

IMT School for Advanced Studies Lucca

Rector's Mandate Program

Triennium 2024 - 2027

IMT, a Campus in the Future

Candidate for Rector: Nicola Lattanzi

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Introduction

The general social and cultural context in which the IMT School for Advanced Studies Lucca operates is characterized by increasing complexity and uncertainty. Global challenges such as accelerated digitalization, environmental sustainability, and socio-economic and demographic transformations require new forms of knowledge and advanced skills.

The very structure of knowledge is rapidly changing, with a growing need for interdisciplinary approaches that integrate the humanities and social sciences with the natural and technical sciences. In this scenario, the coexistence and collaboration between human and artificial intelligences become fundamental to address the most pressing issues of our time.

The centrality of complex systems and understanding the interdependencies between different fields of knowledge are at the heart of this mandate program. In an increasingly interconnected world, it is essential to recognize and study the relationships between various systems - economic, social, cultural, cognitive, technological, and environmental - to develop innovative and sustainable solutions.

The IMT School for Advanced Studies Lucca positions itself as a beacon of excellence in this context, promoting an integrated and interdisciplinary vision of research and education.

The period we are living in is marked by uncertain economic recovery influenced by factors such as the global pandemic, geopolitical tensions, and the climate crisis. These dynamics require an unprecedented capacity for adaptation and innovation. Academic institutions must respond to these challenges with a proactive and flexible approach, promoting research and education that can contribute to sustainable and inclusive recovery.

Knowledge is evolving towards greater interdisciplinarity. It is no longer sufficient to excel in a single field; it is necessary to understand how different disciplines interact and influence each other. This change requires academic institutions to rethink their training and research models, encouraging collaboration between the humanities, social sciences, and natural sciences.

The advent of artificial intelligence (AI) represents one of the most significant revolutions of our time. The coexistence and collaboration between human and artificial intelligence are not only inevitable but also essential for progress. The cognitive and creative abilities of humans, combined with the analytical and computational power of AI, can lead to extraordinary discoveries and innovations. It is crucial to educate our students to work with these new technologies, developing an AI ethic that promotes the responsible and beneficial use of advanced technologies.

The present is a complex issue, the future will never be this slow again. We live in a present that actualizes recurring future visions at an increasing speed.

Over the last fifty years, computer science - including what we now define as artificial intelligence - has generated profound and irreversible changes: on the one hand, it has created benefits for education, well-being, and prosperity, as well as great economic and scientific advantages; on the other hand, it has brought significant risks that generate dilemmas and deep questions about the nature of reality and its knowledge.

Artificial intelligence has surpassed man's ability to understand its conceptual nature and the resulting implications. Contemporary society is like a tree whose long and large branches have grown much faster than the depth of its roots - conceptual, ethical, and cultural - causing balance and sustainability issues.

Individuals have an increasing amount of information, yet they are less and less able to process it. The problem is not neural; it is the brain itself that is proving too narrow to receive, select, and process the growing amount of data it receives, especially due to the constant connection to the computer network.

It is a new anthropological-technical dimension that goes beyond the concept of using digital devices. It is characterized by the availability of technological power as a set of connections and processing that does not change the human condition but changes its nature and the implications of social interaction. It is a real leap in complexity, an evolutionary leap that delivers an augmented humanity.

Looking to the future, we must consider scenarios that include the continuous integration of digital technologies into our daily lives, the growing importance of environmental sustainability, and the need to build more resilient and inclusive societies.

The IMT School for Advanced Studies Lucca is committed to preparing its students for these scenarios, providing them with the necessary skills to navigate and positively influence the world to come.

Building the Program

On May 9, 2024, I submitted my application for candidacy at the offices of the IMT School for Advanced Studies Lucca. I immediately requested meetings with all categories of electoral body members (as per the Statute, these include professors, researchers and research fellows, technical-administrative staff, and students of the School) and with all eight research units of our School

(AXES - Laboratory for the Analysis of Complex Economic Systems; DYSCO - Dynamical Systems Control and Optimization; LYNX - Center for the Interdisciplinary Analysis of Images, Contexts, and Cultural Heritage; MOMILAB - Molecular Mind Laboratory; MUSAM - Multi-scale Analysis of Materials; NETWORKS - Network Theory, Theory of Modern Statistical Physics, Economic and Financial Systems; PhiBor - Philosophy on the Border of Civilizations and Intellectual Endeavors; SYSMA - System Modelling and Analysis).

During these meetings, I presented the programmatic lines of my candidacy for the next three years and listened, receiving observations and constructive criticism. I was very pleased to see a constructive spirit and a widespread sense of belonging. I emerged with a realization that the IMT School for Advanced Studies Lucca has the Campus model as a central and distinctive element, which needs to be strengthened, enhanced, and promoted through actions and results.

If this program has taken shape, it is thanks to all my interlocutors; the credit goes to you. Let me express my heartfelt thanks for the time dedicated, the availability, and the openness to dialogue.

Understanding Systems and their Interdependencies

My mandate program places a strong emphasis on the centrality of complex systems and understanding interdependencies. This approach is crucial for effectively addressing global challenges; it means accepting the disorder of a system and seeking new regularities within it, that is, advancements and new knowledge.

Our School must promote research that explores the interactions between economic, social, technological, cultural, cognitive, and environmental systems and develop training programs that prepare students to think in a systemic, holistic, and organic way.

The ability to understand and manage these interdependencies will be fundamental in forming leaders capable of driving change and innovating in a complex and continuously evolving world.

