

STRATEGIC PLAN



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**The Strategic Plan is for
the exclusive attention of
Interested Investors**

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"G.U.Net" presents excellence, reputation and innovation, based on the characteristics of the founders, stakeholders, management, and territorial realities of the players. "G.U.Net", proposing niche education from Tuscany, projects a unique university education experience in a global context with a precise "local / global" vision.

"G.U.Net": the most prestigious location in the world and the most prestigious university model in the world

"G.U.Net": the mission to prepare students for "**jobs that do not exist yet**"

"G.U.Net": it's about "**teaching the future**"

1.0 PREMISE - INTRODUCTION

1.1 Premise

The present strategic plan illustrates the "Global University Network - *G.U.Net*" project and represents an integral part of it together with other documents constituting the project itself. The present strategic plan is presented to potential international investors in order to find shares of risk capital for the establishment of the company in charge of carrying out the project managed by the founders.

1.2 Introduction

An international private university in Siena / Tuscany is ideally located to attract students from all over the world. Tuscany constantly maintains a high value of international attractiveness together with a significant permanent presence of international cultural elite. The environment is inviting for students from all over the world, and it is reassuring for their parents, often worried about the safety of their children. The Siena / Tuscany location is even more attractive for students looking for an English-American education in English, together with a life experience in a privileged and globally central European context.

1.3 Approach

Italian entrepreneurship has not yet discovered the private university market, particularly that of international private education. A new international private university in Siena / Tuscany, dedicated to the global market, does not compete with the Italian state university, and is an innovative offer of unique experiences for students from all over the world. "*G.U.Net*", private university, derives from its location a strategic value, essential for projecting itself onto the international student market. "*G.U.Net*" capitalizes on local assets: excellent location, safe environment, and quality of life. The indicators of the development of private university education on a global scale show every possible evidence that players willing to take risks at a local and global level will be rewarded with success. This is about perceiving private university education with a global vision, and aiming to train young people to become able to navigate, and with a high market value. In Tuscany it is possible to aggregate quality lecturers and administrators who can concretely implement knowledge transfer, cultural "contamination", and professional interaction. "*G.U.Net*" focuses on creating young, dynamic, and globalized professionals, who will be globalizers themselves.

2.0 SCENARIO

2.1 Scenario

This strategic plan provides a general overview of the core issues to be considered for the start-up of a global private university in Siena / Tuscany. The key issues are presented to the attention of the investors, who, together with the founders, will elaborate a timetable for the realization of the project. "UNIVERSITY of TUSCANY Global University Network - *G.U.Net*" defines a project of private, international university, with a network structure and with a circular dynamic. The "*G.U.Net*" university operates with a central base located in Siena / Tuscany and with an international network.

2.2 Competition

For a private international university, Siena / Tuscany is an excellent basis from which to propose itself to the global educational market. The Italian state university system remains permanently positioned out of global competition. It operates under a national monopoly regime, in Italian language, and devoid of vision and innovative ability. The private university sector is almost non-existent in Italy. Therefore, there are no players able to attract the global student market. A global private university, in addition to the world market, can also attract the local student market. Some private American universities operate in Italy (Syracuse University, St. Johns' University, American University of Rome), they are very small, especially oriented to study abroad programs for American college students. US universities offer short programs (one term), in Rome and Florence, reserved only for their students enrolled in America. These programs are generally sectorial, oriented almost exclusively towards the arts and the Italian language.

2.3 Added values

- Tuscany location (desired location worldwide)
- American private university system (desired all over the world)
- "global native" in teaching and in management
- strongly focused on students from the middle class of developing countries

3.0 MODEL - CHARACTERISTICS

3.1 Model

"G.U.Net" adopts the American model of "College of Liberal Arts", augmented by a distinctive "global native", "global network", "global circulation" characterizations. It is a business enterprise conceived and structured from the beginning as a globalized, global and globalizing player. "G.U.Net" is not a local company looking for export. The "G.U.Net" university proposes its own well-defined "niche brand". The programs offered are selective and innovative, they are expressions of the Tuscan economy and culture, and are interconnected with other Italian, European and global realities. The skills acquired at "G.U.Net" are a niche, high added value, expendable internationally to satisfy liquid global needs. "G.U.Net" is a niche brand, expressed by the "Tuscany - Italy brand" with a strong projection in global context.

