

Model of Organization – as is

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Identification

Fondazione Collegio Universitario di Torino Renato Einaudi, Via Maria Vittoria, 39
10123 TORINO

Fiscal ID : 80082160013


Ateco or NACE code and category: 559020 – I – Accommodation for students and workers with additional hotel-type services.

Financial and legal information

Legal form:

Non-commercial and non-profit organization

Turn over year 2022:

	LEGGE 124/2017 (art 1, cc 125 e segg) Informazioni relative a sovvenzioni, contributi, incarichi retribuiti e comunque a vantaggi economici di qualunque genere ricevuti ANNO 2022		M067 V00
Denominazione del soggetto erogante	Somma incassata	Data registrazione incasso	Causale
5 PER MILLE	€ 23.701,89	19/12/2022	Contributo 2022 redditi 2021
EDISU PIEMONTE	€ 107.000,00	03/03/2022	Contributo per attività istituzionali
EDISU PIEMONTE	€ 200.211,78	25/07/2022	Riqualificazione locali
INPS	€ 89.060,89	27/05/2022 28/09/2022	Rette bando di concorso 'Collegi Universitari - Ospitalità Residenziale'
SSST - Scuola di studi Superiori Ferdinando Rossi	€ 381.104,00	03/02/2022 29/03/2022 03/08/2022 20/10/2022	Rette in convenzione
MUR MINISTERO DELL'UNIVERSITA E DELLA RICERCA	1.788.954,06 €	22/11/2022	Contributo ordinario 2022
MUR MINISTERO DELL'UNIVERSITA E DELLA RICERCA	51.622,26 €	01/02 - 29/04	Contributo Riqualificazione edilizia Legge IV bando 338/2000 - Ex mensa Sezione Crocetta
MUR MINISTERO DELL'UNIVERSITA E DELLA RICERCA	2.386.841,51 €	26/04 - 18/05 - 29/11 - 05/12	Contributo Riqualificazione edilizia Legge IV bando 338/2000 - Sezione Mole Antonelliana
REGIONE PIEMONTE	100.000,00 €	31/12/2022	Acconto contributo IV bando Legge 338/00

Torino, 30/06/2023

Organizational variables

Size

Number of FTEs, year 2023:

20 full time workers = 20 FTEs

5 part time workers = 2.5 FTEs

Total FTEs = 22.5

Products, services

Collegio Universitario Einaudi, also through agreements with other public and private entities, exclusively carries out activities related to the management of university residences.

Offered services: rooms with private bathrooms, equipped kitchens, laundry and ironing facilities, reception, entrance with electronic badge access, refreshment area, library, fitness area, music room, editing room, study rooms, game room, guest accommodation, cleaning and sanitization of common areas, bed linen change, bicycle parking, fiber optic internet and Wi-Fi, listening and guidance service.

Goal, goal type, mission, vision, strategy

Goal type: normative

Goals:

- Goal 4: quality education, ensuring quality, inclusive, and equitable education and promoting lifelong learning opportunities for all.
- Goal 5: gender equality, attain gender equality and empower all women and girls.
- Goal 11: sustainable cities and communities, making cities and human settlements inclusive, safe, resilient, and sustainable.
- Goal 12: responsible consumption and production, ensuring sustainable patterns of production and consumption.
- Goal 13: climate action, promoting actions, at all levels, to combat climate change.
- Goal 16: peace, justice and strong institutions.

Mission: “We enhance the merit and potential of motivated university students to develop new skills, achieve excellent results, and grow as individuals, citizens, and professionals, offering them a stimulating and interdisciplinary learning and living environment, as well as a personalized and cross-disciplinary training path.”

Vision: Collegio's education aims to support university students in becoming conscious Individuals, Citizens, and Professionals: aware of their own resources, of the world around them, and of their ability and opportunity to create an impact for growth and improvement at the social, environmental, and economic levels.

