_04_e											
COM_04_f								COM_04_f			
		COM_04_g								COM_04_g	
COM_04_h											
COM_05_b				COM_05_b						COM_05_b	
COM_05_c											
						COM_06_b					
COM_07_a											
COM_07_d											

2027 timetable

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
COM_01_b												
COM_01_c												
COM_01_d												
	COM_02_b											
COM_02_d												
COM_03_b												
COM_03_c												
COM_03_d												
	COM_03_e											
COM_04_a												
	COM_04_b											
COM_04_c												
COM_04_d												
COM_04_e												
	COM_04_f								COM_04_f			
		COM_04_g								COM_04_g		
COM_04_h												
	COM_05_b			COM_05_b					COM_05_b			
COM_05_c												
							COM_06_b					
COM_07_a												
COM_07_d												

Internal communication ecosystem

The University is a complex and dynamic organisation that interacts daily with a diverse range of internal and external audiences; for this reason, it has developed a comprehensive ecosystem of tools capable of meeting communicative, technological and organisational challenges, whilst capitalising on the opportunities offered by digital technology.

These tools fall across several dimensions of differentiation:

- based on the degree of cross-functionality or verticality: from tools that simultaneously meet the needs of multiple audiences (such as the University website) to others designed for a specific niche (e.g. dedicated websites, operational intranets, specific management applications, etc.);
- according to the depth of coverage, ranging from tools for broad and general consultation, such as the institutional portal unipd.it, to targeted resources (e.g. databases) designed for specialist exploration;
- based on access options: from tools with open and comprehensive content to those protected by authentication (such as dashboards and reporting systems);
- based on frequency of use: from tools used on a daily basis (such as workspaces and email systems) to those consulted only occasionally or in exceptional circumstances.

This continuous interaction generates a substantial flow of incoming and outgoing data: an informational complexity that makes it essential to adopt efficient tools for the management, preservation and cataloguing of data and knowledge, in compliance with current regulations. The University therefore implements various initiatives to promote effective internal communication and the efficient, integrated management of information and knowledge, fostering participation and collaboration amongst the various members of the university community and ensuring the quality and consistency of strategic assets.

The University of Padua is required to operate with a view to transparency, as is the case with any public administration (Legislative Decree No. 33 of 14 March 2013, as amended and supplemented:

‘Reorganisation of the regulations concerning the right of civic access and the obligations of publicity, transparency and the dissemination of information by public administrations’). On the University’s official website, in the ‘Transparent Administration’ section, you can access documents, information and statistical data describing the people, structures, activities, projects and achievements of the University of Padua. This commitment to transparency is also evident within the University in its internal communication and in the sharing of the University’s vision and mission as a public institution of higher learning that promotes and organises higher education and scientific research whilst respecting academic freedom and scientific freedom, as well as the transfer of knowledge to the local community. To better illustrate this strategy, a dedicated website for the University’s Strategic Plan has been published online: pianostrategico.unipd.it

Again with a view to sharing and strengthening a common vision, in 2013 the University established its **own Quality Assurance (QA) system** – in line with ANVUR guidelines – which operates through dynamic processes linking self-assessment, evaluation and accreditation, with the aim of promoting a culture of quality and triggering a continuous process of organisational improvement.

Information tools

The University employs multiple levels of security for accessing and sharing data and knowledge. The centralised **Single Sign-On (SSO)** system is used daily by thousands of users to access key web services – such as e-learning platforms, Uniweb, the University Helpdesk and email services – always using the same set of credentials (username and password). Thanks to the University’s membership of the and the European SSO Federation (IDEMEdUgain), the university community can also use SSO to access many web services offered by external organisations, such as filesender.garr.it for sending large files, and the electronic journals of leading publishers (IEEE, Scopus, Springer, etc.). The University has also implemented access via SPID and CIE for using the digital services of public administrations.

The **IT and Telematics Services (SIT)** portal is the access point for services relating to the University’s employees and equivalent staff. Among its many functions, it allows users to view payslips, CUD and CU forms, attendance and absence records captured via badges, and electronic vouchers for meal allowances. It also

contains links to other University platforms and applications (such as the U-gov accounting system, the Planet Time attendance tracking application, the Unifor training catalogue, the workspace, management dashboards, etc.).

asit.unipd.it/attivita/sistemi-informativi/ateneo/sit

Among the digital tools accessible via SSO, the **Central Administration's intranet** portal stands out; this is a restricted access web platform organised as follows:

- a general section presenting the latest news concerning the administration;
- a section containing information on all the databases used by the University (name, function, link, responsibility);
- a section containing information on management dashboards and links to the dashboards themselves;
- 11 specific sections dedicated to each of the Central

Administration's departments, designed to serve as an information link with all other University departments.

