

Puglia

2nd PURE CDG Regional Visit Report (RVR 2)

2 - 3 May 2010

Pascal Consultative Development Group

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Recommendations and Key Observations

The Region needs a regular way of engaging the universities in regional planning and development, not only over policies for higher education but across all the planning portfolios.

A main challenge is to strengthen the engagement of each university in its own province and localities. This may mean formalising some partnerships, despite a preference for keeping things 'organic' and informal. This also applies to the Region's higher education as a system.

Each university should engage more specifically with the employment and related economic needs of the Region, and its local provinces and municipalities. This means working with the private as well as the public and civil society sectors for industrial innovation and economic development, alongside the existing social agenda. .

The universities should explore commercialisation more vigorously to accelerate development, using already possible kinds of collaboration and joint ventures.

This may include new design and technology, new forms of energy production and use, and new kinds of partnership. It could mean building on the traditional knowledge and skills of communities in the Region for new markets in ecotourism, organic and other specialised foodstuff, in a connected way.

The Region could benefit from the work of the PURE Regional Innovation and Renewal (RIR) cluster, exploring new ways of nurturing the growth of employment.

Distinctive strengths and opportunities for the Region looking beyond 2010 include traditional knowledge and skills, and working in the areas of youth unemployment, transparent governance and active citizenship

The Region should now prepare brief reports on examples of good practice of wider interest in and beyond PURE. The Region and its project steering group should decide which are most suitable. The CDG suggests the following:

the philosophy and approach of Regione Puglia to encourage active citizenship through its policies and administrative procedures

Bollenti Spiriti and other third sector initiatives

The Region as a whole could gain from linking with rural areas in the Scandinavian PURE region and Australia, and with other large PURE regions with a range of cities, towns and rural areas, such as Flanders, Northern Illinois and the State of Victoria.

Puglia could be a leading region and 'site of learning' for others in and beyond the PURE project.

Youth empowerment, mobilisation and employment is an area where Puglia could play a leading role in the ongoing work of Pascal and PURE from 2010.

The Second PURE CDG visit to Puglia

The second visit of the Consultative Development Group to the large geographical Region of Puglia with its over four million people, took place over a year after the first visit in April 2009. It was held back to await the completion of regional elections.

The first CDG concluded that there was “a clear willingness to collaborate, but there would be benefit in developing systematic processes and procedures that institutionalise that collaboration both within and across all the regional institutions. This may be within the context of a ‘learning region’ which, given the interest expressed from all stakeholders, we feel is appropriate for Puglia.”

The report highlighted four themes to consider taking up, for example through cluster activity. These were (i) the Region’s distinctive approach to governance stressing transparency, (ii) quality of civic consultation and active participation; grasping and acting on ‘third mission’ and developing the Region’s capacity for innovation; (iii) inter-university collaboration; and (iv) the full social and economic participation of young people. Each of these remained significant in the eyes of the 2nd CDG.

The Group met for a host briefing in Bari on the evening Sunday 2 May. On the three subsequent evenings they joined the core host group, Tiziana Corti, Ettore Ruggiero, along with Michele Cirillo who leads the PURE Sustaining Rural Communities cluster work, for discussions that were helpful and convivial. Our warm appreciation goes to these colleagues for their detailed work and for their generous hospitality.

On 3 May the CDG spent the day in Foggia Province, one of the two more rural and economically disadvantaged part of the Region, first at the University which was created by separation of Faculties from Bari in 1999, then in Meridaunia, a relatively

remote rural region in the lower Apennines to the south-west of the City of Foggia, with the Group of Local Action (GAL) and at the didactic farm Masseria Salecchia.

These visits offered insights into the mission, areas of expertise and modes of engagement of that University, and of a multi-stranded approach to local regional development in an area seeking economic renewal relevant to local characteristics. It enabled the Group to focus on ‘Sustaining Rural and Remote Communities’, one of Puglia’s priorities as identified by its cluster choice along with Green Economy and Jobs, and Social Inclusion and Active Citizenship. Both of these permeated many discussions during the visit.

On the second day there was a succession of meetings in the locality of the City of Bari, with and at Bari Polytechnic, Universus and the University of Bari. Some were in areas new to the PURE team, others like Bollenti Spiriti connected directly to the first visit. Highlights included (i) the Polytechnic’s research laboratory and outstanding facilities for coastal safeguarding, and (ii) the report of the international youth meeting convened in January, as well as the success and outcomes already of the Bollenti Spirit project. The well-attended and well prepared meeting at the University of Bari was also significant.

On Wednesday 5th May the Group joined a large Community Workshop convened with the Learning Cities Association at Casamassima, the location of the Region’s only private university. Here well over 100 stakeholder participants from the public authorities, the private and community third sectors, and the universities, examined the universities’ capacity to engender local development using a network approach, with emphasis on participation and sustainability.

Among those taking part were Guglielmo Minervini and Maria Sasso, formerly Councillor (assessor or cabinet member) and Director of the Department of Transparency and Active Citizenship, both now moving to new responsibilities in the Regional Government. Also present was the head of the Region’s Department for Universities. *The meeting was a significant step and action in itself*, and an excellent way for the CDG to experience the potential of the Region and the strength of its widely shared social capital. It also allowed the CDG to hear directly about the results of the benchmarking work of all the universities, and prospects for continuing development, including benchmarking, on the Region’s side.

Another valuable consequence of the visit was the opportunity it gave for local stakeholders to engage in mutual discussions. They used the opportunity of the meetings to inform one another, explain to each other their objectives, discuss issues, and argue for their projects and communities. The Pascal group was thus used as a sounding board to debate community problems. This added to the better understanding of regional actors, strengthening social capital, and in the end contributing to the universities’ third mission in both these ways. For the Pascal CDG it may be a good way to understand the local political culture and social dynamic.