3.2 Strategic characteristics

- light institutional structure (minimum physical administration)
- variable geometry (with programs modulation)
- a central base location (Siena / Tuscany)
- a multi-campus network (Tuscany, Italy, the world)
- ICT advanced technologies (generalized in all sectors)
- innovative pedagogies (articulated with hybrid teaching)
- English language (teaching and management)
- American accreditation (also European, national, international)

3.3 Name proposed

Full name proposed:

UNIVERSITY of TUSCANY- SIENA
Global University Network - "G.U.Net"

4.0 STRUCTURE

4.1 Corporate structure

Possible proposal for a "corporate structure" to be assessed together with investors:

- Structure A Company with the name of the university, for the management of academic activities.
(Incorporated in the U.S.A.)
- Structure B Global service company, for management and administration of the university.
(Registered in Italy)
- Structure C International non-profit foundation, for general activities based on needs.
(Registered in Italy and / or outside Italy)

4.2 Non-profit foundation

A possible articulation of the project consists in identifying, or creating, a non-profit Foundation. The Foundation can be an associated / integrated entity with the university, operating according to various needs and strategies, and also in consideration of the Italian tax system. Furthermore, the Foundation serves as an eligible subject for obtaining national, European and international public and private funds.

4.3 Name

The "G.U.Net" abbreviation is the second part of the full project name. Choosing an optimal name has crucial implications, requires great care and attention. It is very important that the name is immediately recognizable, self-explaining, of great appeal for different backgrounds, social strata, and international cultures. The name should be neutral, with positive connotations in English and other languages. The name expresses the principles of global education, model of American private college, Tuscany system. The main assets of the university are constituted by: global vision, network structure, innovative transfer of knowledge, territorial and cultural appeal.

5.0 FOUNDERS

5.1 Founders

"G.U.Net" begins as a private, independent college, with strong branding, high international visibility and proved academic quality standards. The founders of "G.U.Net" are three graduates (academics, and scientists) of Columbia University, New York. Other founders are possible. Furthermore, high profile international lecturers and administrators are joining the founders in realizing the project's vision and mission.

5.2 Board of Advisors

The Board of Advisors serves to contribute in strategic governance, and in providing academic advise. The Board of advisors presents a combination of "mature vision" and "trend awareness". The Board's members posses governance experience and high academic standards. Members are characterized by: 1. International academic and professional experience in U.S.A., Europe, Asia; 2. Business experience, in particular in development and areas; 3. Globalized life experience. The Board of Advisors, together with the founders and the major stakeholders, defines the university's mission.

5.3 Local stakeholders

Local stakeholders are investors and / or participants in the university's activities. They are bearers of added values, integrating the university with the surrounding economic and social context, favoring further business and institutional integration. The university's programs interface with diverse local realities, the values of which are integrated into the academic activities.

5.4 International Foundation as a constitutive subject

A possible articulation of the project consists in identifying an international foundation willing to participate in the ownership of "G.U.Net" from the start.

6.0 KEY FACTORS

6.1 Key factors

The core base of "G.U.Net" is strategically located in Siena / Tuscany.

Key factors:

- international centrality of Siena / Tuscany
- prestige and appearance of the designated campus structure
- business, industrial, and international characteristics of the area (Tuscany as an extended campus)
- superior environmental quality of the territory
- highly cultural and multicultural climate and offer
- advanced economic development context
- quality of life, leisure, amenities, and services
- total security of person in a global relationship
- minimum crime rates, minimum or no individual risks
- national accessibility: advanced network of advanced high-speed trains (to Rome, Milan)
- international accessibility: 3 international well serviced airports (Florence, Pisa, 1 hour. Bologna 2 hours)
- access to mountains, well serviced, within 1 hour
- access to seaside, well serviced, within 1 hour
- multiple added values

6.2 Banking system

The involvement and support of local banks in territorial projects is a characteristic of local business environment. Support for the university project is based on developing privileged relationships with local stakeholders. Banks interfacing with the "G.U.Net" have an understanding of the local-global context. Local banks are interested in getting involved with innovative international business. They benefit in providing advanced and personalized banking services with an international reach to students, faculty, and staff. Furthermore, there are founding and scholarship local programs with banks and bank foundations.

