

**Bocconi**

**UNIVERSITY STRATEGY FOR THE  
THIRD MISSION AND  
SOCIAL IMPACT**

June 2024



**Università  
Bocconi**  
MILANO

## The national context: The Third Mission and ANVUR

In 2018, ANVUR published the Guidelines for compiling the Annual Third Mission and Social Impact SUA-TM/IS Form for Universities, defining the areas in which the Third Mission is currently implemented:

- Development of research:
  - Management of industrial property;
  - Spin-off companies;
  - Activities on behalf of third parties;
  - Brokerage structures.
  
- Production of public goods:
  - Management of heritage and cultural activities;
  - Public health activities;
  - Continuous learning;
  - Public engagement.

The ANVUR call for VQR 2015-2019 introduced as an absolute innovation the evaluation of Impact/Third Mission case studies, taking up the fields of action already identified in the 2018 Guidelines and adding three further ones referring to:

- Production of public goods of a social, educational nature and policies for inclusion;
- Innovative tools to support Open Science;
- Activities linked to the UN 2030 Agenda and the Sustainable Development Goals (SDGs).

### The Third Mission at Bocconi University

#### Internal Context

The University has always considered the transfer of knowhow developed within the first two missions (teaching and research) to external stakeholders a key element of its mission as an open university, with the aim of generating a significant social, cultural and economic impact locally, nationally and globally.

The University's mission includes among its objectives "to contribute to the socioeconomic development of our community by favoring social mobility and cultural development both in Milan and Italy. We believe in the key role that a free university pursuing excellence in research and education can play – in terms of economic growth and social development – for the benefit of its community and country."

Given Bocconi's strong roots in its reference field and with its stakeholders, knowledge transfer is not seen as a unilateral act but as a dialogic process of collaboration and mutual contamination with businesses, international organizations, public administrations, third-sector entities and individuals.

As shown in the table below, which lists some of the University's Third Mission activities, the Bocconi model naturally tends to integrate the Third Mission into its three areas, thus contributing to progress and quality of life in society.

### Bocconi University Third Mission & Social Impact chart

Third Mission & Social Impact activities are colored in **orange**

Teaching & Education	Research & Innovation	Governance & Operations	
Guidance & Recruitment	Departments	Strategic Planning	
Bachelor of Science (BSc) programs	Research Projects financed by EU / MUR / Foundations (Pure)	Governance System & Bodies	
Master of Science (MSc) programs	Publications in Scientific Journals / Scientific Monographs	Recruitment & HR management	
Combined BSc & MSc programs	Working Papers	Infrastructure management	
One-year Specialized Master programs	Academic Conferences	ICT management	
PhD programs	Networking	Fundraising	
Student services ( <i>Enrollment, Scholarships, Counselling, Library, Exchange agreements,</i>	Research Infrastructures ( <i>Books, Journals, Databases, Servers,...</i> )	Quality Assurance Processes	
Services for Teaching (e.g. <i>IT tools</i> )	Applied Research	Green Campus	
Life Long Learning (LLL)	Dissemination - Media	Safety & Security	
Placement	Dissemination - Events (Salone)	Activities for Students, Faculty, Staff	
Making Sense of Profit (MSoP)	Start-Up Acceleration	Initiatives for Alumni	
Law students legal assistance		Cultural & sport activities	
		Social Engagement & inclusion	
		Mathematical games	
			<b>3<sup>rd</sup> Mission</b>
<b>Stakeholders:</b>			
LLL & Placement: Business World	Enterprises, Public Sector, Non-Profit	Whole Community	
Other activities: Local community			

Throughout its history, the University has operated following this model through a multiplicity of activities and projects attributable to the three main areas in which the University divides its TMSI activities: Teaching & Education, Research & Innovation, Governance & Operations.

### Third Mission Governance

Operational responsibilities are assigned to the heads of administrative units who oversee the implementation of activities in their respective areas of competence.