Developments since the first CDG visit

The Puglia Region re-elected a progressive administration in 2010. Its orientation aligns well with PURE purposes, but puts the Region at odds with the orientation of the national and most other Italian regional administrations. The North-South divide within Italy has if anything deepened. The impact of the global financial crisis was somewhat delayed in Italy, including this Region, compared with many parts of Europe, but it is now felt; unemployment including youth unemployment is rising still higher. Funds for higher education and other public programmes are scarce.

On the positive side, the sense of community energy and the reservoirs of social capital within the Region were still more evident to the CDG than on the first visit. Notable among these is Bollenti Spiriti, which mobilises and engages young people, encouraging and supporting the start-up of micro-businesses and other sustainable community-based ventures. The CDG in 2009 was impressed but wondered about sustainability. By May 2010 Bollenti Spiriti had proved sustainability in its work and high productivity in its outcomes. Working in a remote part of an economically poorer part of the Region, the work of the Group of Local Action in Meridaunia in Foggia Province and of the Masseria Salecchia didactic farm was also impressive and invigorating.

The recent regional elections were followed by changes in political ('cabinet' member, councillor or assessor) and top administrative positions. The Department of Transparency and Active Citizenship is the Pascal partner for the PURE project. By its very concept and title it has a message for other PURE regions. It saw a change of leadership, with Assessor Guglielmo Minervini moving to take over Transport, about which he gave a powerful presentation on thinking outside the box, to the Learning Communities meeting on 5 May. His department head Maria Sasso, who also took part in the 5 May Workshop, is also moving to another department.

The overall effect is to extend the links for the PURE project more widely across regional government portfolios. This should assist the process of connecting up the 'silos of administration' that are often a barrier to effective policy-making. The orientation and support of the Region's administration is a vital element to the progress made, along with the energy and persistence of the link person, Tiziana Corte, supported by Ettore Ruggiero the Director of Universus.

Despite the difficult economic time and scarce resources, much progress has been made after a slow and hesitant start as a result of the efforts of the PURE regional consultative group. The idea of a learning region had already received attention and interest by 2009. 'Third mission' and engagement were not familiar, much less easily accepted, ideas in the universities of Italy or the Puglia region. This is no longer the case.

What have the universities to offer?

The slow pace of change in Italian higher education, the influence of national policies and resource constraints, and strong traditions of academic autonomy and restricted internal central policy direction, all make it difficult to transform the Italian and

Puglia university systems and to build a third mission. The CDG member from neighbouring Croatia commented on the severe obstacles facing universities in these heavily centralised regulatory and financial circumstances. Third mission sits outside all this, and there may be no incentive to attempt it. Changed behaviour by the state is required to enable such developments (see Annex 1 for Ivan Grdesic's comments).

University Third Mission – An Italian Perspective

What emerged during the PURE visit and especially during the Casamassima meeting is that, despite the clear motivating factors underpinning the benefits of engagement between higher education and their communities, universities continue to resist the idea of community engagement as an appropriate role for higher education.

Some academics suggested that the motivation for Third Mission was just economic, and not for knowledge production. At the same time, community members expressed persistent distrust of the motives behind higher education's engagement. To move higher education away from traditional values, universities will need to change their own organization and values accordingly.

It must be noted that the Italian universities are still unsure of the best way to reconcile the often conflicting demands of research and teaching, and the varying demands made by their external social partners. It is therefore very problematic to implement true reform with regard to the learning region, above all because this requires revising aspects of the way that the universities as institutions are governed and managed. This is largely due to their being unable to relate positively to the cultural, social, political and productive organisations in the region. The universities, in reality, are refusing to meet society's needs as well as refusing to take on the responsibility for creating and imparting new knowledge, both of which are fundamental to individual and regional wellbeing and to economic development.

The learning region hypotheses also appear to be difficult to implement due to weak integration between the agencies operating in the territory. This is evidently a consequence of a culture, present in Southern Italy, which works against co-operation between industry and the university. The reason for this is partly the prevalent idea that intellectual education has nothing to do with 'real work', and partly the economic policies used to support the South of Italy, focused on compensatory interventions not rooted in the territory, which is a long way from the rest of Europe and from Italy's industrial networks in the North.

Whilst the university is seen as a centre of excellence for research which produces and then retains knowledge, this doesn't necessarily mean that the completed research can be used automatically by the territory or region. Although the community members meeting in Casamassima agreed that the only body able to promote innovation within the territory is the university, they still viewed the university as an unchanging and impregnable fortress.

This view does not give credit for the changes that the university has made - the expansion and revision of its objectives, diversification of teaching offered, collaboration with entrepreneurs, the offer of continuous development courses, being

more open to ‘non-traditional’ students, promoting know-how rather than just knowledge, etc. Critics make the often heard accusation that the University is guilty of self-referential thinking, due to its ‘reproductive logic’ and a lack of competition between teachers resulting in lack of confidence in its ability to direct and/or support change at any level.

The probable root of the many contradictory views encountered is the idea that the university is not capable, in its current condition, of creating a learning region. It is not understood that, given the profound changes undergone by the territory and its social fabric, the university must, at least to some extent, revise its mission and organisational structure if it is to succeed. Probably universities do not always have a clear picture of the requirements of a constantly changing society within the territory, or those of the economy and businesses which are key sectors in the development of a country. On the other hand, the representatives of organisations and associations from Regione Puglia displayed great awareness of the university’s lack of responsiveness to the territory’s educational needs, while retaining faith in its ability to play the role needed.