The Central Administration's intranet portal can be accessed via the SIT at intra-ac.unipd.it

Organisation of administrative communication

Internal administrative communication, in accordance with the provisions of the Director-General's Circular No. 3/2017, is organised into circulars, internal communications and information notes.

Circulars are of a prescriptive nature and are signed by the Rector or the Director-General.

Internal communications are of an organisational nature and may be policy-related (signed by vice-rectors or delegates) or service-related (signed by managers). Information notes are used to publicise initiatives or to clarify operational matters promptly. They may also be signed by office directors.

The University also makes use of thematic **newsletters** to provide rapid and comprehensive updates on the activities and decisions of the University's governing bodies; it uses the '**UniPadova Informa**' newsletter (unipd.it/unipadovainforma), which reaches everyone in the university community. Resolutions, categorised by session, relating to meetings of the University's governing bodies can also be consulted in the dedicated sections of the institutional website or on the Moodle platform. organicollegiali.unipd.it/verbali

Other communication tools

Many other regular newsletters are sent to contacts – both within and outside the university community – who have voluntarily consented to receive updates from the University on specific topics, activities or areas: among the numerous examples are Live Unipd (events and initiatives at the University), Il Bo Live (in-depth journalistic features), Teaching4Learning (workshops, courses and initiatives dedicated to innovative teaching), Unipd Research Magazine (opportunities, events and information on research), NewSBA – the University Library System newsletter (library initiatives), Fundraising news (support for projects and donations to the University), ASIT Newsletter (initiatives and updates from the IT and Telecommunications Services Department), Going Global Unipd (news from the International Relations Department), Career Service Newsletter (opportunities for targeted and facilitated entry into the world of work), UniPadovaSostenibile (relating to sustainability initiatives).

Digital communication infrastructure

Of particular importance is the integrated **U-GOV** suite, developed by Cineca, which connects various departments, including specific modules such as ‘Teaching Planning’ for the management of teaching data, and integrates with other University systems, such as **ESSE3**, the student career management system (enrolment, registration, examinations and degrees), as well as systems for staff and accounting (management of budgets, revenue, payments, and tax and social security obligations).

As regards document workflows, the University uses **Titulus** to manage the registration of incoming correspondence and administrative documents. This software is used by all University departments. An IT system developed from an in-house University project known as *the Titulus 97 Project*. Launched in the late 1990s, this project aimed to modernise document management by creating a common model for the registration, classification and storage of internal university administrative documents. The official version of the software was first installed in Padua in 1999, a year before the relevant legislation came into force. The software has evolved over the years, transforming from a simple electronic registration service into a fully-fledged document management system. Titulus is the main system used by the University of Padua to manage the entire document lifecycle – from registration to classification

and archiving – ensuring consistent and transparent management across all the University’s departments. Registration is coordinated by the University’s General Archive, which defines the operational procedures and ensures compliance with regulations, in accordance with the provisions of the Electronic Registration Management Manual (latest version 2016). The manual sets out how to handle documents, what metadata to include and how to classify them according to the Single Classification Scheme (in force since 2013), which serves as an organisational map to facilitate searching and preservation and document disposal. Use of Titulus is restricted to authorised staff who submit a request; access is granted via institutional credentials (Single Sign-On). From a technical perspective, the system has evolved from the use of proprietary databases to open-source technologies such as **MongoDB** and **Solr**, improving flexibility, interoperability and integration with other systems, for example for the exchange of registered documents between administrations via **certified email (PEC)** or application-level cooperation.