The IMT School for Advanced Studies Lucca is uniquely positioned to address these challenges. Our residential Campus model, integrated into a rich historical and cultural context, provides an ideal environment for interdisciplinary research and training.

With this mandate program, I commit to enhancing our knowledge heritage and projecting the School into the future, contributing significantly to scientific, technological, and social progress.

The report of the Governor of the Bank of Italy presented on May 31, 2024, highlights among other data points the issue of employment and youth, which we must focus on.

The global economy has shown continuous growth despite monetary restrictions in many countries and geopolitical tensions. However, short-term prospects remain fragile, with global growth forecasted at 3% in 2024, significantly lower than the average of the first twenty years of the 21st century.

The fragmentation of trade and financial exchanges is increasing, especially due to rising tensions between the United States and China and armed conflicts in various regions of the world. Although we cannot yet speak of deglobalization, the process of global economic integration has slowed down. The euro area and Europe itself are particularly vulnerable to the consequences of global economic fragmentation, given their wide international openness.

Exports represent a significant component of overall demand, and the area is heavily dependent on external sources for essential resources like oil and natural gas.

The European Union must therefore act to improve competitiveness and strengthen strategic autonomy by reducing dependence on external demand and investing in strategic sectors such as telecommunications, energy, and finance.

Italy has recorded the lowest growth in per capita output in the euro area over the last quarter-century. Labor productivity has stagnated, and wages are lower than those in France and Germany. However, the post-pandemic recovery has been robust, with GDP growth exceeding that of France and Germany between 2019 and 2023. Investments and exports have increased, and the trade balance has turned positive, making Italy a net creditor to the rest of the world.

A critical aspect of the Italian situation concerns the dynamics of young people leaving the country at the end of their studies. Between 2008 and 2022, about 525,000 young Italians, mostly graduates, emigrated in search of better job opportunities and salaries.

Only a third of these have returned to Italy. This phenomenon weakens the country's human capital, already afflicted by low education levels.

Labor market participation remains low, particularly for young people and women, with youth and female employment rates significantly below the European area average. These are considerations that demand attention and awareness from those who aspire to lead the IMT School for Advanced Studies Lucca.

Special Status Schools

In Italy, besides the IMT School, there are seven other special-status schools (Scuola Normale Superiore and Scuola Sant'Anna in Pisa, SISSA in Trieste, IUSS in Pavia, GSSI in L'Aquila, SSM

in Naples, and CASD in Rome) representing a vital segment of the educational system characterized by academic excellence and a strong ability to attract both national and international talents.

Special status schools offer advanced study programs and are often associated with world-class research centers. What is their role?

1. **Academic Excellence and Advanced Research.** These schools are renowned for their high academic standards and focus on scientific and technological research; they promote an educational environment that stimulates innovation and the development of advanced skills essential to addressing contemporary global challenges, also in terms of safeguarding the skills available to the national system.
2. **Internationalization.** Special status schools attract students and researchers from around the world, fostering a cultural and intellectual exchange that enriches the Italian educational landscape. This helps keep Italy competitive internationally and partially counteracts the emigration of young talents.
3. **Integration with the Labor Market.** These schools work closely with industry, the private sector, and public institutions, ensuring their study programs align with labor market needs. This facilitates the placement of PhD graduates in prominent positions both in Italy and abroad. These schools are distinguished by their high placement rates.
4. **Innovation and Entrepreneurship.** Special status schools often serve as incubators for start-ups and innovative projects. They provide logistical and financial support for developing new entrepreneurial ideas, contributing to economic growth and the creation of qualified jobs.
5. **Inclusion Policies:** Special status schools promote social and economic inclusion policies by offering scholarships and support programs for students from less privileged backgrounds. This helps democratize access to high-quality education and reduce inequalities.

Italy faces significant economic challenges requiring a strategic and innovative approach. Sustainable socio-economic growth also depends on factors such as promoting youth employment, increasing productivity, and integrating advanced technologies.

Special status schools play a crucial role in this context by offering excellent education, stimulating research and innovation, and contributing to forming a highly qualified workforce.

Strengthening and supporting them is essential for Italy's future economic and social well-being. It is necessary to imagine that in the short term, a process of alignment under the strategic direction of the Ministry of University and Research could take shape, between national interest objectives and the growth and development objectives of the Special-Status Schools, given their status as the advanced research front and their impact on the country's competitiveness. Regardless, the connection and collaboration with other Schools become a fundamental strategic pillar.

The IMT School for Advanced Studies Lucca

In the next triennium, the IMT School for Advanced Studies Lucca will be called upon to consolidate and develop its excellence in scientific research, advanced training, and multi- and interdisciplinary perspectives.

My goal will be to promote innovation, sustainability, and inclusiveness, further solidifying and increasing our leadership position nationally and internationally.

Vision and Mission

The mission of the IMT School for Advanced Studies Lucca is to train a new generation of highly qualified researchers and professionals capable of addressing global challenges with interdisciplinary approaches.

The vision focuses on promoting an inclusive, sustainable, and innovative academic environment that fosters the personal and professional growth of our students and researchers while continuously growing and valuing all individuals involved in their respective roles and functions.

Strategic Axes

The Centrality of Human Capital: strengthening professional development policies for faculty, researchers, and administrative staff, and recruiting young international researchers and scholars by encouraging diversity and inclusion in all its possible forms.

Sustainability and Innovation: implementing sustainable practices in all School activities and promoting research and training projects focused on the United Nations Sustainable Development Goals (SDGs).

Collaboration and Territorial Integration: developing strategic partnerships with local, national, and international entities and strengthening the role of the IMT School as a center of excellence for training and research in synergy with the needs of both the Tuscan and national territories.