Strategy:

- Participating in the implementation of the right to education by managing educational, cultural, and recreational activities within its sections for students and other users.
- Systematically and continuously promoting educational and cultural initiatives, including collaborations with other entities sharing similar objectives and with high schools, aimed at complementing the preparation associated with regular university curriculum.
- Carrying out specific career guidance activities, also leveraging the experiential contributions provided by former students individually or through the Alumni Association of the Einaudi Residence.
- Participating in postgraduate education by welcoming graduates and researchers – both Italian and foreign – who wish to further their studies or conduct research activities at universities in Turin.
- Promoting and coordinating initiatives aimed at cultural and scientific exchange between universities in Turin and similar European and international institutions, with a particular focus on European Union programs.
- Promoting initiatives aimed at conducting educational and/or professional activities in Italy and other countries.

Culture

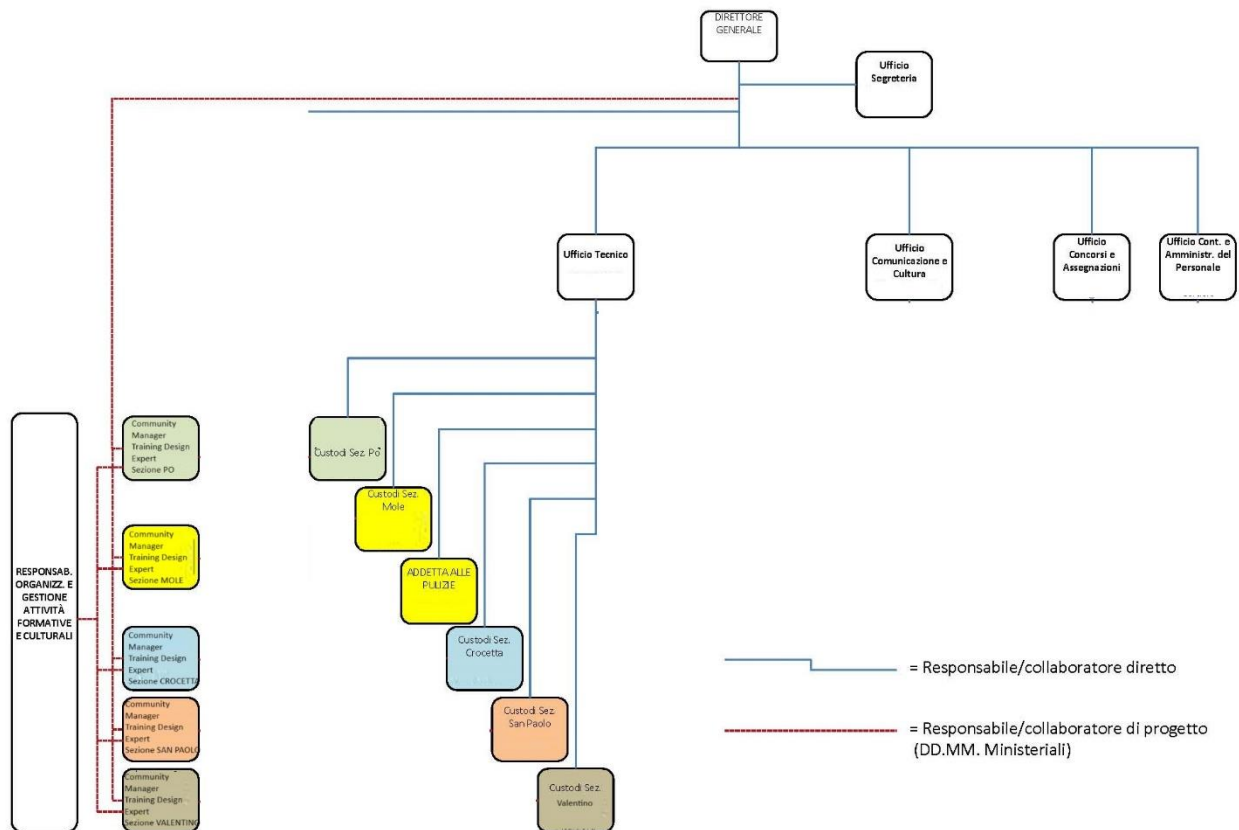
The culture embraced by Collegio is grounded in:

- **The individual**, promoting their central perception as a component of a community in which to cultivate knowledge and self-awareness, develop their own personality and conscience, enhance relational skills, autonomy, and sense of responsibility. In this framework of promoting the value of the individual, the importance of sports training should be emphasized, to be promoted in a way that fosters a harmonious and solid relationship, integrated with intellectual, psychological, and physical dimensions.
- **Interculturality**, as an openness to knowledge and comparison between different disciplines, knowledges, experiences, and backgrounds.
- **Secularity**, as respect for differences in sensitivity and orientation, and consequent non-interference, in religious and philosophical fields.
- **Merit**, ensuring access to university studies and their completion for capable students, committed to studies with serious effort even if lacking adequate financial means, considering current needs in a context of increasing internationalization of the education and research system.
- **Openness** to civil society and to the realities of the economic world and professions, with the aim of responding to the need to train capable and responsible citizens for the positions and functions of importance they may achieve, to contribute to a fruitful impact of growth and improvement in both social and economic dimensions.

In relation to these values – understood and promoted in their respective individualities and in the coordinated results of mutual integrations and synergies – Collegio Einaudi intends to offer its students a welcoming and stimulating community in which to engage and forge constructive, profound, and lasting bonds. It also aims to provide a place of education and a school of life for personal growth as Individuals, Citizens, and Professionals.

Structure

Struttura organizzativa del Collegio Universitario di Torino Renato Einaudi



The structure of the organization is functional with respect to Communication and Culture Office, Contest and Assignment Office, Accounting and Employees Management Office. On the other hand, the Technical Office may be considered as geographical because of the repetition of the keeper for each Section. Similarly, for each section the roles of Community Manager and Training Design Expert are repeated.

Secretary Office and Chief of Formative and Cultural activities management and organization are supporting units for General Director, who oversees the correct functioning of the offices.

IT/IS group/office

The IT office is completely outsourced, with the following services:

- **IT Services Management:**
Managing all IT services offered within the college, including computer networks, servers, cybersecurity, backup and restore systems, and other related services. Continuous monitoring and maintenance of IT services to ensure optimal functioning and constant availability.
- **Cybersecurity:**
Implementation and management of cybersecurity measures, including a firewall to regulate access to certain websites on Collegio's Wi-Fi network. Protection of sensitive data of students and college staff through access management, data encryption, and other security measures.
- **IT Infrastructure Management:**
Acquisition, installation, and maintenance of computer hardware, such as servers, network switches, Wi-Fi access points, desktop computers, and laptops for the college's sections. Management of software licenses and necessary updates to ensure that all equipment is compliant and functioning properly.
- **Maintenance of Applications:**
Maintenance of software applications useful for students and staff, such as the student portal, the mandatory courses (PFP) portal, and Collegio's intranet. Regular updating of existing applications to ensure compatibility with new technologies and meet the evolving needs of the college.
- **User Support:**
Provision of technical support and assistance to students and college staff to resolve technical issues, help in using software and hardware, and respond to support requests.

Formalization / specialization/ centralization

Collegio Renato Einaudi is structured as a **centralized organization**, meaning that higher levels hold decision power.

The Board of Directors of Collegio Renato Einaudi holds a pivotal role in steering the institution towards its goals and ensuring its effective governance.

Here are the key responsibilities:

- **Setting Strategic Direction:** the Board establishes overarching goals and guidelines for the institution's activities, ensuring their alignment with its statutory objectives.
- **Financial Oversight:** it reviews and approves the institution's budget plans and financial reports, ensuring fiscal responsibility and transparency.
- **Scholarship Allocation:** the Board determines the criteria for awarding study positions, in accordance with established regulations.
- **Regulatory Compliance:** it formulates necessary regulations for the college, including those required to comply with legal directives, ensuring that the institution operates within the bounds of the law.

- **Membership Matters:** the Board decides on matters related to the admission and expulsion of members, ensuring the integrity and composition of the institution's community.
- **Administrative Authority:** it sets spending limits for key executives and may provide guidelines for effective organizational management, empowering the institution to function efficiently.
- **Governance Framework:** the Board approves changes to the institution's statutes and regulations, ensuring that governance structures remain relevant and effective.
- **Expertise Appointment:** it appoints members of the Scientific Committee, leveraging diverse expertise to support the institution's academic mission.
- **Leadership Selection:** the Board deliberates on the appointment of the General Director, a crucial leadership position, based on recommendations from the President.
- **Strategic Transformation:** it plays a key role in deliberating and deciding on matters related to the transformation of the institution, ensuring it remains adaptable and responsive to evolving needs and challenges.