The long timescale required for university transformation faces the challenge of marrying up demands that are often contradictory and difficult to reconcile - preserving and recording the knowledge of a whole society, creating innovation, being accountable for vital public funds, carrying out scientific research and providing services in a very competitive market. This delays the possibility of working synergistically with the territory as a reservoir for experimentation and gathering information, including the results of scientific research.

These is however more potential for change than is sometimes realised, when the will and leadership are there within individual universities, and also among the Region’s universities collectively, providing they can continue working more closely together. In the judgement of the CDG quite a lot can be done within current constraints, if Rectors give encouragement and direction, and if the Region continues to encourage and support this.

The academic wealth of the universities already contributes to regional and local development, usually through individual professors often as private active citizens, rather than formally in the name of the university. There are some problems where private employment by professors conflicts with the university itself being more engaged, so that the university as an institution holds back. Other countries have found means to reward individuals generously while bringing this kind of work into the ambit of the university.

There are certainly some legal limits on forms of commercialisation; but again there is also room to move. *It would be valuable for the sector to explore more vigorously, and to try out ways of accelerating involvement and development efforts, through different kinds of collaboration and joint ventures that are already legally possible.* For further discussion of this, see the section below on economic prospects and commercialisation.

Between the two CDG visits 13 months apart there is evidence of a favourable shift in understanding and acceptance of the concepts of engagement and third mission. This

was demonstrated in the meeting referred to above, to which the CDG contributed: 'Comunita che Apprendono - new relationship between Universities and Local Authorities based on participation'. The CDG recognised this shift in the two Bari institutions visited, Bari Polytechnic and the University of Bari. They also found several examples of potential for more vigorous commercialisation and spin-off activity, if obstacles can be overcome (see below).

The large and influential University of Bari, which is half of the total regional system and from which other universities grew as 'spin-offs', carried out the PURE benchmarking exercise after much hesitation. A large and extended cross-faculties round table meeting informed the CDG of plans and intentions in relation to third mission. A working group appointed by the Rector from many Departments has developed a programme of action. It was reported that benchmarking had brought home just how much needed to be done.

If these plans can be realised it will represent a significant change towards engagement, and an important development for the Region. All the universities have to deal with a legacy of weak central leadership and control, such as a short-term elected Rector. High faculty autonomy tends to limit central strategic planning and direction for third mission to advice and persuasion.

The Bari Polytechnic facility at Valenzano, which has outstanding equipment and facilities for studying wave behaviour on a large scale, and enjoys passionately dedicated leadership, is already widely used from within the region, the country and beyond. Its contribution to conservation, sustainability and aspects of the 'green agenda' is large, and could be extended further.

The CDG felt similarly about the University of Foggia's Interdepartmental Research Laboratory in terms of agrifood production, where there are costly investments of high quality, ambitions, and room to expand, but little clear idea how to go about exploiting the opportunities. Especially at Valenzano, there is a little developed green field site and plans for a very large out of town multi-institutional complex. Ambitions for development have run ahead of the flow of capital resources available. There is not yet a clear sense how to optimise the use and spin-off of facilities and academic expertise for wider benefit. This could include a strong reinvestment and income stream to the University.

The analogy of Kaposvar University in southern Hungary is striking. Foggia could benefit significantly from 'twinning' with Kaposvar, and seeing how its facilities are used to engage in development across agricultural, animal and human health areas. The CDG found the Rector of Foggia, an archaeologist with enthusiasm for the wider community benefiting from the region's history and sites, to be a keen advocate of engagement; the group was guided round by a member of the University to whom the Rector had delegated responsibility for developing a new 'university model' that will help 'create a match' of partnerships in the regional community.

These are examples in the Puglia region of EU funds being used for the purchase of sophisticated scientific equipment and construction of laboratories for advanced research. While these may be justified scientific projects, the facilities and equipment are underutilized, and under 'monopolistic second mission' use. They contribute little

to the third mission. Planning these types of facilities should be based on a business plan that would secure sustainable use of the hardware. These may be the best ways of creating additional income, and demonstrating the importance of sophisticated knowledge in the community via practical applications in the local economy, crime prevention, environmental protection etc. The university thus becomes a place of excellence and best practices.

In terms of PURE, the Region could benefit from the work of the Regional Innovation and Renewal (RIR) cluster, including new ways to nurture the growth of employment. This might include new design and technology, new forms of energy production and use, new kinds of partnership, building on the traditional knowledge and skills of communities in the Region for new markets in ecotourism, organic and other specialised foodstuffs in a connected way.

Benchmarking

After initial resistance all the Puglia universities attempted benchmarking by May 2010, using different approaches. The exercise was taken seriously and done thoroughly, in a devolved and participatory manner, so its influence extended beyond any central administrative unit. Not all aspects of the HEI tool worked well in all cases. Deliberate links were made with areas of PURE cluster priority.

Feedback to the CDG from the three universities visited, and from the whole sector in the workshop on 5 May organised with the Learning Cities Association, showed how significant the benchmarking exercise had been in requiring universities to think about what they are and are not doing. The CDG was told that people had come to recognise the changes needed to strengthen engagement in regional development. It looks likely that baselines established then will be used to monitor future change in third mission activity.

A commitment was made at this meeting on May 5, and subsequently reaffirmed, for the regional administration (Regione Puglia) to undertake matching benchmarking, using the draft regions tool. The Region wants to derive more comparative benefit across PURE regions from this work and hopes this will be considered at Ostersund.

Benchmarking had a marked effect especially on the key University of Bari. Here a growing network of professors with environmental interests found that they were doing rather poorly. They welcomed a baseline against which to measure progress. In this is large and highly decentralised University typical of the Italian system, the Rector had set up a cross-faculty committee on environment and sustainability to work on this. A senior Bari science professor at the May 5 meeting committed his University to creating an operating model to promote regional development, while acknowledging that it was difficult and would take time.