7.0 MISSION - CAMPUS

7.1 Mission

"G.U.Net" mission consists in training international students, enabling them to understand and manage a multiple cultural context, and prepare them for the global market. "G.U.Net" focuses in addressing the international market of middle-class students in developing countries. They are offered a desirable location and an innovative curriculum with an international and up-to-date faculty and administration. The mission of "G.U.Net" is formulated in the "mission statement" highlighted in the documentation, and in marketing activities. A clear mission defines strong identity, global centrality, and serves to attract and maintain long-term relationships with students, partners, and sponsors.

7.2 Campus structures

In addition to a core campus based in Siena / Tuscany, a multi-campus structure with variable geometry is also considered. The multi-campus structure refers to an integrated "satellite" (in proximity: Tuscany) or associated (in distance: internationally). The core campus may contain direction and representation areas, academic facilities, and central library. Other locations, according to the widespread campus scheme, host educational facilities, residences, laboratories. The campus with a modular, widespread, variable geometry is conceived in relation to favorable conditions of development.

7.3 Acquisitions

Locally, in the presence of opportunities, the acquisition of functional structures to reinforce the project is considered. Globally, (international sites) in the presence of opportunities, it is considered the acquisition of existing structures (with particular reference to Eastern Europe) suitable for expanding the project.

8.0 STUDENTS

8.1 Students - recruitment

Students from emerging middle classes in developing countries are the primary target. "G.U.Net" management determines the type of students to be recruited. Typology is defined by: nationality, native language, age, professional orientation, economic background, academic preparation. The management identifies the characteristics of the student market segments. The recruitment objectives are set according to: 1. academic level of the curriculum offered, 2. quality of professors and lecturers employed, 3. type of supplementary courses, 4. areas of feedback, 5. coherent and integrated student population. A coherent and integrated student population facilitates the growth of students / alumni groups, promoting the "G.U.Net" brand as desirable and fulfilling academic experience.

8.2 Students - admission

"G.U.Net" establishes admission criteria for students. Students are required to have a high school diploma and the support of standardized tests required by the university. Entry requirements are those applied in American universities, including the S.A.T., T.O.E.F.L. tests, and "personal statement". Admission requirements ensure that the students possess adequate preparation and determination to complete the program. Established requirements allow standardization of quality teaching. "G.U.Net" also offers courses of adjustment, recovery, and remediation that allow students to proceed successfully.

8.3 Students - diversification

Diversification of the student body reflects the type of market segments. International students avoid homogeneity, they prefer to interact with diversified backgrounds. "G.U.Net" considers that the typology of students changes continuously, and evolves. During the start-up phase it can be productive to have a relatively homogeneous student body. For example, if initially primarily Slavic students are enrolled, language programs, content and standards will be structured, congruous to those of the areas of origin. With the progression of management and academic operations, a diverse and high-quality student population is reached.

9.0 ACADEMIC TITLES

9.1 Academic titles - general levels

The "G.U.Net" project is built on the American model of "Liberal Arts College". The general area of academic activity is joined by other innovative, hybrid, mutable, and niche disciplines. During the start-up phase, the university's offer is limited to some disciplines. "G.U.Net" is strategically configured as a "School of Management and Social Science" this configuration allows a high degree of flexibility in developing sub-disciplines and niche areas of education. The choice of "School of Management and Social Science" clearly indicates the determination to prepare students to operate in a global context. Specializations, in addition to classical management, include: trade, environment, international relations, public administration. Disciplines in more specialized areas include: energy, biodiversity, design, fashion, and art. More liberal, professional and scientific disciplines are added in relation to opportunities and growth.