In the structure, the **employees** are **not specialized** in terms of their daily tasks.

As a matter of fact, the doorman/doorwoman performs nonspecific activities such as collecting packages for the students, management of laundry and guestrooms schedules, arrivals of new students and more.

Another example of a nonspecific employee is the system administrator, in charge of all the operations concerning the IT area of the Collegio section.

With respect to the processes involving the entire structure, the level of **formalization** is **partial**. For instance, the process of incoming students' selection is made of both a highly formalized part (a questionnaire and the achieved academic results) and a less structured one (an interview).

Organizational type

The organization is based on a mechanical design, as highlighted by the centralized power, the strongly hierarchical structure and the fixed activities of the employees.

Business Model Canvas

- **Key Partners:**

Sostenitori



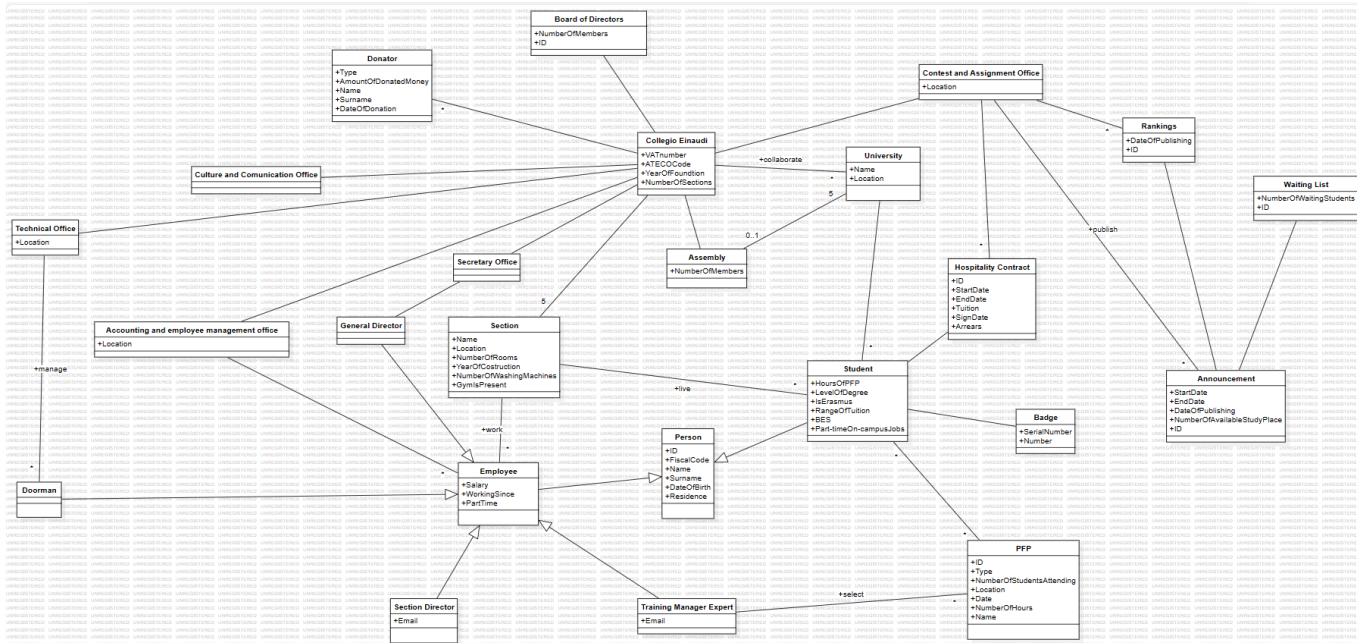
IRMET Anticendi
La Vanchiglia s.r.l.
NAT Cafè Torino