Strategic Axes

Teaching and Training: expanding and innovating the educational offer by introducing new programs and interdisciplinary courses and improving educational infrastructure and student services to foster a stimulating and inclusive learning environment.

Research: enhancing interdisciplinary and innovative research activities and promoting participation in national and international research projects, with particular attention to European funding and competitive calls. Revisiting an incentivizing reward system in line with strategic objectives, as it is challenging.

Third Mission: both enhancing technology transfer activities and knowledge towards the territory and businesses and promoting cultural and scientific initiatives open to the public to disseminate academic knowledge to society.

Internationalization: increasing international mobility for students, faculty, and staff through collaboration agreements with universities and research institutes worldwide and developing joint PhD programs with international academic institutions.

Strategic Cross-cutting Axes

Quality Assurance: strengthening internal and external evaluation processes - especially in a comparative perspective with others - to ensure academic excellence and implementing an integrated quality system involving all School components.

Digitalization and Technological Innovation: developing advanced technological infrastructure to support teaching and research and promoting the digitalization of administrative processes and data management.

Welfare and Inclusion Policies: enhancing psychological support and counseling services for students and staff and implementing equal opportunity policies and work-life balance measures with particular attention to the needs of the most vulnerable groups. Investing in intellectual capital means equipping oneself with the best practices, methods, and tools to express it at its best.

The 2024-2027 mandate program aims to build on past success by promoting innovation, sustainability, and inclusiveness in all areas of the IMT School for Advanced Studies Lucca. The

ongoing commitment to academic excellence and institutional collaboration will remain central to the policies to ensure a prosperous and sustainable future for the entire academic community.

The Preamble of Our Statute

The preamble of the Statute of the IMT School for Advanced Studies Lucca acknowledges the significant contribution made by the Lucca community, particularly through the Lucchese Foundation for Higher Education and Research and the Cassa di Risparmio di Lucca Foundation.

These institutions have played a crucial role not only in supporting the establishment of the School but also in fostering its settlement, development, and growth by providing financial and real estate resources, such as the San Francesco complex, which today hosts the School. The preamble of the Statute states: *“The IMT School for Advanced Studies Lucca acknowledges the contribution made to its establishment and activities by the Lucca community through the Lucchese Foundation for Higher Education and Research and the Cassa di Risparmio di Lucca Foundation, which have operated with their support and resources, including real estate, to foster the establishment, development, and growth of internationally renowned education and research activities in the city of Lucca.”*

The bond with the Lucca community represents a deep and valuable root for the IMT School. These roots not only anchor the School in the socio-economic and cultural fabric of Lucca but also constitute a solid foundation on which to build the future.

The support of the Lucchese Foundation for Higher Education and Research and the Cassa di Risparmio di Lucca Foundation has been essential in creating an environment of academic excellence and research that has achieved international recognition. This bond in the current component of the Cassa di Risparmio di Lucca Foundation must be recognized and valued as it represents an important foundation. It is a partnership of great strategic value, especially in view of a widespread IMT within the city of Lucca. This concept implies integrating the School’s activities with the urban context, creating an academic and research ecosystem that pervades and enhances the entire city.

The roots of the IMT School in the Lucca community and the support of local foundations represent a founding value that must be nurtured.

Strengthening these partnerships is an essential step to ensuring virtuous and sustainable growth. Only through close collaboration with the territory and a constant commitment to innovation and excellence can the IMT School continue to grow and play a leading role in the international academic landscape.

Strategic Design and Goals

The IMT School for Advanced Studies Lucca addresses professors, researchers, technical-administrative staff, and students with a strategic design aimed at consolidating and expanding its role of academic excellence and innovation. This strategic design is based on a clear and transparent organizational model, a targeted real estate acquisition strategy, and the development of the Campus with the goal of growing in coherence with the structure of the systems we study and increasing the connections that fuel our project. But let's delve deeper and with greater detail into the basic assumption that the emergence of any need or requirement must be contextualized and interpreted with the awareness of the Campus model. A clear example is the increase in cafeteria costs and parking fees, which must be addressed as the Campus model - and thus the IMT School - must ensure its functioning and find a solution to mitigate the effects of these increases for users.

The strategic discussion on the IMT School highlighted how digital transformation and globalization challenges have a significant and disruptive impact on various aspects of contemporary societies, influencing cultural, social, economic, and technological phenomena.

Technological advancements such as intelligent sensors, high-speed communication, big data, and machine learning, along with socio-economic and cultural changes such as high mobility and globalization, have increased the importance of interconnected and heterogeneous systems. These systems permeate crucial sectors such as the economy, industry, infrastructure, finance, culture, politics, and health, requiring an integrated approach to analyze them.

The IMT School is well positioned to analyze these complex systems through an interdisciplinary approach that combines basic methodological skills with domain-specific knowledge.

It is important to continue developing the disciplinary skills and methodologies of researchers by applying them to complex projects that require an interdisciplinary approach. This development should focus on two main directions: the analysis and modeling of complex socio-technical systems and innovation in the economy, institutions, and cultural systems in relation to digital transformation and global changes.

The School should develop techniques based on machine learning, optimization, simulation, and statistics to build and analyze system models, using these models to make predictions and suggest optimal policies. It is also essential to analyze cultural, economic, and social mechanisms

and contexts, transferring the results of the analyses to institutional policymakers to support strategic decisions in various sectors.

In the context of neuroscience, the IMT School should focus on integrating neuroscientific knowledge with other disciplines to address the complex challenges of socio-technical systems.