9.2 Academic titles - niche levels

The "G.U.Net" university offers a selective curriculum of programs and courses, with characteristics of uniqueness, specialization and continuous updating. The various specializations are built as articulations of the general program in management. They are determined on the basis of: market, student interests, professional relationships, lecturers availability, international economic and political scenarios. Additional specializations include the following areas: textiles, food, tourism, intelligence, property management.

9.3 Non-academic titles - certificates

The "G.U.Net" university offers programs and courses of varying duration and specialization, directly integrated with the economic and social realities of Tuscany / Italy, capitalizing on the "Made in Italy" and "Made in Tuscany" brands. This type of courses are addressing the growing sector of adult education, and to the training update of professionals. "G.U.Net" issues certificates of participation accredited by local Italian entities and by international partner organizations.

10.0 ACCREDITATION

10.1 Primary accreditation

Primary accreditation consists of American and European accreditation. For Europe, the "Bologna System" is followed with accreditation through various national authorities such as the Ministry of University in Italy, the Państwowa Komisja Akredytacyjna in Poland, and other national or regional bodies, due to the development of the project. Diploma courses and programs follow the European standards "Diploma Supplement," and "European Credit and Transfer Accumulation System." The accreditation and validation varieties increase the value and desirability of the diplomas obtained.

10.2 American accreditation

American accreditation (U.S.A.) is very advantageous and articulates in relation to growth. Various official bodies offer accreditation, including: the New England Association of Schools and Colleges (ACICS), the Accrediting Council for Independent Colleges & Schools (ACBSP), the Association of Collegiate Business Schools & Programs, and the American Association of State Colleges & Universities . Accreditation in the American university system is a strategic factor. "G.U.Net" born "Incorporated in USA", is part of the US university system, and belongs to the class of American private universities operating outside the US territory.

10.3 Local accreditation

Local and regional accreditation is useful in relation to institutions that commission training programs and courses. Even in an international context, local accreditation is useful. For example, the Kiev municipality can accredit a training program for civil servants, the Krakow Chamber of Commerce can accredit a training program for export-import agents. Local accreditation often represents a good vehicle for access to local and international public resources. The accreditation agency of the Tuscany region has developed standards for professional certificates and diplomas, appreciated throughout the world.

11.0 ACADEMIC PROGRAMS

11.1 Academic programs – Introductory level

The introductory level consists of non-credit courses, for students who pursue training and not academic degrees. These courses are of various levels, specialization and duration. Courses in foreign languages, in particular the Chinese language, are offered. Students come from a variety of professional backgrounds, adults who want to acquire updated new skills directly from professionals, or languages from native speaker lecturers, in an international environment, with a global approach. The programs are characterized by of the "managerial-business" approach, aimed at working individuals, operators, and professionals. These courses cover areas of increasing strategic market interest. For example, "Italy" and "Made in Italy" as non-academic training are areas of great interests among professionals from Kazakhstan and Asia.

11.2 Academic programs – Undergraduate level (B.A.)

The general academic level consists of "undergraduate courses for-credit". These courses are offered to students enrolled in degree programs at "G.U.Net", at associated institutions, or in the case of "visiting students", at other universities, usually American. The advantage of offering courses to "visiting students" (visiting for a semester) facilitates the acquisition of international visibility. Tuscany is much desired by American and international students for "study abroad" programs. The continuous expansion of the European Union constitutes a further growing vast market of international students interested in Tuscany and Italy.

11.3 Academic programs – Graduate level (M.A., M.B.A.)

The advanced academic level consists of "graduate courses for-credit". "G.U.Net" offers graduate programs starting from the initial start-up phase, with an E.M.B.A program. A program in M.B.A. is offered past the start-up phase. Joint-programs are developed with other international universities. International collaboration generates strategic alliances, stakeholders, and offers students further international experiences. Interactions are considered in Eastern Europe, Kazakhstan, Asia, Africa. Various private international universities express a strong interest in interactions in Tuscany and Italy, due to the prestige of the "Tuscany" and "Made in Italy" brands.