- **Key activities:** selection and confirmation of worthy students, structures management and maintenance, searching for new donators, enriching the personalized training plan, brand recognition, IS management.
- **Key resources:** statal and private fundings, buildings, employees, IS.
- **Value proposition:** “The future is what you choose”, “More than just a residence”, annual paths of personalized integrative training based on individual needs and interests, financial incentives for international mobility, obtaining language certifications, and study stays abroad, opportunities for discovery and participation in the cultural activities of the city of Turin, sports activities in agreement with CUS Turin (with an 80% discount), free orientation and listening services (e.g., coaching, psychological counseling, mentoring), study rooms in each section, low tuition fee.
- **Beneficiaries:** university and PhD students.
- **Deployment:** website, social media, open days.
- **Buy-in and support:** several private donators and beneficiaries with tuition fee payments.
- **Mission budget:** maintenance of buildings including gyms, library, kitchens, offices, payment of utilities, budget for personalized training plan, employees’ salary.
- **Mission achievement:** number of worthy students welcomed.

IS Dimensions

Process dimension

Conceptual data model



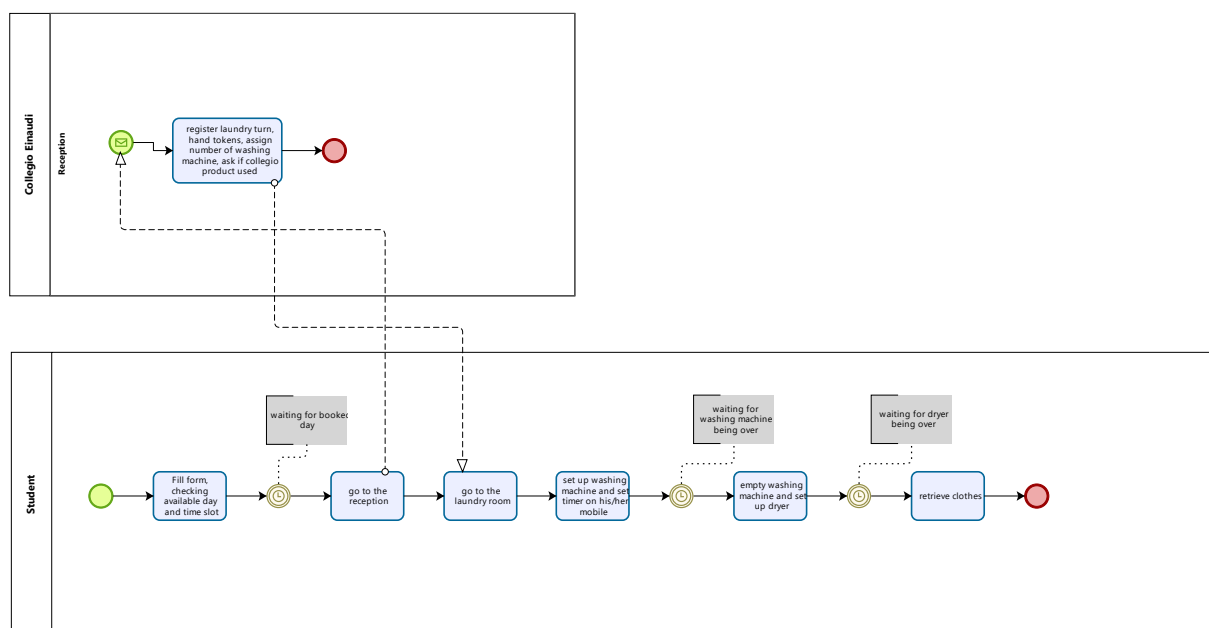
Processes

Process name	Description (text)	Input	Output	Organizational units involved
Doing laundry	A form is used to book the day and time slot to do laundry. Every Monday morning the form is cleared, allowing students to book their turn. On the prefixed day, the student goes and retrieve his/her tokens from the reception, being aware that the reception is open from 8 am to 8 pm. The doorman asks whether the student	Booking on the laundry form	Washed clothes	Student, doorman