Coordination for Third Mission activities is assigned to the Dean for Academic Strategy and Institutional Affairs, who "supervises and manages the University's Third Mission activities, in particular its relations with the community and the third sector." To ensure coordination of activities developed by the University in the TMSI area, a specific committee was established on 29 November 2023: The Committee for the Support and Coordination of Third Mission and Social Impact Activities.

The activities of the TMSI coordination body, the Committee for the Support and Coordination of Third Mission and Social Impact Activities, consist of:

- Mapping: verifying the presence of new TMSI activities and the continuation of those already surveyed;
- Monitoring: collecting/updating information and data related to TMSI activities;

- Review: examining monitoring data, deciding on innovations or modifications to existing activities, establishing new activities, setting objectives for each activity (in line with the Strategic Plan), identifying improvement actions (with timelines and targets), and verifying the progress of actions decided in previous reviews;
- Research Quality Assessment: deciding which initiatives to present/describe (among those mapped in the monitoring); preparing the forms with the information required by ANVUR; approving the forms to be submitted.

## Bocconi Strategy: Macro Objectives Defined for the Third Mission and Social Impact

### Bocconi Strategy for the Period 2021-2025: The Context

The current Strategic Plan analyzes the context for the university sector and the situation of our University, in some cases proposing development actions that build on what was already included in the previous five-year period 2016-2020 (such as greater involvement of the Alumni community and increased resources allocated to the “Right to Study”) and in other solutions to problems that have emerged in recent years, primarily the Covid-19 pandemic (which is reflected in the objective of making the campus safer). In particular, it is expected that in the coming years, the two most relevant trends will continue to be globalization and technological evolution, alongside the pandemic emergency.

The rapidity and unpredictability of economic, social and technological change in recent years lead to the belief that the current and future workforce needs significant adaptability, resilience and the ability to continually update their skills through lifelong learning. This means that the responsibility of universities does not end with graduation but continues through lifelong learning. SDA Bocconi thus has the responsibility to develop a flexible and multi-channel portfolio of on-campus and online programs designed to actively support individuals and organizations with a model designed for the entire customer lifecycle.

Finally, there is a growing attention from students and other stakeholders towards the concepts of entrepreneurship and sustainability: universities are called upon to stimulate their students' entrepreneurial spirit and at the same time to foster their sensitivity, awareness and competence on sustainability issues.

### Strategic Objectives Related to TM-IS for the Period 2021-2025

Bocconi University's TMSI strategy fits into the broader design of the University's overall strategy contained in the Strategic Plan, which is prepared on a five-year basis and includes an annual monitoring of the achievement of objectives.

Over the years, Bocconi University's development objectives have involved not only Teaching and Research but also, in an integrated perspective, TMSI. Although the term "Third Mission" is not explicitly used, it is present in the 2021-2025 Strategic Plan, and the following chapters are particularly related to it:

- *4 – A university promoting impact and engagement of all its stakeholders*, which concerns the promotion of the University's cultural project and the participation of Alumni and Alumnae in University initiatives.
- *6 – A university promoting innovation and entrepreneurship*, which includes initiatives to foster a culture of innovation among students and promote the creation of new businesses through the Bocconi for Innovation B4i accelerator.
- *7 – SDA Bocconi School of Management*, dedicated to the University's Business School, which offers MBA, Executive MBA, Specialized and Executive Specialized Master programs, and catalog executive



education courses generally of short duration (less than one month), and customized courses co-designed with the client.

The Third Mission is also present in the new Statute that came into force in February 2024. With reference to the activities carried out by the University, the Statute mentions TMIS as follows: "Third mission, i.e. dissemination and transfer of knowledge, knowhow, and technologies to external stakeholders, with the aim of generating a significant social, cultural and economic impact at local, national and global levels." (Article 9, Paragraph 1, Letter C).

### Principal TMSI Activities

In the 2021-2025 Strategic Plan, the University has therefore confirmed and highlighted its intention to continue investing in **lifelong learning**, the expansion and strengthening of the **Alumni community**, and the **Bocconi for Innovation – B4i** accelerator.