Puglia and the PURE Clusters; Puglia within Pascal and PURE

Puglia Region chose to be involved in three Clusters. It has focused much of its work with PURE in these theme areas. They are Environment and Sustainability (GSJ);

Social Inclusion and Active Citizenship (SIAS); and the Needs of Rural and Remote Communities. All three featured strongly in the Region's action programme within the PURE project. Good studies were provided from the Region's environmental and sustainability agenda for the PURE Green Skills and Jobs Cluster: on water as a common good; on the sorting of waste; and on suitable transportation, specifically for the City of Bari.

In relation to the third cluster, the 2nd CDG visited the rather remote and economically disadvantaged province of Foggia, and a multi-stranded local-regional community development project in the lower Apennines south-west of the city. Discussion of access and other facilities needed to deliver economic activities such as tourism emphasised the needs of the local population as much as the requirements of tourism. The area has suffered severe depopulation – from 160,000 to 60,000 in the immediate location visited. Young people leave, often to go North, and do not to return.

The uncertainty and slow start to the work of PURE Clusters was made more difficult by Website problems. This caused Regione Puglia frustration and disappointment. As a result the Region had scarcely started to get the benefits of networking and exchange of experience with other PURE regions. More focused links, visits and twinning with other regions and universities will give greater value, if Puglia can remain involved after 2010. There are for example strong similarities of expertise, situation and purpose at Foggia in Puglia and at Kaposvar in South Transdanubia (see above). The Region as a whole could gain from exchanges on regional planning with rural areas in the Scandinavian PURE regions and Australia; and probably by linking more closely with other large PURE regions with a range of cities, towns and rural areas, such as Flanders, Northern Illinois and the State of Victoria (as distinct from just the City of Melbourne).

The distinctive character of Regione Puglia means that it can make a significant contribution to PURE, including how its traditional networks and informal personal contacts operate, and in its practical and applied commitment to transparency, participation and active citizenship. *Puglia could thus become a leading region and 'site of learning' for others in the PURE project and more widely.* Much is happening in the Region's civil society, non-governmental or third sector. Several community initiatives are driven by strong social and civic purposes that tap into established community networks and rely a lot on informal links.

Notable but far from alone among these is Bollenti Spiriti. This mobilises and engages young people, encouraging and supporting the start-up of micro-businesses and other sustainable community-based ventures. (In Italy youth extends up to the age of thirty-two.) The needs of young people, especially in terms of youth unemployment, mean that the practical experience of Bollenti Spiriti and other third sector or voluntary organisations in this Region could be a resource elsewhere, especially as Pascal in 2010 is considering new work in this area. *Links with progressive movements and projects in other parts of the Pascal network could bring reciprocal benefit to Puglia.*

Economic Prospects for the Region, the Commercialisation of R&D

As described above, the CDG found remarkable energy in the culture and communities of this region of southern Italy, unusually underpinned by the orientation of its elected Administration. Formidable social and especially economic problems are addressed in ways which would be the envy of other countries where the social fabric and traditions have survived less well. The 'Big Society' ideas of Conservatives in new UK coalition government shows similar aspiration, but less foundation in the social capital represented by community spirit. Italian universities have been slow to modernise, although we report above signs of movement favouring engagement in Puglia even in one year.

It is not obvious how the Region is to develop economically, other than by going with the grain and working with the natural energies and hope of the community. As in many countries, micro, small and medium enterprises more promise than expectations of massive inward investment and the arrival or return of major multi-nationals. At one extreme, for some extended families and small communities, this may be a matter of no more than subsistence. However, quality of life and a measure of security in an unstable and changing world appear to be valued more than high prosperity among some in the region. Entrepreneurialism must be translated into the Region's situation and circumstances.

The Region has however benefited from major inward investment. Strong support from the European Union Structural Funds allowed the construction of high quality research facilities in the universities and polytechnic. Not all these facilities appear to be fully utilised, and the return on investment is unclear. This situation may become critical as European Union funding is withdrawn and the universities will have to look elsewhere to bridge the funding gap.

A further issue which the CDG encountered was the lack of interest by researchers in making arrangements with outside bodies for commercial research projects that would use the facilities more and derive additional income for the universities. This could help to offset the future loss of European Union funding. The CDG was told that contracts of employment for professors within Italian universities allow them to undertake private outside work. An extension of 'commercial' research contracts undertaken within the university would be unattractive if it conflicted with private activities.

Italian universities are good at supporting 'spin-out' activities. This support for entrepreneurship could be harnessed to make better and more productive use of the new research facilities. Research activities required by outside organisations could be undertaken by university spin-out companies employing university researchers, who would in turn lease the university facilities. This would enable the university to derive additional income, and the university staff to continue private work within the spin-out alongside their university role.

An interesting comparison can be made between the University of Foggia and Monash University, Melbourne in micro-biology. The instruments in Foggia are almost identical to those in Melbourne, but are employed for less than 30% of the

time, compared with Monash which operates 7 days a week and up to 24 hours a day, working largely for outside bodies.

The pressure on regions and their communities to adapt in the face of climate change and other external factors, including shortages of water, energy, food, etc, reinforce the relevance and importance of universities applying their intellectual capacity and knowledge to support their regions through teaching and research to fulfil their third mission. The Region may wish through the PURE network to invite someone to advise the universities on practical ways to commercialise opportunities like these.

Prospects and future directions

Looking to the rest of this year and beyond, the PURE International Meetings in Ostersund, Sweden, in June will review progress in all regions with reports from each. An interim synthesis report will be prepared at the end of the year in time for the Pascal International Conference in Gaborone in Botswana. Pascal's initial two-year regions' contracts conclude at the end of 2010. Continuing useful activity after this year will be proposed to participating regions in the latter part of 2010.