	uses the local soap or his/her own product, then assigns the available washing machines. The student goes to the laundry room and starts the washing machines, then sets the timer on his/her mobile phone. When the washing machine is over, the student starts the dryer and once finished, retrieve his/her clothes.			
selection and confirmation of worthy students	After the publishing of the admission announcement, the application is collected. After the application, the student must schedule an interview within a week and fill a behavioral questionnaire. At a prefixed date, a rankings is published (considering points from interview + academical results) and the selected student can accept the study place, paying the first fee and the caution. If refused, another student is selected from a waiting list.	Announcement publication	List of accepted students + waiting list	Contest and assignment Office, Student
structures management and maintenance	Periodically or upon request, a team of external technicians performs maintenance tasks over the structure.	A student complains about an anomaly / periodical check	Report of the maintenance activity	Student, Technical Office, outsourced technicians
searching for new donators + brand recognition	Periodically, different no profit activities and open days are organized	Periodical activities	List of received donation and/or donators	People (donators), representative of Collegio (ex.

	to enrich the notoriety of the Collegio, with the support of social networks. During these activities, anyone may donate for the cause/became an usual donator.			students), accounting office
enriching the personalized training plan	Annually, the Section directors search and add new education activities for the students.	Periodical activities	List of activities for the personalized training plan	External organization (such as CERN, CUS Torino, etc..), Section Directors