Neuroscience has significantly contributed to the international recognition of the IMT School and can also lead to understanding the cognitive and behavioral mechanisms that influence the interaction between individuals and technology, the impact of digital changes on the human mind, and the cognitive and social dynamics in cultural and institutional contexts in light of artificial intelligence evolution.

The role of neuroscience in the IMT School's strategy should therefore be to provide a scientific basis for understanding and analyzing changes in human and social behaviors induced by emerging technologies, including artificial intelligence.

The IMT School must continue to focus its activities on the analysis of complex systems, integrating neuroscience with other disciplines to develop a holistic understanding of contemporary phenomena and contribute to training academics and professionals capable of addressing the challenges of modern society. The strategic objectives are ambitious but realistic and are articulated as follows:

Recruitment of Professors and Researchers and Career Advancements

Offering continuous professional development opportunities, resources for research and teaching, and an environment that stimulates interdisciplinary collaboration. Recruiting new professors and researchers, as well as internal career advancements, are fundamental elements for strengthening and growing the IMT School for Advanced Studies Lucca.

These processes must aim to consolidate existing disciplines and promote the introduction of new skills and methodologies within our School.

A distinctive feature of the IMT School is its recruitment system based on international scouting. This approach will continue to be an indispensable condition for our future, ensuring rigorous selection based on merit criteria at all levels of recruitment, from doctoral students to tenured professors.

To ensure transparency and quality, we must work on defining precise recruitment criteria at all levels. Permanent or tenure-track positions will be filled only with the broad consensus of the School's faculty and in compliance with current regulations. The evaluation process will include significant interactions with the academic body to ensure fair and meritocratic selection.

The success of the IMT School depends on the quality of the people who work there. Through a rigorous and transparent recruitment process aimed at strengthening our existing skills and introducing new methodologies and approaches, we can ensure that the School continues to grow as a center of academic excellence and innovation. Only with the contribution of high-level professors and researchers, supported by competent and dedicated technical-administrative staff and motivated and brilliant students, can the IMT School achieve its ambitious objectives and consolidate its role as a leader in the international scientific landscape.

Attractiveness and Student Selection

The ability of the IMT School for Advanced Studies Lucca to attract and select the best students is essential for maintaining academic excellence and strengthening our international reputation. To increase attractiveness, the School will implement an international promotion campaign, participate in educational fairs, and collaborate with embassies and consulates.

Digital communication and an active presence on social media will be fundamental in reaching a global audience. Additionally, we will develop partnerships with high-profile universities and research institutes to create exchange programs and academic collaborations.

The goal is to increase the attractiveness rate. In-depth interviews and admission tests need to be strengthened to investigate not only skills but also the motivation and attitude of candidates. We must develop and implement orientation and mentoring programs to facilitate student integration and success. The number of students must also increase due to the growth the IMT School is experiencing; the number of doctoral scholarships offered must grow, and this increase must be accompanied by an increase in the number of students, as has happened with the master's degree course in collaboration with the University of Padua and the University of Florence.

An important aspect of attracting students is clear and effective communication about placement results, broken down by scientific competence areas.

Technical-Administrative Staff and Simplification Strategies

Over the years, the IMT School for Advanced Studies Lucca has promoted an innovative vision of administration oriented to serve the scientific and educational project of the School and characterized by a strong international and interdisciplinary vocation.

This vision has proven to be ahead of many trends currently recognized as central by research and government institutions. Therefore, continuous dialogue with national research and university governance institutions is desirable. This collaboration is essential to improve procedures and

evaluation, management, and recruitment mechanisms and to promote experimental and innovative initiatives in research and education aligned with our unique project.

In recent years, the initial effort to de-bureaucratize within the School has had to contend with increasing bureaucratic pressure at the national level. This trend has made crucial procedures like international scouting, participation in the job market, publication of interdisciplinary-oriented calls, and innovation in educational initiatives and technology transfer more difficult.

The rigidity and excessive proceduralizing have stifled the relationship between the function and object of administration, limiting the School's agility in research, sometimes in doctoral teaching, and collaboration with third parties.

To overcome this phase of rigidity, it is necessary to simplify procedures and regulations, recovering the initial spirit that characterized the establishment of the IMT School. This process will require a joint effort to strengthen the offices responsible for the main institutional functions and review the communication strategy.

On the organizational side, the School's offices should be strengthened and reorganized to improve the efficiency and effectiveness of their functions.

The reorganization process will require additional efforts from the technical-administrative staff, who have always distinguished themselves for their service spirit and availability. Therefore, it is essential to accompany these efforts with the introduction of new incentive mechanisms and tools to fund them. This recognition will not only motivate the staff but also ensure a more positive and productive work environment.

The IMT School for Advanced Studies Lucca must continue to evolve to maintain its position of excellence in the international academic landscape. This requires close collaboration with national institutions, administrative procedure simplification, and strengthening key offices. Through these actions, the School can overcome current bureaucratic challenges, recover its initial spirit, and continue to promote a dynamic and innovative research and educational environment.

Organizational Model and Research Units

It is necessary to rethink the areas as reference points for a group of Research Units. Research Units must become aggregation places for researchers sharing scientific and cultural projects, seeing these units as tools to enhance external image and impact. The sizes of the Units can vary significantly, dictated by the sharing of action and research lines.

Once the Areas and Research Units are redefined, they must become tools for sharing information and developing strategies in continuous collaboration with each other and in dialogue with the School's bodies.

The Rector will report the instances and projects within the School's governance bodies, using them as a basis for developing annual and three-year development plans. Supporting the definition of scientific growth and recruitment strategies is fundamental for the role of a qualified and representative advisory board of all School components.