Regarding placement, in order to maintain the high employment levels achieved, the goal is focused on enhancing the key soft skills increasingly required by companies and institutions (SP, page 39). Specifically, the **Employer Relations & Career Service** office, formerly the Graduates Office, is dedicated to creating a network of partner companies and ongoing relationships with companies and institutions (at national and international levels) aimed at facilitating the entry of graduates into the labor market.

Below is a brief description of the main strategic objectives related to TM-IS for the period 2021-2025.

#### A University Promoting Impact and Engagement of All Its Stakeholders: The Alumni Community

AREAS	PRIORITIES	2025 OBJECTIVES	SP CHAPTERS
Alumni & Fundraising	Increasing the number and engagement of Alumnae and Alumni	<ul style="list-style-type: none"> <li>No. Alumni: from 128,000 to 145,000;</li> <li>Active Alumni and Alumnae in the association: 5,000;</li> <li>Alumni Donors: 1,000;</li> <li>Students in the Alumni association: 45%</li> </ul>	<ul style="list-style-type: none"> <li>SP page 48-49</li> <li>Report Monitoring SP 21-25 Page 36 – 40</li> </ul>

The Bocconi Alumni Community (BAC) allows its over 140,000 members in 75 Chapters worldwide (Bachelor, Master of Science, Specialized Master and PhD graduates, and graduates of SDA programs and courses, who live and work in various countries around the world) to stay in touch with each other and with their Alma Mater; it organizes events and thematic seminars, and offers a Career Advice service.

The University's strategy recognizes the importance of Alumnae and Alumni in contributing to the institution's reputation, graduates' job placement, and University funding, aiming to grow the BAC, particularly in terms of active alumni and alumnae, as well as alumni donors by 2025.

#### A University Promoting Innovation and Entrepreneurship: B4i (Bocconi for Innovation) Accelerator

AREAS	PRIORITIES	2025 OBJECTIVES	SP CHAPTERS
B4i Accelerator	Growing and evolving the B4i business accelerator	<ul style="list-style-type: none"> <li>Amount of funds invested in B4i startups: €20M</li> </ul>	<ul style="list-style-type: none"> <li>SP Page 48-49</li> </ul>

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(established at the end of 2019)

• Report  
Monitoring SP  
21-25 Page 49;50

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Understanding innovation trends has now become a key requirement for any student in the Social Sciences; at the same time, applied academic research has a long tradition in producing spillovers/spin-offs which, through technology transfer practices, bring innovations conceived within the academic environment to the market.

Bocconi for Innovation (B4i) is a startup accelerator that manages two different programs for new businesses at various stages of development of their business idea:

- Pre-acceleration program: aimed at aspiring entrepreneurs to assist them in defining their business idea; it includes online theoretical and practical courses and occasional face-to-face events.
- Acceleration program: a full-time program aimed at assisting entrepreneurs in defining their product, completing their team, connecting with consultants and industry experts, and raising funds; it includes a mentor, consulting (on legal and marketing aspects), the provision of office space on campus, and an initial investment of €50,000.

Bocconi is committed to fostering the growth and evolution of B4i to expand its impact and relevance in the entrepreneurial landscape. Since its inception in the first quarter of 2020, B4i has achieved significant milestones, with over 2,500 applications since 2020. Closed-cycle startups have raised over €18 million by the end of 2023, and it is expected that the goal of €20 million will be exceeded by 2025. More than 120 new jobs have been created. The launch of the B4iFund in 2021 was a crucial moment for future growth prospects, as it allocated additional funds to invest in accelerated startups, which are expected to raise additional funds beyond the initial €4 million allocated by the University for accelerated startups. Finally, B4i actively participates in teaching entrepreneurship courses at Bocconi and SDA and organizes events involving successful entrepreneurs and venture capitalists, both nationally and internationally.