As part of the implementation of PIAO ACOM_08 2024 objective “Simplification of transparent data publication processes”, the publication of documents relating to competitive selection procedures has been automated through IT integration between the institutional portal unipd.it and the online register (Titulus). **The ‘Official University Register’** page of the website publishes the University’s official documents and decisions which, by law, must be made available to anyone with an interest. Once published, the document remains visible for a defined period and is archived within the Register itself, where it can also be consulted as part of the historical record. Currently, the University of Padua’s repository contains around 10 million documents, including students’ examination results and electronic invoices.

asit.unipd.it/attivita/sistemi-informativi/ateneo/titulus

As part of the University’s digitalisation strategy, the use of **cloud repositories** such as **Microsoft OneDrive** has been implemented; as a cloud storage service, it offers generous storage capacity. At the same time, the service offers robust collaboration features, enabling file sharing and real-time collaborative work. This promotes interaction amongst members of the university community and ensures a high level of interoperability between different tools, optimising workflows and increasing overall productivity.

In accordance with current regulations and industry best practice, data stored on OneDrive is protected by advanced encryption systems, ensuring the utmost confidentiality of users’ information. Furthermore, access to this service has also been integrated with the University’s Single Sign-On system.

Digital tools for communicating Teaching, Research and the Third Mission

The University manages its vast amount of data and knowledge thanks, in part, to a wide range of tools and databases, which differ substantially in terms of the nature of the content stored, the specific methods of retrieval and the different target audiences they serve.

As part of its primary mission, the University also utilises digital infrastructure capable of supporting teaching and training activities. These include **Moodle**, an open-source e-learning platform accessible via authentication, which enables the creation and management of online courses in a virtual environment, allowing for the sharing of resources and materials and the organisation of activities and communications. In early 2024, the feasibility study regarding the decommissioning of IDRA – Integration, Distribution and Rationalisation of the Training Activities Archive – in favour of **GDA – University Teaching Management** – and other Cineca modules as new collaborative tools. The University has also chosen to adopt a ‘course catalogue’, a web application developed by Cineca to manage the academic programme and provide students with detailed information on courses, modules and programmes: this enables them to easily browse the academic offering and find information on programmes, textbooks, timetables and study plans.

Still on the subject of teaching, the University has also adopted **VLABs**, virtual laboratories that offer students remote access to software and computational resources.

The need to ensure consistency, transparency and robust support for data-driven decision-making has led the University to implement an advanced **Business Intelligence (BI) ecosystem**. This system, based on the **Qlik Sense** platform and launched in 2018, draws on a shared database that integrates data from the University’s various management systems and aims to provide a unified and certified view of performance.

Access is granted via single sign-on (SSO) on the portal portalbifinanza.ict.unipd.it/sso. At an organisational level, the system is characterised by a dedicated central unit that ensures data consistency, standardisation and the development of dashboards, whilst maintaining an integrated environment with the support of database administrators distributed across the various departments.

Management monitoring is carried out via **dashboards** that offer both aggregated views for strategic oversight and detailed *breakdowns*, thereby enabling the governance body, the General

Management and other decision-makers to explore the data in depth. Currently, the dashboard *repository*, accessible via the Central Administration's intranet, comprises 36 dashboards, covering the strategic areas of management: from Teaching (with analyses of course effectiveness and monitoring of enrolments) to Human Resources (analysis of academic staff and support staff), from Finance and Accounting (monitoring of cash flow and financial statements) to Internationalisation and Rankings (analysis of performance in global rankings such as the QS Ranking) and Research (with data integrated from management systems such as IRIS). This system serves as an indispensable tool for governance, supporting strategic planning and the optimisation of resources. In addition, an interactive dashboard has been set up to view historical data from the 2021/22–2023/24 surveys, enabling a comparison of scores for the 'Overall Satisfaction' and 'Teaching Practice' indicators for each individual course. The student progression dashboard contains various data and indicators, broken down by intake cohort, on students' academic progression and performance. unipd.it/sistema-aq-banche-dati-cruscotti

The University has also established databases and catalogues in the context of its second mission: Research.