One decision has been to link PURE regions into clusters' according to their main characteristics; large metropolitan regions will constitute one such group. This may enable regions to share strategies and experiences more intensively across all the specialised cluster options, including the three chosen by Regione Puglia. It is expected that following Ostersund the work of specialised clusters will gain momentum, reinforced by the cross-cutting grouping of 'look-alike regions'. The continuation of the network into and beyond 2011 means that the region can gain more future benefit from exchange, especially if this there can be more exchange visits, twinning etc of regions and institutions, as is proposed in this report in the case of Foggia.

Ideally Puglia might encourage one or two other Italian regions to join the PURE project. This could give leverage to influence national higher education. Without changes there, the scope for strengthening university engagement will remain restricted, and progress rather slow.

If Regione Puglia opts to continue in the project after 2010 *it may help to have a third CDG in 2011 to review progress and give expert advice* if required. The composition of the group could reflect the priority areas which the Region is concentrating on developing, eg. the chosen cluster areas GSJ, SIAC, SRRC, or the internal structures and arrangements whereby universities can collaborate and engage more effectively. *It will be desirable to repeat benchmarking in mid-2011* and see what progress is being made. *The Region as a whole may wish to self-monitor the extent to which it is become more of a learning region* in its processes and outcomes.

Should all or any universities now prepare now mission statements and strategies in which 3rd mission is explicit and embedded? The alternative, as Ivan Grdesic indicates, is to continue informally and on a more individual basis, at least until more momentum has built up.

Puglia should consider whether to create *a standing committee arrangement such as a Regional Council for University Engagement*. Such a sounding board and forum would guide and oversee collaboration between each university and the Region, and between the different universities as a system. Some things can be achieved by together at system level which are not possible for single institutions. This does not prevent each institution also deepening partnerships and programmes in its own provincial locality.

Such a body would have representation from across appropriate departments of regional administration. It would serve as a think-tank on future policy directions and their implications for the universities' teaching and research agendas. Many regional development strategies require integration of university intellectual and academic effort with integrated administration across different portfolios - for example if a tourist, health and retirement industry is built up to reinvigorate rural areas in decline. The same goes for promoting, branding, and marketing high quality products distinctive of the region.

The PURE project invites regions to identify examples of good practice, completed or under way, that they would like to share with other regions. It would be good for Puglia to do this by means of two or three initial examples shared through the PURE Website. The Region and its project steering group need to decide which are suitable. *The CDG suggests the following:*

- *the philosophy and approach of Regione Puglia to encourage active citizenship through its policies and administrative procedures*
- *Bollenti Spiriti and other third sector initiatives*

Annex 1. University third mission and the political and legal context (Ivan Grdesic)

Promotion and implementation of the university's third mission in European continental traditions faces several obstacles that will not be easy to overcome. Italian (as well as Croatian) university traditions and institutional developments are similar in their heavy regulatory and financial centralization. Laws and rules regulating the institutions of high education and research are all made by the state. The Italian case seems even more difficult with the restrictions imposed by central government on hiring, salaries, promotion and curriculum development. This centralization reinforces the traditional university functions of teaching and research that are both regulated, supervised and financed by central authority.

Third mission does not fit into this kind of institutional structures and regulative practices. University and faculties have limited incentives to embark on other things except teaching, research and publishing. Their incentives to do something else are constrained and limited. Doing things outside of the first two missions expected from the state are regarded as a cost. Universities have no interest in developing third mission activity because it is not financially rewarded, and does not count towards better evaluations and rankings.

On the personal level, faculty may be involved in third mission activities, but these will not be taken into account in their promotion, teaching load or research funds. Their motivation is usually only financial or political - to improve their income or use it for a local political career.

This may not be so bad. It can be seen as the first step in third mission relationships with the community. If creating formal institutional partnerships between university and local/regional government is difficult, personal engagement may be a useful way to demonstrate potential benefits not only for individuals but also for institutions.

Another specific obstacle to embracing the third mission is the possible political interpretation of the nature of engagement. This may be of special importance in social studies and humanities. Working with politicians may 'taint the scientific neutrality' of faculty.

In scientific fields this danger is different, and is connected with the creation of business relations that may bias the neutrality of research results or influence teaching curriculum to benefit the interests of involved companies.

Third mission or applied research or analysis can be supported by state financial criteria giving preferences to research proposals that have third mission components. Developing policy-relevant knowledge or other forms of contributions to the development of community should receive priorities in financial consideration. This can stimulate universities to offer a larger spectrum of proposals.

Evaluations and ranking of the universities by the state should include indicators of third mission contributions. Promotion and salary structure of the faculty should also take into account third mission activities.

Annex 2. CDG 2 Programme May 3-5 2010 showing those consulted on the visit

3/5/10

h. Foggia

10.30

University of Foggia

The activity of the University of Foggia promoting local development

Prof. Volpe, Chancellor of the University

Prof. Nigro, responsible for the benchmarking activity

h. Visit to BIOAGROMED, the Interdepartmental Research Lab on agrifood production

11.00

prof. Alessandro del Nobile

h. Guided tour to the archaeological site Faragola, managed by the University of Foggia

12.00

h. Bovino – Foggia

14.00

GAL Meridaunia – Welcome lunch with typical produce.