12.0 PROGRAMS - COURSES

12.1 Programs and courses

In addition to the general academic program, "G.U.Net" offers special niche programs and courses. Selection of new areas are based on needs emerging from market needs, mostly in developing countries. The programs are constructed in terms of prestige, academic importance, student flows, and sponsorships. English is the official language of teaching and management. Courses in, and of, other languages are offered on-demand by a variety of international entities.

12.2 Innovative programs

Innovative programs are proposed in areas of specific interest to students, and in areas where existing universities do not meet current, mutant, and future demand. Various areas are developed in the Tuscan context including: textiles, fashion, food, art, tourism and integration. "G.U.Net" works with a strategic vision to optimize local values for the benefit of the local community, and to transfer these values to global communities for the benefit of global communities. Local and international stakeholders are working together to continuously develop innovative programs. In Tuscany there are local and international innovative companies interested in developing high value-added and mutually beneficial relationships.

12.3 Niche programs

Innovation takes place in response to trends and may also anticipate the trends themselves. "G.U.Net", as a school of management offers programs with high added value. For example, a niche program in the textile-fashion sector is carried out in two cities: Prato and Milan. This program is called "Fashion, from Design to Production." The program covers the fashion industry vertically: from individual design to global logistics; and horizontally: from accessories to furnishings. The program presents also advanced innovative articulations in other areas including: international market risks, human rights, role of celebrity, illegal environment.

13.0 PROGRAMS - CHINA

13.1 Multi language programs

The development of innovative programs in foreign languages (other than English) represents a profitable business segment for "G.U.Net". English is the lingua franca of globalization, yet additional languages are recognized as a strategic added value for individuals aspiring to operate globally. "G.U.Net" offers programs in foreign languages, for example covering areas of Eastern Europe (Poland, Ukraine) and Balkan. In these areas, proximity with Italy and prestige of Tuscany constitute strong and growing attractions among young and adult students. Moreover, these areas are characterized by the presence of international investments and are recipients of large public funds. Interest for innovative programs, in (and of) languages, is growing in Europe. The enlargement of the European Union and the growth of the developing countries have created a strong demand for professionals desiring to be able to communicate in different languages.

13.2 Eastern Europe

In Eastern Europe, profitable strategic alliances can be realized for training, branding, and marketing programs. Current local needs are, for example, the training of communicators and managers in designated economic areas of development, especially in Ukraine and Poland. There is a demand for interactions with private universities, chambers of commerce, municipalities, and other local players in search of optimization, innovation, and internationalization.

13.3 China and Chinese in Tuscany

"G.U.Net" considers programs focused on "China Area" to be of special value and priority. The Tuscan city of Prato (near Siena) contains the largest Chinese community in Europe. The Chinese, present for decades, dominate the prominent local textile industry, a centuries old production, and today an advanced technological sector. The Chinese community maintains extensive and branched contacts with China, it is extremely dynamic, and constantly eager to seize new "global" opportunities. The community is looking for innovative education and training (Italian education system being unable to deliver it) for the new generation, today multi-language.

14.0 SATELLITE PROGRAMS

14.1 Satellites

"G.U.Net" with campus-based in Siena, considers Tuscany its extended campus of proximity. Innovative companies in Tuscany are numerous, concentrated, prestigious, and known in the world as "Made in Tuscany" and "Made in Italy" brands. This prestige makes possible to build a wide range of unique and niche activities, expressions of specific local realities. The structure of a core campus and proximity satellites, gives "G.U.Net" a unique character, a strong brand, and an irresistible appeal.

14.2 Small business

Many "small business" entities in Tuscany are eager to reach the world, and develop international training relationships. The values of "G.U.Net" programs consist in offering unique experiences with a win-win result for everyone. This is about providing an opportunity of global contextualization for local players, and offering an absolutely "spectacular" context of experience for international students.

14.3 Chianti

In the Tuscan Chianti area, "G.U.Net" can offer, for example, management programs in food industry and culture, with a focus on wine and oil. The particular cultural richness of the area allows also the realization of high quality cultural tourism programs and courses.