Padua Research Archive – IRIS is an institutional archive of the University of Padua's scientific output, which aims to collect, document, preserve and publish – including via open access – the University's research outputs; it uses the IRIS (Institutional Research Information System) platform developed by Cineca.
research.unipd.it

Research Data Unipd is a repository for the management and longterm preservation of research data, provided by the University of Padua Library System; it enables the archiving, accessibility and reusability of the data produced and underpinning the results of or presented in a scientific publication, as also required by the main funding bodies and numerous international journals.
researchdata.cab.unipd.it

The Padua Thesis and Dissertation Archive is an open-access repository dedicated to theses and final projects from the University's undergraduate, Master's and postgraduate programmes at the University; it contains theses and data derived from the student career management system (Q4 2021–) and from the previous platform for the voluntary deposit of openaccess theses (Padua @thesis). thesis.unipd.it

Finally, the **Research Dashboard** is a tool providing information drawn from the University's archives and management systems concerning current staff, resources and research outputs. Each department can access its own contextual data (entered by its own staff or by the central administration offices), which can serve as a for annual planning and monitoring. Digitalisation at the University also supports 'Third Mission' activities. Among the tools adopted are **IRIS TM-PE** and **FC**, a Cineca IT platform, adopted by our university and many others nationwide for monitoring public engagement and continuing education activities.

Phaidra (Permanent Hosting, Archiving and Indexing of Digital Resources and Assets) is a digital, multidisciplinary archive within the Library System for the consultation, management and long-term archiving of items and collections in various formats – images, documents, books, videos – mostly resulting from the digitisation of analogue originals. This cultural heritage is made available to the academic community – students and researchers – and to the general public, helping to promote the university's cultural and social 'Third Mission' activities, with the aim of improving society's general well-being. The Phaidra project was launched in 2008 at the University of Vienna, and since 2010 the University of Padua has been collaborating on its use and development. Since 2014, Ca' Foscari University and IUAV University have been publishing their digital collections on the in Padua. In 2019, the archive obtained CoreTrustSeal certification, which guarantees the reliability and long-term availability of data, in accordance with digital preservation standards. phaidra.cab.unipd.it

The Third Mission Database is a further tool for monitoring, populated using indicators of Third Mission activities. In **the Patents Database**, on the other hand, it is possible to consult the entire portfolio of intellectual property of which the University holds or co-holds, categorised into patents, utility models and trade marks.

Finally, the University utilises **ESSE3 PA** (self-certifications – find CVs) to make the data it holds on students and graduates available online to public administrations and public service providers (Article 43 of Presidential Decree 445/2000).

unipd.it/accesso-banca-dati-studenti-verifica-autocertificazioni

Digital responsibility and data management

The University collects, manages, archives and shares information and data, ensuring effective use and maximum protection, including when accessed remotely. It is constantly committed to improving and strengthening cyber security and the protection of **privacy** in the digital sphere. It provides restricted access to platforms containing sensitive and personal data through clear authentication systems (SSO, SPID, CIE), differentiating access levels according to organisational roles, and by providing both digital and human support in the event of problems.

The University of Padua complies with the AgID **accessibility** statement, a requirement to which the owners of public administration applications and websites are bound. Digital environments and technological solutions are designed as tools intended to be useful and accessible to everyone; this is because digital accessibility, by facilitating the use and understanding of information, represents a key element in promoting inclusion and progressively reducing forms of discrimination. The University also embraces the principles of full and open access to scientific literature (Open Access/Open Science) and promotes the free online dissemination of its research findings, to ensure the widest possible circulation, as set out in its Statute.

The University of Padua adopts a systematic and rigorous approach to the **research, analysis and selection of information sources** relevant to its institutional aims.

This process, which also involves the application of established international standards and indicators, plays a fundamental role in guaranteeing the quality, credibility and relevance of the content used, supporting the production and dissemination of sound, innovative and well-founded knowledge.

An important issue linked to the concept of digital responsibility is that of the protection and promotion of **intellectual property**, which is considered an integral part of the University's Third Mission. The University of Padua's objective is twofold: on the one hand, to protect research outcomes to guarantee their authorship and proper use; on the other, to promote them so that they may generate tangible benefits, in economic, industrial and social terms. To regulate this process clearly and consistently, the University has adopted a set of **Patent Regulations**, approved in 2020 and updated

on several occasions, most recently in 2025. The document sets out the general principles and procedures relating to the management of intellectual property rights: it defines what is meant by an invention, a patent or other protectable result, specifies the procedures for reporting inventions to the University, and regulates ownership and the distribution of proceeds arising from commercial exploitation.

The University of Padua promotes the responsible use of **Generative Artificial Intelligence (GenAI)** to enhance teaching and research, whilst safeguarding the quality of teaching, the originality of intellectual work and scientific reliability. It regards GenAI as a tool to support critical and creative thinking, not as a substitute for it, and calls on every member of the academic community to use it transparently and correctly, whilst respecting the protection of personal data and the rules on intellectual property and copyright, and always including a phase to verify the generated outputs.