The activities of GAL – Group of Local Action

Dr. Borrelli, managing director

Remote communities and their proactivity towards local sustainable development – Guided tour to the Masseria Salecchia, a didactic farm

4/5/10

h. 9.00 Valenzano - Bari

Visit to the research Lab for the coast safeguard – Polytechnic of Bari

Prof. Perillo, managing director, prof. Galantucci

h. 11.00Bari

Universus

Sustainable mobility in the city of Bari: the participatory process, cases and results

Eng. Claudio Laricchia, Member of the mobility Task Force of the Municipality of Bari

Youth Policy: a work in progress

- The FirstLaif platform: an example of active citizenship through the urban games

Dr. Ulloa, project manager

- The results of the Youth first world Meeting and of the Bollenti Spiriti CAmp

Dr. Ranieri and Dr. D'Elia, members of the Hot Spirits Task Force

h. Bari

16.00

University of Bari

The regional network of Environmental education centres

Eng. Marilù Metarangelo ed Erminia Sgaramella, Members of Unit Environment of Regione Puglia

A concrete example of third mission as to environmental issues

Prof. Tursi, managing director of the Centre of Experience in Environmental Education – CEEA

Prof. Bruno Notarnicola, Prof. Luigi Palmieri, Prof. Antonio Uricchio, Dr. Annamaria Bonomo, Prof. Roberto Gagliano Candela, Prof. Donato Gallitelli, Prof. Luigi Lopez, Dr.

Gianluca Selicato, Dr. Elvira Tarsitano, Members of the CEEA

Pro-rettore Augusto Garuccio and Prof. Vittorio Picciarelli from the University “Aldo Moro”

Dr. Elda Perlino from the CNR

Eng. Aniello De Padova, delegate of the Learning Cities Association for the Benchmark activity

5/5/10

10- Complesso Monacelle – Casamassima

16.30

Learning Communities: new relationship between university and local authorities based on participation

See below for list of participants

	A	B	C	D	E
1	Specifica	Denominazione	Cognome	Nome	Ruolo
2	Comune	Comune di Molfetta	D'Abramo	Marilina	funzionario addetta ai fondi strutturali
3	Sindacato	CGIL	Sciancalepore	Angela	iscritta
4	privato		Iorusso	matteo	
5	Università	Università di Bari	Bonerba	Pierpaolo	Ricercatore
6	Associazione	ASSOCIAZIONE BIOLOGI AMBIENTALISTI PUGLIESI	TARSITANO	ELVIRA	PRESIDENTE
7	Associazione	SIGEA Sez.Puglia (Società Italiana di Geologia Ambientale)	Valletta	Salvatore	Presidente
8	Media	Eventi Mediterranei (on-line)	Pinto	Domenico	giornalista/direttore responsabile
9	Associazione	SIGEA Sez.Puglia (Società Italiana di Geologia Ambientale)	Fiore	Antonello	vicepresidente
10	privato		Tarantino	Roberto	project manager-consulente
11	Associazione		Sinisi	Nicola	
12	LIBERO PROFESSIONISTA		GACINA	GERMANA	COMPONENTE COLLEGIO SINDACALE SPA
13	Associazione	Cooperativa Sociale Comunità Oasi2 San Francesco	Di Lernia	Felice	Presidente – Responsabile del Centro Studi Télos di Oasi2
14	Associazione	ARS CLUB – ASSOCIAZIONE SOCIO/CULTURALE	BALICE	GIUSEPPE	PRESIDENTE
15	Associazione	Ass. LA MATERIA E LA FORMA	Genchi	Carmen	Rappresentante Legale
16	Formazione	FORM360	LAERA	Roberto	Presidente
17	Associazione	Associazione PROXIS	Sanfrancesco	Antonio	Presidente

18	Comune	COMUNE DI BARLETTA	DI PALMA	ROSA	DIRIGENTE ORGANIZZAZIONE E INNOVAZIONE
19	Università	Università IUAV di Venezia	TREVISIOL	ERICH ROBERTO	Docente e Ricercatore, Gruppo Ricerca sulla Sostenibilità
20	Associazione	G.A.T. (GRUPPO AIUTO TIROIDE)	AGRIMI	DANIELA	PRESIDENTE
21	Associazione	www.viedifuga.it	Altamura	Caterina	art director
22	Associazione	ORGANIZZAZIONE E DI VOLONTARIATO	AMORUSO	MICHELE	COORDINATORE
23	Comune	COMUNE DI CAPURSO	CARELLA	GIOACCHINO	ASSESSORE ALLA SICUREZZA E ALL'INNOVAZIONE E SVILUPPO DELLE ATTIVITA' PRODUTTIVE
24	Azienda	Telecom Italia	Croce	Maria Pia	Vertical Marketing
25	Associazione	Associazione Insieme Europa Network	De Marzo	Cinzia	Presidente
26	Associazione	ITALIA NOSTRA	GIGLIO	GIACINTO	Comitato regionale
27	Associazione	“Cittadinanzattiva”	Lamonarca	Daniela-Ada	Componente Gruppo operativo, partecipante della scuola “CAST”
28	Associazione	“Cittadinanzattiva”	Lamonarca	Riccardo	Coordinatore Territoriale BAT
29	Associazione	Ass. Versus	Lindo	Vito Valter	Vicepresidente
30	Associazione	METERS-STUDI E RICERCHE PER IL SOCIALE	MAGISTRO	GIOVANNA	PROGETTISTA/RICERCATORE
31	Comune	COMUNE DI LECCE	PARLANGELI	RAFFAELE	DIRIGENTE – Settore Programmazione e Strategie Territoriali
32	Associazione	C.R.A.T.E Onlus – organizzazione internazionale no profit	Peragine	Antonio	Presidente
33	privato	privato	Valentini Perchinenna	Teodoro	Apprendistato della libera Professione, settore agricoltura
34	Associazione	Associazione di promozione sociale RECIDIVI	Amoroso d'Aragona	Angelo	Presidente
35	Regione	Regione Puglia-Area Politiche per lo Sviluppo, il Lavoro, l'Innovazione-	TEDESCHI	Daniela	Funzionario Servizio Ricerca e Competitività-Ufficio Ricerca Industriale e Innovazione Tecnologica
36	Azienda	CONNETTERE di Ezio Palmieri	Palmieri	Ezio	Titolare
37	Provincia	PROVINCIA DI BARI	SPAMPANI	GRAZIA	FORMATORE/ORIENTATORE
38	Provincia	PROVINCIA DI BARI	TORIELLO	VITO	FORMATORE/ORIENTATORE
39	Provincia	PROVINCIA DI BARI	VERNI	ANGELA	FORMATORE/ORIENTATORE
40	Azienda	Golden Service s.r.l. a socio unico	Pizzarelli	Angela Rita	Impiegata
41	Azienda	Golden Service s.r.l. a socio unico	De Bellis	Carla	Impiegata
42	Università	Consiglio Nazionale delle Ricerche	Capozzi	Rosa	tecnologa