14.4 Maremma

In the Tuscan Maremma area, "G.U.Net" can offer, for example, management programs in a innovative sectors, including environment, biodiversity, veterinary, and farm fishing. The area is very rich in natural resources and innovative activities in the nature-tourism and nature-health areas.

15.0 RELATED ACTIVITIES

15.1 Related activities

Related activities expand the academic core program in order to integrate the university community with the social and economic context. These activities include cultural associations, academic and alumni clubs, partnerships, and sport events. Related activities are a strong feature of American universities, they increase branding and promote marketing, resulting in the expansion of the outreach. Various activities offer opportunities for professional networking, facilitate fund-raising, and promote student recruitment. These activities contribute in maintaining and expanding the "school spirit."

15.2 Internships

Internships are offered to all registered students. Internships vary in duration depending on the study program. They come from both the private and public sectors. Internships represent an integral part of the academic program. Students receive "knowledge experience" and life / work experience. Internships reflect very positively on the university. During the start-up phase, prestigious and well-structured internships are already offered. Within "G.U.Net" activity, Internships are true and complete work experiences, helping to motivate students.

15.3 Field Trips

Based on the principle of "Experience Education", "G.U.Net" promotes "learning experiences" to complement the academic programs. Direct educational "hands on" experiences are organized in connection with varieties of local values. One type of this activity is represented by "field trips". These are academic excursions of varying duration (one day, one weekend, one week) in Tuscany, Italy and Europe, focusing on topics of high added value. Examples of institutions: European Union Parliament, Italian Parliament, Municipalities, Prisons, hospitals. Examples of business: Ferrari Company, Prada Company. Examples of history: Sarajevo, Auschwitz, Krakow, Berlin.

16.0 START-UP

16.1 Initial phase

A prestigious location in Siena / Tuscany is an excellent scenario and an optimal start-up. From this location "G.U.Net" can rapidly increase international visibility and prestige. Thanks to the local context assets, it is possible to attract (or capitalize on an already resident in Tuscany) lecturers and managers eager to work in a Tuscan-global scenario, and express their talent in innovative projects. The location also benefits from the proximity of the cities of Milan and Rome, favoring further development perspectives. The founders define together with the investors the start-up phase, which is also effected by the initial choice of the campus structure.

16.2 Marketing strategy

The marketing strategy is related to the initial choice of the structure and the start-up phase, in addition to the selection of the typology of student targets.

The marketing is articulated into:

- personal contact networks
- participation in fairs and conferences
- use of technology channels for college-age students
- direct contacts and direct mailing to schools
- use of databases and social networks
- strategic alliances with local private universities in developing countries

Networks of recruiters are extensively used. Today, recruiting companies are very active in niche growing areas (India, Kazakhstan), and in areas of innovative economic development of Africa and Asia.

17.0 CONCLUSION

17.1 Global vision

The realization of the "G.U.Net" project, linked to investors with a strong global vision, takes place during a favorable phase of the growth of global education diffusion. The spreading of American-type private universities in the world, and the crisis of state universities, are evidence of clear evolutionary processes.

17.2 Growth

The substantial growth of a new middle class in developing countries has generated a large and growing demand for a kind of higher education capable of offering innovative, up-to-date education, and utilitarian professional training.

17.3 New students

New types of students (and their parents) desire to acquire a kind of global education at start. They see themselves as global players. They do not perceive territorial limits. They want to navigate uncertain scenarios. They demand utilitarian skills and diversified experiences, spendable globally.