Within the University, **Open Science** is a central element of its research and knowledge dissemination policy. It promotes transparent, accessible and collaborative research, based on the sharing of data, results and methods. A comprehensive strategy has been developed, comprising guidelines, tools and support services, coordinated by **the Open Science Commission**, established in 2022. This Commission fosters a culture of openness, adopts international best practices, promotes shared digital infrastructure and assesses the financial sustainability of the open research model, in collaboration with the **University Library System**.

The practices promoted adhere to the **FAIR principles** (Findable, Accessible, Interoperable, Reusable), to ensure that research results are effectively shareable and reusable.

The University has adopted **specific policies and regulations**, such as the Open Access Policy (2015) and the Regulations on Open Access to Scientific Output (2017), which require researchers to deposit their publications in the institutional repository, whilst also governing copyright, embargo periods and editorial exceptions.

For the University of Padua, Open Science is an ethical and political choice, aimed at improving the quality of research, fostering collaboration between disciplines and returning publicly funded results to society.

Training activities

The University of Padua is actively engaged in training its community in the production and management of information and data, offering a range of options, including:

- courses on cybersecurity and privacy – the privacy course, which is compulsory for all staff, ‘GDPR – European legislation on the protection of personal data’, whilst the Syllabus platform for the training of public sector employees offers the courses ‘Protecting personal data and privacy’ and ‘Cybersecurity awareness’;
- courses on the use and management of media, such as websites and social media, and on digital tools, such as content production software and collaborative and/or educational platforms;
- courses on the production of official documents, on the correct storage, and on the access to and transmission of information and data;
- promotional and training activities on Open Access/Open Science;
- courses to improve scientific communication skills, recognising their impact on society and the University’s reputation;
- ACOM institutional communication meetings: a series of inperson meetings open to all University staff involved in communication activities, aimed at designing and aligning communication strategies, optimising the dissemination of institutional information and fostering discussion on the needs and potential of the various units that make up the University; recordings and slides from the meetings are uploaded to the Communications and Marketing Department’s intranet section and are always available for consultation.

Summary of related documents, regulations and further reading

University Strategic Plan
unipd.it/piano-strategico-ateneo

PIAO – Integrated Plan for Activities and Organisation and
PIAO – Annex 6: Unipd actions relating to AGID action lines
unipd.it/trasparenza/piano-performance

Research Data Management Policy
unipd.it/policy-ateneo

Open Access Policy on scientific literature
unipd.it/policy-ateneo

Regulations on Open Access to the University of Padua's scientific output
unipd.it/regolamenti-ricerca-valorizzazione-ricerca

University of Padua Social Media Policy
unipd.it/policy-ateneo

Patent Regulations of the University of Padua
unipd.it/registrare-brevetto

Policy on the allocation and registration of domain names
unipd.it/policy-ateneo

Data Protection
unipd.it/privacy

Regulations for the Management of the University Access Control System
(Legislative Decree 196/2003 'Personal Data Protection Code' and
subsequent amendments) (Rector's Decree 1748 of 3 July 2006)
unipd.it/regolamenti-materia-sicurezza

Accessibility
unipd.it/accessibilita

University Digital Transformation Plan
unipd.it/piano-trasformazione-digitale

University of Padua Guidelines for the Responsible Use of Generative
Artificial Intelligence in Teaching and Research
unipd.it/policy-ateneo