43	Associazione	ASSOCIAZIONE DI GENERE SOCIO EDUCATIVA E CULTURALE "CUCCIOLIO"	CALABRESE	VITO	VICE PRESIDENTE
44	Formazione	CIFIR – ENTE DI FORMAZIONE	DISTRATIS	MARIA	PROGETTISTA
45	Associazione	associazione Sviluppo Sostenibile	Papa	Rita	consiglio direttivo responsabile per l'Urbanistica
46	Associazione	Collaboratrice AASTER Consorzio Agenti per lo sviluppo del Territorio	Sannicola	Carla	Ricercatrice
47	Associazione	CONSULTA COMUNALE per L'AMBIENTE di BARI	REINA	ALESSANDR O	Presidente
48	Comune	Comune di Corato	Mazzilli	Francesco	consigliere comunale
49	Associazione	ULIXES s.c.s.	Mercurio	Nicola	Responsabile progettazione
50	Associazione	confcooperative	tribuzio	marco	consiglio di presidenza
51	privato	privato	Colucci	Giuseppe	Studiante Università RomaTre – Master in Progettazione Interattiva Sostenibile e Multimedialità
52	Associazione	CASARTIGIANI PUGLIA	Nitti	Simona	Resp. Formazione
53	Associazione	CASARTIGIANI PUGLIA	Annicchiarico	Domenica	Coordinatrice Generale Regionale
54	Associazione	CASARTIGIANI PUGLIA	Castronuovo	Stefano	Segretario Organizzativo
55	Azienda	SEAT PAGINE GIALLE	Gargano	Paolo	FORMATORE
56	Associazione	Associazione Pugliantropica.it - CHT	Passaro	Roberto	presidente
57	Comune	Comune di Francavilla Fontana	Lopalco	Roberta	assessore Urbanistica e cittadinanza attiva
58	Università	UNIVERSITA DEL SALENTO	Patera	Salvatore	DOTTORANDO DI RICERCA Dip: SS.P.P.D
59	Associazione	Associazione Sviluppo Sostenibile	Perlino	Elda	Vice presidente
60	Associazione	associazione l' Airone Onlus – Centro di Educazione Ambientale Casa di Ramsar – Comune di Triniapoli	Pavone	Giuseppe	PRESIDENTE
61	Associazione	Confindustria Bari	Sestito	Gabriella	responsabile ufficio studi e sviluppo del territorio
62	privato	privato	GRASSO	ALESSANDR O	STUDENTE MASTER UNIVERSITARIO (Roma Tre), architetto
63		Agenzia per l' inclusione sociale	Fontana	Anna	Responsabile
64		Agenzia per l' inclusione sociale	Landriscina	GRAZIA	staff
65	privato	privato	TSILI	SEMELI	architetto

66	Università	Università degli Studi di Foggia - Facoltà di S. della Formazione	Contò	Francesco	P.O nel Dipartimento di Scienze Economiche, Matematiche e Statistiche
67	Associazione	associazione Ceriss	Vallarelli	Angela	PRESIDENTE
68	Associazione	Osservatorio Regionale Banche-Imprese (OBI)	Marino	Maria Patrizia	Ricercatrice
69	Associazione	associazione l' Airone Onlus – Centro di Educazione Ambientale Casa di Ramsar – Comune di Triniapoli	Sarcina	Francesco	socio
70	Associazione	Associazione Culturale Tradizioni Puglia	Pastore	Nico	PRESIDENTE
71	Regione	Regione Puglia – Struttura di progetto Politiche Giovanili	Di Modugno	Cristina	funzionario
72	Regione	REGIONE PUGLIA - OSSERVATORIO REGIONALE VOLONTARIATO	MARZANO	NICOLA	RAPPRESENTANTE AREA SOCIO SANITARIA – RAPPORTI CON LE ISTITUZIONI
73	privato	privato	Cotella	Angela Maria	Psicologa del lavoro/ Home maker
74	Associazione	KREA ASSOCIAZIONE DELLE COUNITA' CREATTIVE	Lagioia	Cinzia	COORDINATORE TECNICO
75	Associazione	CONSULTA COMUNALE DELL' AMBIENTE - BARI	NOTARNICOLA	FILIPPO	COMPONENTE
76	Associazione	associazione Sviluppo Sostenibile	Vavalle	Anna	consiglio direttivo responsabile per l'Urbanistica
77	Associazione	Attiva_Azioni APS	Franco	Giorgia	PRESIDENTE
78	Regione	CENTRO IMPIEGO PUGLIA	Fiore	Francesco	ORIENTATORE
79	Associazione	Comunità Oasi 2 San Francesco	De Benedittis	Antonella	direzione
80	Regione	Regione Puglia – Servizio Innovazione	Marino	Andrea	
81	Comune	Comune di Gravina in Puglia	Tremamunno	Lorenzo	assessore Cultura e Turismo
82	Formazione	Spegea	Carnimeo	VITO	Amministr. Delegato e Direttore
83	Associazione	Consorzio Costellazione Apulia	Palmiotti	Teodora	Segreteria Organizzativa
84	Associazione	Associazione Laboratorio Urbano Aperto (LUA)			
85	Azienda	Pròdeo S.p.a.	MARTELLO	Eugenio Benedetto	Ufficio Gare & Progettazione
86	Comune	Comune di Molfetta	Camero	MICHELE	SEGRETARIO GENERALE
87	Associazione	ASSOCIAZIONE CITTA' FERTILE	Congedo	Fedele	PreSIDENTE
88	Regione	Regione Puglia	Scotti	Antonio	Assistenza tecnica 8.1
89	Associazione	UNISCO Network per lo sviluppo locale	Avantaggiato	Massimo	Partner – Relazioni Esterne