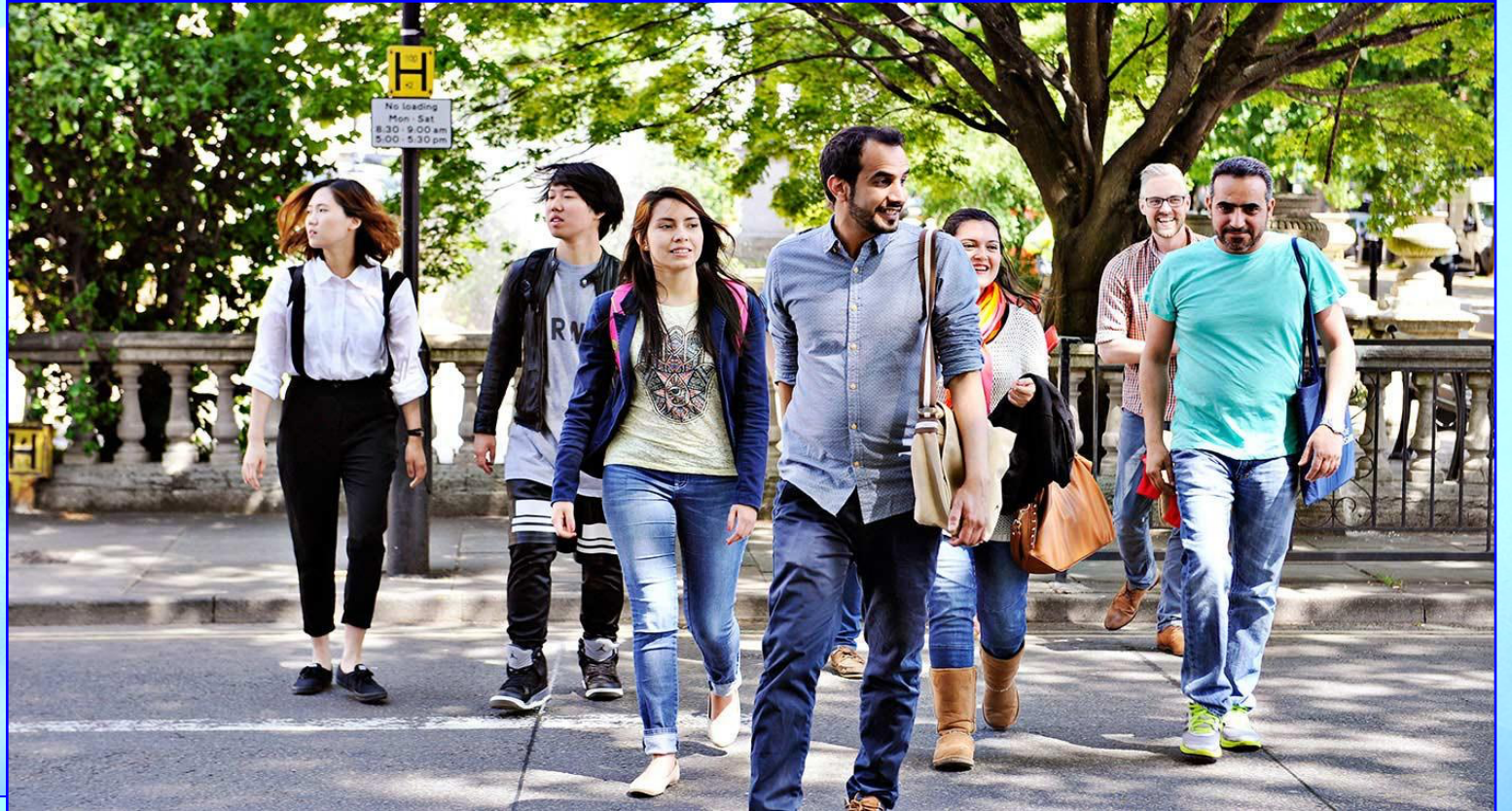
17.4 Location

Siena / Tuscany is an ideal context to satisfy needs and desires of quality experiences, training, and education. High levels of global education and professionalism are valued and appreciated by new middle classes of developing countries. These social strata possess the economic resources to invest in quality education for their children.

17.5 Competition

There is no competition for a university addressing, from Tuscany, the international student market with a global vision of innovation and circularity. The mission is strongly focused on students from developing countries. "G.U.Net" derives its strategic advantage from a unique "local/global" vision: offering an excellent model of higher education from an excellent location. "G.U.Net", operates from a privileged local network context, and is articulated into scenarios of dynamic global networks.

STRATEGIC PLAN



Thank you for your attention