This board will be essential to avoid strategic discussions being influenced and conditioned by personalism and self-referentiality, an inevitable risk given the small number of academic staff.

Reorganizing research areas and creating Research Units based on shared projects are crucial steps to improve the structure and effectiveness of the School, fostering a collaborative and strategically oriented environment.

Educational Offer

The current doctoral programs are successful tools that attract numerous applications. However, it is necessary to consider enriching them with new tracks that can respond to new educational needs and increasing job market demands.

Doctorates, along with Areas and Research Units, should not be perceived as barriers limiting collaborations but as opportunities to expand interdisciplinary knowledge. Activating common courses between tracks and doctorates should be encouraged to increase interdisciplinary knowledge.

Such courses, if chosen considering labor market needs, can provide significant added value and give our students a distinctive character. Therefore, it is crucial to increase the offer of transversal skills courses such as interpersonal communication, innovation management, intellectual property, entrepreneurship, and people enhancement. This is particularly relevant since PhD graduates today are not exclusively destined for academic careers but find space in various public and private sectors.

To strengthen the collaboration network, the IMT School should increase participation in joint doctorates at the national and international levels. To position itself high internationally in terms of quality and innovation in research and to become a reference point for institutions, policymakers, and companies, it is necessary to attract excellent students.

The IMT School must also offer diversified training programs for public administration and business personnel. To achieve these goals, it is possible to intervene on several levels:

- a. collaboration of IMT School faculty and researchers with second-level Master's or Master's courses offered by other Italian universities. This initiative would allow IMT School to be known to students, encouraging them to consider it for post-graduate studies;
- b. activation of second-level Master's degrees at the School with educational objectives aligned with those of the doctoral courses and with the possibility of shortening the paths for students admitted later to one of them;
- c. activation of Executive Master's and other high-level professional training courses to transfer approaches, methods, and knowledge available at the School to public or private entity personnel. This is the case of the recently established and delivered Master's in Decision Intelligence by the IMT School with the contribution of many of us.

The goal is to create a flexible and open educational environment that responds to labor market needs and attracts talents from around the world.

Resource Management and Reward System

To develop a solid and recognized School identity, it is essential to accompany this process with a review of the strategic planning of internal processes, the organization of resource allocation models, and personnel recruitment.

Healthy growth requires clear, stable, and widely shared objectives and rules regarding programming and the consequent allocation of resources in line with the meritocratic principles of the best academic practices.

It is crucial to provide incentive mechanisms in addition to a guaranteed basic endowment for everyone, regardless of their role. Incentive tools must respect the peculiarities of each discipline, considering the diversity in types, methods, and intensity of scientific production, teaching activity, and third mission activity.

To achieve these goals, it is necessary to identify a shared indicator system, coordinated with the planning and consistent with the IMT School's strategic design, measuring the contributions of different School components to the three fundamental missions and the levels of multidisciplinary and interdisciplinarity in research.

Internal evaluation should not be seen as a competition between different School components or researchers but as a stimulus to improve to maintain a competitive excellence position, especially compared to other Schools and Italian Universities. Additionally, the evaluation should be used to identify the most effective tools for activities in various sectors.

Research Units - which can also organize into functional research areas if necessary - will be central in defining objectives and evaluation tools. They should develop activity plans, establish the contributions they can make in relation to research, training, and third mission, and propose criteria to evaluate the success of their activities. These plans will be synthesized into the School's strategic planning through a broad and transversal discussion.

Any necessary resources to achieve the objectives will be allocated gradually based on the interim verification of the intermediate objectives achieved after their inclusion in the School's overall development plan.

Resource and reward system management must be oriented towards structured and meritocratic growth, respecting disciplinary diversity and promoting excellence through shared objectives and effective indicators.

Real Estate Acquisition Strategy

The IMT School for Advanced Studies Lucca's real estate acquisition strategy is based on the vision of creating a widespread campus within the city of Lucca, integrating our academic presence with the urban fabric and enhancing existing and future spaces through active and coherent use by our community.

This approach involves acquiring and enhancing strategic properties in different parts of the city, creating a dynamic and interconnected academic environment. A widespread campus promotes interaction between the academic community and citizens, fostering a continuous exchange of ideas and resources. Additionally, it contributes to making Lucca a true urban laboratory where research, innovation, and education develop in synergy with the territory.

An integral part of our strategy is the creation of specific Laboratories (Labs), centers dedicated to particular research and innovation areas. These Labs will be equipped with state-of-the-art infrastructure and adequate resources to support advanced research projects.

Their location within the widespread campus will allow for full exploitation of the city's potential and create innovation hubs that attract talents and international collaborations. The enhancement of acquired properties depends on active and coherent use by students, researchers, and academic staff, promoting a stimulating work and study environment. Each space will be designed to encourage interdisciplinary collaboration and social interaction, essential elements for a vital and productive academic ecosystem. Common areas, green spaces, and recreational facilities will contribute to creating a welcoming and motivating environment.

The real estate acquisition in line with the School's financial plan must respond to academic and research needs, identifying and acquiring properties that can host laboratories, classrooms, and offices, meeting the growing space needs of our community.

It will be fundamental to ensure that buildings are designed or renovated according to environmental sustainability criteria and equipped with the most advanced technologies. Promoting cohesion with the city of Lucca by integrating new acquisitions harmoniously into the existing urban context and enhancing historical and cultural heritage is another priority. As was the case with the acquisition and enhancement of Palazzo Bocella as the next headquarters of the School's Rectorate.