90	Comune	Comune di Grumo Appula	Mastrangelo	NICOLA	Assessore Pubblica Istruzione, Lavori Pubblici,
91	Comune	Comune di Barletta	Fiorella	MICHELE	Funzionario
92	Regione	Regione Puglia Servizio Mediterraneo	Salomone	Brigida	Project leader APQ Linea 2.4 Balcani
93	Associazione	ARCHES	Toffanin	Renato	direttore
94	Associazione	costituente Coordinamento Network Associativo	Cascella	NICOLA	COORDINATORE
95	Università	Università degli Studi di Bari	Ligorio	Maria Beatrice	Professore associato
96	Università	Università degli Studi di Bari	D'Aprile	Gianvito	Assegnista di ricerca
97	Università	Università degli Studi di Bari	Loperfido	Fedela Feldia	Dottorando di ricerca
98	Associazione	ASSOCIAZIONE G.A.T. (GRUPPO AIUTO TIROIDE)	MARTINELLI	ANGELA	BIOLOGA NUTRIZIONISTA SOCIA G.A.T.
99	Università	Università degli Studi di Catania	Saija	Laura	Dottore di ricerca, docente a contratto
100	Università	Università degli Studi di Macerata	Impedovo	Maria Antonietta	Dottorato
101	Università	Università del Salento	Campiti	MICHELE	Delegato all'orientamento
102	Associazione	ASSOCIAZIONE CITTA' FERTILE	ANTONAZZO	Luigi	socio
103	Associazione	Agenzia Autonoma per la gestione dell'Albo dei Segretari Comunali e Provinciali Sezione Regionale Basilicata	Oreste	Maria Teresa	Segretario Provinciale in disponibilità(ultima sede di servizio:Amministrazione Provinciale di Potenza)
104	Associazione	Associazione ZonaEffe/Centro Educazione Ambientale "V. Meterangelo del Comune di Bisceglie/Cooperativa Prometeo Onlus/Laboratorio Urbano GOS – Giovani Open Space Barletta/Laboratorio Urbano MAT – Terlizzi	DI CESARE	FERDINANDO	Vice Presidente ZonaEffe – Responsabile CEA
105	Associazione	Associazione ZonaEffe/Centro Educazione Ambientale "V. Meterangelo del Comune di Bisceglie/Cooperativa Prometeo Onlus/Laboratorio Urbano GOS – Giovani Open Space Barletta/Laboratorio Urbano MAT – Terlizzi	Barone	marco	Presidente ZonaEffe – Responsabile CEA

106	Associazione	Associazione MIEAC	Dell'Aquila	Gaetano	presidente MIEAC
107		IPRES- ISTITUTO PUGLIESE RICERCHE ECONOMICHE E SOCIALI	DESTITO	JLENIA	RICERCATRICE
108	Associazione	A.P.S. I Sentieri di Cloe	Lanza	Sandra	PrESIDENTE
109	Comune	Comune di Melpignano	Manfreda	Cosimo	Assessore "politiche giovanili" ed "innovazione tecnologica"
110	Associazione	PugliaTurismi Scarl	Dealto	Marilù	Coordinamento segreteria organizzativa
111	Associazione	La Bottega delle Idee Taranto	Falerno	Antonio	
112	Regione	Regione Puglia- Politiche Giovanili	Bianco	Alessandra	Assistenza tecnica
113	Associazione	CASARTIGIANI PUGLIA	Mascolo	Vladimiro	segretario provinciale
114	Associazione	CASARTIGIANI PUGLIA	Ramunno	Carlo Antonio	presidente provinciale
115	Regione	Regione Puglia – Servizio Innovazione	Mandes	ANGELA	Responsabile di azione linea d'intervento 8.1. "Supporto alla partecipazione PO FESR"
116	Regione	Regione Puglia – Servizio Innovazione	Pepe	Margherita	assistenza tecnica PO FESR 2007-13 linea 8.1
117	Università	Cnr	Maiellaro	NICOLA	
118	Regione	Regione Puglia	Daloiso	Daniela	dirigente
119	Associazione	Associazione Ecologisti Democratici (ECODEM)	Tota	Augusta	Coordinatore Circolo ECODEM di Bari
120	Azienda	TECNOSEA SRL SPIN OFF DELL'UNIVERSIT A' DEL SALENTO	SCORDELLA	GIUSEPPE	PRESIDENTE
121	Azienda	Studio Caldarola & Partners	Caldarola	Lorenzo	Managing Partner
122	Teatro	Cantieri Teatrali Koreja	Ungaro	Francesco	direttore organizzativo
123	Comune	COMUNE DI BARLETTA	Balzano	Antonio	Responsabile dello Sportello Unico per le Attività Produttive