### Lifelong learning – SDA Bocconi School of Management

AREAS	PRIORITIES	2025 OBJECTIVES	SP CHAPTERS
SDA Bocconi School of Management	Strengthen and internationalize training offer of continuing education courses, adapting it to new market developments and with new tools that map the training needs of individuals and companies	<ul style="list-style-type: none"><li>• Masters: increase the share of online sessions by 10%;</li><li>• Open Programs:<ul style="list-style-type: none"><li>- full online: from 12 to 75;</li><li>- blended: from 47% to 10%;</li></ul></li><li>• Custom programs for the international market: from 21% to 35%</li></ul>	<ul style="list-style-type: none"><li>• SP page 49-56</li><li>• Report Monitoring SP 21-25 Page 52 – 69</li></ul>

The goal of SDA Bocconi is to become a global leader in the field of continuing education; its aspiration is to evolve from a "single transaction" model (program vs. payment) to a "customer lifecycle" model, which allows for closer alignment with customer needs and increased customer loyalty.

SDA's strategy also includes a review of the open course offerings and the development of new teaching methodologies (group work, gamification and business simulations, tech-enabled role-playing, technology-

based learning environments, etc.), adapting the educational offer to the professional needs of managers. Within the open product offerings, logical training paths linked to managerial growth pathways are being structured.

The School has introduced consultancy roles within its staff, leading to an increase in agreements with companies (+4%) and growth in purchases by Alumni and Alumnae, reaching 13%. These results were achieved thanks to an annual renewal rate of 10% of the entire portfolio. Additionally, certification of competencies has been introduced for the most strategic courses.

The impact of the pandemic highlighted the importance of in-class experience, leading to a substantial reduction in hybrid format courses. The 80% target has therefore been revised, and only 10% of the portfolio adopts this format. However, the online offering remains active with 60 products compared to the 75 planned by the end of 2025. The School also offers 11 programs with "Professional Certificates" covering various thematic areas.

### Other Third Mission and Social Impact Activities

A fundamental role is played **Egea Publishing House** in disseminating knowledge, which over the years has been modulated in line with the changes and trends affecting society.

The University also pursues its third mission and social impact objectives through other activities and initiatives, as indicated below:

Teaching & Education	Research & Innovation	Governance & Operation
<a href="#">Making Sense of Profits</a>	Scientific Communication:	<a href="#">Campus Tours</a>
<a href="#">Educazione Continua in Medicina</a>	- <a href="#">News and Events Hub</a>	<a href="#">Bocconi Art Gallery</a>
<a href="#">Legal Clinics</a>	- <a href="#">Sarfatti25</a>	<a href="#">Bocconi Sport</a>
MOOCs (Massive Open Online Courses):	- <a href="#">Bocconi Podcasts</a>	<a href="#">Volunteer Desk</a>
- <a href="#">MyMOOC</a>	- <a href="#">Bocconi Knowledge</a>	<a href="#">Learning Needs Help Desk</a>
- <a href="#">Coursera</a>	- <a href="#">Economia e Management</a>	<a href="#">Student Associations Organizing Cultural Activities</a>
<a href="#">University Corridors for Refugees (UNI-CO-RE)</a>	<a href="#">Custom Research and Labs</a>	<a href="#">Student Associations Involved in Social Issues</a>
<a href="#">Arts &amp; Humanities Coordination Committee</a>	<a href="#">CSR Fair</a>	<a href="#">Pane Quotidiano</a>
<a href="#">Giochi Matematici</a>	Historical Archives	<a href="#">Original Language Film Festival</a>
<a href="#">Bocconi Prison Project</a>		<a href="#">Performing Arts and Cultural Initiatives</a>
		<a href="#">Volontari IEO e Monzino Milano</a>

Finally, all TMSI activities are detailed in the document "ANVUR SCHEDA SUA TM/IS," which Bocconi University prepares and updates annually thanks to the data collection work of the Planning and Control team and the members of the Committee for the Support and Coordination of Third Mission and Social Impact Activities; this document, for internal use only, has a purely informative and monitoring function. We refer to this document for detailed information on the activities, actors involved, and their results over the years.