The real estate acquisition strategy of the IMT School for Advanced Studies Lucca is fundamental to supporting our growth and development. Creating a widespread Campus within the city of Lucca and developing specific Labs will allow us to maximize the value of acquired spaces, integrating them into our vision of academic excellence and innovation. Ensuring that properties are actively and coherently used by our community is essential to promote a stimulating and productive environment capable of attracting talents and international resources. We must work for an emotion at the service of the strategy, the best antidote to counter the risk of strategic degradation in the IMT School.

Enhancing the Residential Campus Model

The residential Campus of the IMT School for Advanced Studies Lucca represents a model of excellence and innovation unique in the international academic landscape. Located in the historical complex of San Francesco, our Campus is not just a physical place but a lively environment populated by people who embody ideas and creativity.

In this context, which must be lived and populated, the local medieval history blends with international connections and links, creating a meeting point between deep roots and global perspectives.

The residential Campus of the IMT School is much more than a physical space to live and study. It is a dynamic and interactive ecosystem designed to foster the exchange of ideas, interdisciplinary collaboration, and personal and professional growth of our students and researchers.

Campus life is characterized by a continuous intellectual ferment fueled by the presence of people from all over the world with a strong commitment to innovation and research excellence.

We need to enhance the historical roots of the San Francesco complex by integrating the rich medieval heritage with modern needs and aspirations. This means strengthening international connections through collaborations with high-profile universities and research institutes.

Exchange programs and joint initiatives will make our Campus even more of a global hub for research and innovation. It also means implementing sustainable practices throughout the Campus and its overall extension of over 5 hectares, promoting an ecological and responsible living and study environment, investing in advanced technologies to improve energy efficiency and reduce environmental impact.

The residential Campus of the IMT School is the ideal place where doctoral students can grow and develop their skills by comparing themselves. Through an educational model that combines basic and applied research, students are encouraged to explore new ideas and contribute innovative solutions to global problems.

The Campus is the home of all of us and should increasingly meet the following demands:

- advanced laboratories and research infrastructure, i.e., spaces equipped with the most modern technologies for interdisciplinary research;
- collaborations and networking by building and offering work opportunities with experts from different disciplines and creating an international network of contacts;
- support for research and professional development through mentoring programs, workshops, and seminars to develop transversal skills and prepare for an academic career or in various professional competence sectors of the IMT School;
- offices and spaces functional to the satisfaction of the requests of each different stakeholder category, with a keen eye on sports facilities and study, research, and common areas.

The residential Campus model of the IMT School for Advanced Studies Lucca is a central element of my mandate program for the triennium 2024-2027.

By enhancing the historical heritage and implementing international connections, I intend to create a unique and stimulating environment that fosters the personal and professional growth of students, researchers, technical-administrative staff, and professors. In this context, the IMT acronym will emerge strengthened and even more identifiable, serving the Institutions, overseeing the Markets by employing Technologies.

Lucca City Lab: A Research and Innovation Laboratory

The IMT School for Advanced Studies Lucca represents an exception in the Italian academic landscape as the only special-status school located in a city without a university that grants bachelor's and master's degrees. This uniqueness offers an extraordinary opportunity to transform Lucca into a living laboratory of research and innovation.

The lack of a consolidated tradition of interaction between academia and the city has, in some cases, led to misunderstandings about the leading role that advanced training and research can play in the development of the territory. However, this situation allows for creating a unique and compact synergy between the School and the city, turning it into an added value.

The IMT School should not consider Lucca just a place of location but as an active and valuable partner. Likewise, it is essential that Lucca perceives the School as a fundamental resource capable of bringing international visibility and acting as a porous surface for bidirectional exchange between the world and the city.

The School's community, characterized by internationality and vibrancy, integrates more deeply with the Lucca community each year, contributing to bringing the belonging and identity of Lucca to the world.

The characteristics of Lucca, similar to those of many Italian provinces, make it an ideal City Lab to experiment with research results through innovative collaborations between various actors, both institutional and involved in producing goods and services.

The School's areas of interest can have a significant impact on the territory's competitiveness in various sectors. It is crucial to strengthen relations with the territory by organizing meetings between School researchers, entrepreneurs, administrators, and civil society. These moments of dialogue will serve to develop concrete initiatives that respond to local stakeholder priorities. Some key areas of focus include:

- sustainable territorial development, employment, and innovation: promoting projects that foster sustainable economic growth and job creation through innovation;
- new professions, digitalization, industrial development: preparing the future workforce and supporting the digital and industrial transformation of the territory;
- social cohesion, health, education, human capital: strengthening social cohesion, improving public health, and investing in education and human capital development;
- sustainable mobility, citizen services, critical infrastructure: improving urban mobility and citizen services while ensuring the resilience of critical infrastructure;

- cultural heritage and its protection, management, enhancement, and tourism: protecting and enhancing Lucca's cultural heritage by promoting sustainable cultural tourism;
- cultural, social, and outreach activities and events: organizing events that stimulate community engagement and scientific and cultural dissemination.

If successful, the experiments conducted at Lucca City Lab could lead to institutional, social, economic, and technological innovations that could be adopted nationally and internationally. Additionally, these results could be enhanced through virtual labs made available to public and private entities, thus amplifying the impact of discoveries and innovations achieved.

Lucca City Lab is not only an ambitious project but a concrete vision of how collaboration between the IMT School and the city of Lucca can become an excellence model for the future, addressing contemporary challenges and creating innovative solutions that can be replicated everywhere - a prototype and replicable model with high added value.