University of Padua Training Portal
unipd.it/unifor

Related PIAO objectives		
Objective	Actions and tools	Financial year
ADISS_1 2025 ASIT_1 2025	Design of the training programme with a new Collaborative module – Transition from IDRA to GDA – University Academic Management	2025-27
COM_01 2025 ACOSQ_7 2025 ADISS_9 2025 AFIP_3 2025 ARI_11 2025 ARRI_11 2025 ASIT_8 2025	Analysis and development of the new unipd.it portal	2025/27
ACOM_08 2024	Review and automation of online publication competitions and selection processes	2024
ACOM_08 2025	Communities of practice	2025
AAGL_4 2025 ASIT_11 2025	Development of a dedicated management application of applications for electoral and non-electoral procedures	2025-26
AAGL_5 2025	GDPR training (Unipd4Privacy)	2025
AAGL_6 2025	Migration of the electronic document management system to the Titulus 5 version	2025-26
AAGL_8 2025 APAL_7 2025 ASIT_7 2025	Development of an application for the section Transparency of Public Contracts	2025
AAGL_10 2025	Oversight of transparency activities	2025
ACOM_9 2025	Implementation of the IT platform Cineca IRIS RM Public engagement by UniPd	2025
ACOSQ_4 2025 ARI_9 2025	UniPD International Mobility Dashboard	2025
ACOSQ_5 2025 ARU_8 2025	Dashboard for remuneration and welfare items	2025
ACOSQ_6 2025	Enhancement and automation of the contacts directory QS (Apex Oracle Python)	2025
ADISS_5 2025	DS Digitalisation for Specialised Schools	2025-26
ADISS_6 2025	Digitisation of the allocation procedure of compensatory measures for university examinations	2025
ADISS_7 2025	Use of AI for admission to master's degree programmes (AltoLM)	2025-26
AFIP_11 2025 APAL_4 2025	Reuse portal	2025

Related PIAO objectives		
Objective	Actions and tools	Financial year
APAL_6 2025	Development of asset management software	2025-26
ARI_8 2025	Unipd International Students Onboarding Moodle	2025
ARRI_8 2025	Re-engineering of processes relating to University spin-offs	2025-26
ARRI_9 2025	Re-engineering of processes relating to the patent filing	2025
ARU_1 2025	Staff Planning and Training	2025
ARU_3 2025 ASIT_3 2025	Digitisation of ARU processes	2025
ASIT_2 2025	Design of registration facilities for online training courses multimedia	2025-26
ASIT_4 2025	Harmonisation of service infrastructure for local connectivity/data network infrastructure at the University	2025-26
ASIT_5 2025	Implementation of supercomputing infrastructure (HPC) to support researchers UNIPD	2025-26
ASIT_14 2025	Definition of ICT guidelines for the implementation of computer rooms/IT laboratories at the University's facilities	2025
CAB_1 2025	Update of the laboratory management system for SBA training	2025
CAB_2 2025	PHAIDRA: update and improvement of the digital archive	2025-26
CAB_6 2025	Improving the quality and efficiency of the Online catalogue of the Library System of University	2025
CAB_7 2025	Upgrade of the Library's proxy service	2025
DG6 2025 ASIT ARU altre strutture coinvolte: AAGL ARRI ACOM APAL ADISS	Digitisation of strategic processes and development digital skills	2025

Communication organisations and professional roles

The Spokesperson

The Spokesperson works closely with the Rector, in a relationship based on trust and collaboration, with the aim of developing effective relations with the media and clearly communicating the institution's decisions, policies and strategies. The Spokesperson is appointed by the relevant body and, throughout their term of office, may not engage in activities in the fields of broadcasting, journalism, the press or public relations.

Communications and Marketing Department

The Communications and Marketing Department oversees the University of Padua's communications system at both local and global levels, with the versatility in terms of the quality of its educational provision, the expertise it has developed and its achievements in the fields research and the services it offers. It promotes sport, wellbeing and equal opportunities. It enables the public to access the University's historical, artistic and cultural heritage. It coordinates and develops sustainability initiatives within the network of sustainable universities. It organises fundraising activities.

The Communications Office

The Communications Office, part of the Communications and Marketing Department (Acom), is responsible for institutional communications and comprises four interlinked sections: Events and Functions, Promotion, New Media Editorial Team, and Web and Social Media.

The office supports institutional communication on a daily basis through the following activities:

- it designs and implements the University's communication strategies, ensuring appropriate plans and actions are in place, in collaboration with the governing bodies, the teaching and research units, and the various offices; it coordinates communication across the University to ensure a unified and integrated approach; it designs initiatives aimed at engaging *stakeholders*, carefully selecting *touchpoints* and identifying the most effective tools to achieve the communication objective;