LAUNDRY PROCESS

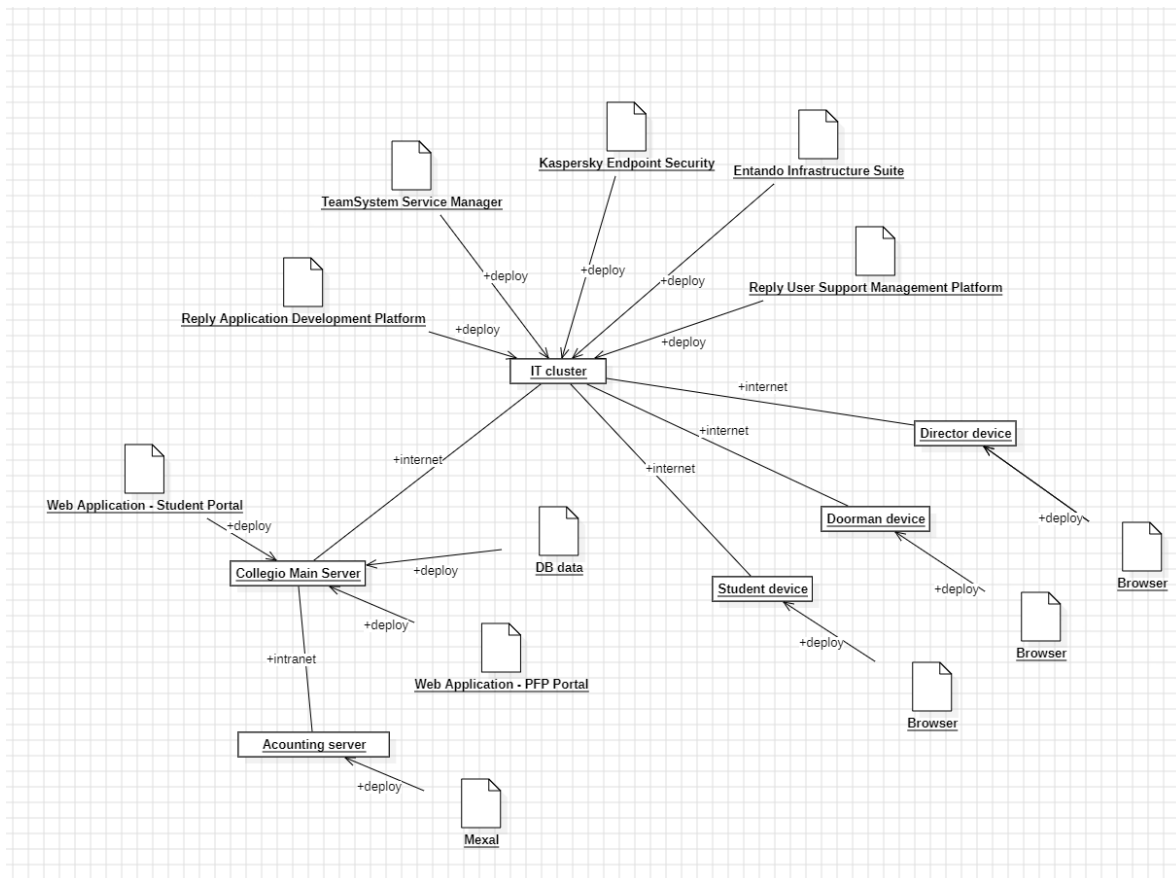


Technology dimension

Application portfolio

Application name	Vendor (or internal if made internally)	Main functions
TeamSystem Service Manager	TeamSystem	Network monitoring and management software
Kaspersky Endpoint Security	Kaspersky Lab Italia	Cybersecurity, firewall
Entando Infrastructure Suite	Entando	IT infrastructure management
Reply Application Development Platform	Reply	Software management and development
Reply User Support Management Platform	Reply	User support
Mexal	Passepartout	Accounting management

Hardware software architecture



Outsourcing

Given the no profit nature of the organization, all the IT services are outsourced how described before.

IT strategy

Considering that one of the organizational goals is “improving the quality of students’ life”, in the past few years some enhancements have been performed. For instance, the process of booking laundry was previously manually managed by the doorman with papers, or the students had to schedule an appointment with the director to draft PFP activities. Nowadays, these processes are (partially) automatized. Therefore, the organization is progressively working on the alignment of the IT area.

Indicators

CSF

CSF ID	Type (domain, distinguishing, environment, contingency)	Textual description, link to strategy	Related Metric(s)	Current value (if available)
CSF1	Domain	Ensuring efficient management of accommodation facilities to provide a conducive and stimulating environment for students holding study places.	Number of students living in Collegio	872
CSF2	Environment (MIUR rules for a merit College)	Organizing educational and cultural initiatives to enrich students' experiences beyond the academic curriculum.	Number of stipulated contracts for PFP + ratings of performed activities by students	~ 50
CSF3	Environment (The organization is obliged by law to host Erasmus Students)	Fostering and coordinating initiatives aimed at cultural and scientific exchange between universities in Turin and other European and international institutions.	Number of Erasmus Students + stipulated contracts with international merit colleges.	~ 20
CSF4	Domain	Establishing a Student	Number of Students involved into the Student Council	10 (2 per section)

		Council, comprising students holding study places at the College, tasked with representing student needs and making proposals for improving College activities.		
CSF5	Domain	Committing to maintaining financial management based on state funding, donations, and other sources of funding to ensure economic stability in pursuing institutional objectives.	Turn over	

KPI

Process Laundry

KPI table for process Laundry

KPI name	KPI type (general, service...)	description	Unit of measure	CSF covered (if any)	Current value (if available)
N_input	General	Number of students requesting the laundry service			872
N_output	General	Number of laundries done			
N_P	General	Number of doormen			5 (one per section)
N_WM	General	Number of washing machines			30
CU	Efficiency	Cost per unit = T / N_{output}	Euro	CSF5	

T	Efficiency	T = effort by doorman + salary of doorman + laundry infrastructure (water, machines, electricity, soap) + tokens with relative machines + maintenance of machines	Euro	CSF5	
T_Token	Service	Lead time for the student to retrieve tokens	minutes	CSF1	
T_WM	Service	Lead time for doing laundry and dryer	hours	CSF1	2
Q	Quality	Number of interrupted washings / N_output	%	CSF1, CSF5	

Summary analysis

Some critical points arise from the inconsistency of shared data. Specifically, the Laundry Process relies solely on an easily modifiable Excel form, yet students refrain from altering it, exercising common sense.

It is evident that the management of the laundry service is still rudimentary, as tokens must be retrieved from the doorman.

However, it appears that other critical points are absent since students' essential functions (such as the payment of tuition or the booking of PFPs) are adequately handled by Collegio with a main server. Meanwhile, as stated before, control functions (firewall, IT management) are outsourced.

With respect to the Laundry Process and/or the booking of other common spaces (study rooms, library, gym, etc.), there is an IT alignment problem caused using Excel forms. As a matter of fact, this low reliability contrasts with the organizational goal, that is to improve students' life.