Establishing IMT Foundation

To support and strengthen the IMT model, I propose creating the "IMT Foundation," inspired by successful models in English and American contexts. The Foundation - whose legal form and operating model will require specific in-depth study - will have several crucial purposes outlined as follows:

Support for Research and Training. The IMT Foundation will be dedicated to providing additional resources for innovative research projects and advanced training. This support will be essential to attract and retain the best talents globally, ensuring the IMT School's ability to compete on the international stage. Specific initiatives will include:

- Funding Scholarships and Grants by offering scholarships for students and researchers as well as grants for promising research projects;
- Support for Interdisciplinary Projects aimed at promoting research that crosses various disciplines, facilitating collaboration between different fields of knowledge;
- Investment in Research Infrastructure aimed at implementing or improving laboratories and technological equipment, ensuring researchers have the tools necessary to excel;
- Institutional Strengthening. The Foundation will help consolidate the governance and organizational structures of the School, improving the efficiency and effectiveness of

- daily operations. This strengthening will be crucial to ensure that the School can operate optimally and achieve its strategic objectives. Concrete actions will include:
- training of personnel by offering continuous training programs for administrative and academic staff, improving skills and professionalism;
 - development of management processes to optimize administrative and management processes to increase operational efficiency;
 - implementation of evaluation systems to identify and establish metrics and evaluation systems to continuously monitor and improve institutional performance.
- **Fundraising.** The Foundation will develop targeted fundraising strategies to attract donations from private individuals, companies, foundations, and government organizations. This approach will be inspired by the fundraising models of English and American universities, which have proven highly effective in ensuring long-term financial resources. Specific strategies will include:
 - creation of an endowment fund that can integrate and contribute to the School's long-term financial sustainability;
 - donation campaigns aimed at launching annual and multi-year fundraising campaigns involving alumni, industrial partners, and benefactors;
 - strategic partnerships aimed at developing collaborations with companies and foundations that share the School's mission and values.
 - **Enhancing the IMT Model.** The Foundation will strive to promote the IMT School's educational and research model nationally and internationally, increasing its visibility and influence. This enhancement will be crucial to affirming the School's role as a leader in advanced education and research. Initiatives will include:
 - marketing and communication aimed at developing communication campaigns to highlight the School's successes and innovations;
 - organizing events and conferences aimed at promoting academic and scientific events that increase the School's visibility internationally;
 - enhancing the IMT Alumni Network to strengthen ties with alumni, involving them in mentorship and networking activities.
 - **Commitment to the Community.** The IMT Foundation will strive to cultivate strong relationships with alumni, industrial partners, government entities, and other stakeholders. This commitment will create a support network that can contribute to the continuous development and growth of our institution. Specific activities will include:

- involvement of the local community to organize initiatives and collaborations with the city of Lucca and other local entities to promote territorial development;
- partnerships with the private sector to establish collaborations with companies and industries to facilitate technology transfer and innovation;
- social responsibility initiatives aimed at promoting projects and activities that positively impact society, contributing to community well-being.

The establishment of the IMT Foundation represents a fundamental strategic step to support and strengthen the IMT model.

This integrated approach will allow the IMT School to face future challenges with greater confidence and determination, continuing to be a beacon of academic and scientific excellence on the international stage.

Guiding Principles of the Mandate

The general economic context is characterized by global uncertainties, with challenges including accelerated digitalization, environmental sustainability, and socio-economic transformations.

In this scenario, artificial intelligence and interdisciplinarity are crucial. The IMT School for Advanced Studies Lucca, with its integrated residential Campus model, is ready to prepare its students to face these challenges by enhancing the centrality of complex systems and understanding interdependencies. The Guiding Principles of the Mandate's Action:

1. **Organizational Well-being.** Organizational well-being is a fundamental element for the success and growth of any institution. It goes beyond mere physical comfort at the workplace and embraces a broader vision of the psychological, emotional, and social well-being of the organization's members. At the IMT School for Advanced Studies Lucca, organizational well-being is not just an abstract concept, but a tangible reality reflected daily in the experiences of our faculty, researchers, students, and technical-administrative staff.

Loving the place where you work is essential to building a productive and positive environment. This love for one's workplace translates into a sense of belonging and commitment that motivates people to give their best, actively contributing to the achievement of common goals. This happens when community members feel that their well-being is a priority.

2. **Inclusion.** Inclusion represents a core value for the IMT School for Advanced Studies Lucca, an indispensable foundation for building a strong, fair, and diverse academic community. Inclusion means creating an environment where every individual, regardless of their background, ethnicity,

gender, sexual orientation, disability, or any other personal characteristic, feels welcomed, respected, and valued.

In practice, inclusion implies adopting policies and practices that promote equity and diversity. It means recognizing and breaking down barriers that prevent certain people from fully participating in the academic and social life of the School. It means ensuring equal access to resources, educational activities, and academic careers.

For the IMT School, being inclusive also means actively committing to listening to and understanding the diverse experiences and perspectives of community members. This translates into concrete actions such as creating support programs for students and staff from disadvantaged backgrounds, implementing recruitment practices that promote diversity, and offering continuous training on equity and inclusion issues.

Inclusion is not just a matter of social justice but also of academic excellence. An inclusive environment is more creative, innovative, and capable of solving complex problems thanks to the variety of ideas and approaches that emerge from a diverse community. When all members feel part of the academic community, their motivation and commitment grow, leading to better results for the entire institution.

3. Leadership Skills in Serving. The role of the Rector can be metaphorically compared to that of a coach in team sports like basketball, football, or volleyball.

The coach works tirelessly during the week to prepare the team, solving problems and putting each player in the best conditions to express themselves to the fullest. However, the crucial moment comes when the team takes the field. At that moment, despite having played a fundamental role in the preparation, the coach must let the players carry on the game.