- manages and promotes the University's image and *brand*, sharing guidelines and tools with the entire academic community, and highlighting the institution's defining characteristics and achievements;
- develops, manages and produces the content for the institutional website in Italian and English; provides technical and editorial support and coordination for the websites of the University's departments;
- acts as the University's Ceremonial Office and organises the main institutional ceremonies; manages the use of reception halls, the granting of patronage and the use of the University seal, whilst ensuring compliance with the *brand identity*;
- plans and organises events, functions, ceremonies, cultural initiatives and institutional seminars aimed at the internal and external communities, accessible both in person and online; supports the University's other departments in the conception and organisation of their events; informs the public about the University's events programme via the dedicated online section, on social media channels and through newsletters;
- designs and produces promotional and informational content in textual, visual and audiovisual formats – texts, photos, illustrations, graphic *layouts*, infographics, podcasts – adapting them to different digital and physical platforms;
- designs and implements advertising and marketing campaigns both offline and online; plans and monitors the purchase of the University's advertising space, and submits a report on this to the Communications Regulatory Authority;
- designs and implements cultural and social communication and awareness-raising campaigns, including in collaboration with other institutions and organisations;
- manages the editorial plan and content for the University's official social media profiles; provides support to departments in managing their own accounts, in line with University *policies*;
- designs and creates displays for permanent exhibitions or temporary exhibition spaces aimed at raising awareness and/or promoting the University's identity;
- supports the promotion of a culture of knowledge through the online newspaper **Il Bo Live**, the publishing brand **I libri de Il Bo Live** and **RadioBue.it**;
- monitors feedback from its stakeholders via communication channels, analyses official internal reports, *surveys* and external documents of particular interest to extract data useful for its activities;
- provides training to the academic community through courses dedicated to communication.

the tools

Owned	paid
institutional and departmental websites	local and national physical advertising spaces
social media channels (Facebook, Instagram, X, LinkedIn, YouTube, TikTok, Telegram, etc.)	advertising space in newspapers and other print media, and on websites
newsletter	advertising campaigns on social media and Google
published materials	out-of-home advertising
promotional materials	
events	

The Press Department

Activities relating to relations with the press, including the management of press releases and press conferences, as well as the production of press reviews, are the responsibility of the Press Office, which forms part of the Communications and Marketing Department (Acom).

In particular, the Press Office contributes, through the provision of institutional information to the media, to the creation, maintenance and enhancement of the University's good reputation through targeted actions:

- question to plan media relations activities within a rapidly evolving landscape where universities find themselves as central and strategic players in political debate and public opinion, and act as key drivers of development;
- drafts press releases concerning institutional activities, ranging from public events to services for students (such as example, orientation, *work placements*, course offerings, etc.), from scientific outreach activities (in Italian and English) to various festivals, meetings, seminars or other events aimed at the general public;

- assesses the most suitable tools for effective communication based on the type of news or event of public interest, whether through organising press conferences, drafting press releases, arranging indepth interviews, producing video clips for television and online media, or audio clips for radio stations;
- connects the University's experts and scientists with the media to provide authoritative commentary on current affairs, news and politics;
- coordinates and supports communication by the University's departments through consultancy and media management of events and various activities;
- maintains collaborative relationships with press offices at other universities, organisations, institutions and local and national bodies to coordinate media outreach efforts, thereby ensuring the greatest possible visibility across various channels;
- liaises with departments and units to gather information and data for journalistic purposes, providing national and international media outlets with data on the University for league tables, rankings and wide-ranging articles on the range of courses, student services, sustainability policies, scholarships, etc.;
- organises on-site radio and television coverage for in-depth scientific and cultural programmes or news broadcasts at national and international level;
- compiles the daily press review, with personalised notifications in the case of articles of particular significance, creating dossiers by topic, research of excellence and events of particular importance;
- provides an annual analysis of media visibility, producing a summary report for the university's governing bodies that analyses the strengths of the institution's media coverage and identifies areas where action may be required to enhance its presence, image and authority.

Public Relations Office (Urp)

The Public Relations Office (Urp) ensures that Italian and international students – whether currently enrolled, prospective or graduates – can exercise their rights to information, access and participation by explaining administrative procedures and providing information on university facilities and the responsibilities of the various offices.

The Urp, coordinated by the Public Engagement Office, provides information to the public regarding events and activities organised and promoted by the University. It receives complaints, reports and suggestions to be forwarded to the relevant offices, liaising with the Legal Service for more complex cases. Finally, it strengthens communication between the University and the public and promotes collaboration between the University and other URP offices in the area.



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