He watches from the sidelines, ready to provide support and guidance, but aware that the final success depends on the players' skills and cooperation. This approach reflects the philosophy of my mandate: preparing the academic community to the best of its ability and then supporting it while it plays the central role in the educational process, research, and service to society.

The Rector, like a coach, must be a leader in serving others, capable of valuing the skills and potential of each member of the academic team.

By focusing on organizational well-being, inclusion, and leadership skills in serving others, the IMT School for Advanced Studies Lucca commits to creating an academic environment that not only excels in teaching, research, and knowledge transfer but also values every individual, promoting a cohesive and dynamic community.

The Three Pillars: Core Business, Governance, and Financials

The guiding principles will impact and influence the scientific core business, governance, and the source of funds, ensuring a prosperous and sustainable future for the entire academic community.

Scientific Core Business

The scientific core business of the IMT School for Advanced Studies Lucca is founded on a strategy that combines identity, recognizability, attractiveness, comparison with other institutions, and institutional awareness. This strategy aims to position the School as an international leader in advanced research and interdisciplinary education.

- *Strategic Identity.* The IMT School stands out for its ability to integrate diverse disciplines into a single research and training environment. Its strategic identity is rooted in its interdisciplinary vocation, combining humanities, social sciences, and engineering. This integration allows addressing complex problems with innovative and diverse approaches, generating solutions that are both theoretically solid and practically applicable.
- *Recognizability.* The School's recognizability is based on its academic achievements and research quality. It has gained high visibility through publishing studies in prestigious international journals, funding the Department of Excellence, European projects, participating in global conferences, and collaborating with high-profile institutions. This has built a solid and respected reputation in the global academic landscape.
- *Attractiveness.* Attracting the best talents, both at the student and researcher levels, is fundamental to maintaining and improving the scientific core business. The IMT School offers a stimulating and supportive environment with state-of-the-art infrastructure and opportunities for advanced research. Scholarship programs and funding for innovative projects are integral to the strategy for attracting and retaining top global talents.
- *Comparison with Others.* The School constantly engages in comparison with other international academic institutions. Participating in global research networks and collaborating with universities and centers of excellence helps maintain high standards of quality and innovation. This comparison enriches the School's knowledge base and stimulates competitiveness and excellence.

- *Institutional Awareness.* Institutional awareness is fundamental to ensuring that the School operates effectively and sustainably. This awareness involves careful resource management, transparent governance, and a clear strategic vision. The School is aware of its role in the local and global context and is committed to contributing to the socio-economic development of the Lucca community and beyond.
- *Innovation and Applied Research.* The School promotes a strong orientation towards innovation and applied research. Projects addressing global challenges such as sustainability, digitalization, and public health are central to the School's scientific agenda. Collaborations with industry and public and private institutions are crucial for translating scientific discoveries into practical and innovative solutions.
- *Academic Excellence.* Academic excellence is pursued through a rigorous selection process for researchers and faculty and by promoting a study and research environment that values creativity, intellectual independence, and scientific integrity. The IMT School is committed to offering training programs that prepare future leaders capable of addressing challenges with competence and vision.

Governance

Governance represents the second essential pillar for the success and sustainability of the IMT School for Advanced Studies Lucca. An effective governance system involves leadership and resource management and clear and known engagement rules at all institutional levels. Without clear and transparent decision-making processes, inclusion and organizational well-being cannot exist.

- *Engagement Rules and Clear Decision-Making Processes.* These define how decisions are made, who is involved, and what the evaluation criteria are. These rules must be clearly communicated to all academic and administrative staff, students, and external stakeholders. Transparency in decision-making processes is essential to avoid frustrations and misunderstandings, ensuring that every member of the academic community understands their role and responsibilities.
- *Governance Structure.* The Rector will be supported by a Vice-Rector and four Pro-Rectors, each with specific competencies in strategic areas:
 - Pro-Rector for First Mission (Teaching and Training)
 - Pro-Rector for Second Mission (Research)
 - Pro-Rector for Third Mission (Knowledge Transfer and Societal Engagement)

- Pro-Rector for Internationalization

These Pro-Rectors will ensure that the School's policies and strategies are effectively implemented in their respective areas of competence.

- *Specific Mandates and Budgets.* For specific and time-defined objectives, qualified personnel will be assigned mandates with an autonomous spending budget. This approach will allow addressing strategic projects with greater flexibility and speed, ensuring efficient resource allocation to achieve set goals.
- *Inclusion and Organizational Well-Being.* Clarity in decision-making processes is crucial to support inclusion and organizational well-being. When all members of the academic community know how and why decisions are made, they feel more involved and respected. This not only increases motivation and satisfaction but also fosters a collaborative and harmonious work environment.
- *Avoiding Frustration with Transparent Processes.* Lack of transparency in decision-making processes generates frustration and demotivation. It is essential that the School adopts governance practices that promote transparency and open communication. This includes:
 - Regular communications: Informing staff and students regularly about decisions made and the reasons behind them.
 - Involvement in decisions: Involving representatives of various academic and administrative groups in decision-making processes, ensuring that all voices are heard.
 - Documentation and accessibility: Maintaining clear and accessible documentation of decisions and policies adopted, available to all community members.

Effective governance is a fundamental element for the functioning and growth of the IMT School for Advanced Studies Lucca. With clear engagement rules and transparent decision-making processes, we can ensure that inclusion and organizational well-being are promoted at all levels. The governance structure, with a Deputy Rector and four Pro-Rectors dedicated to specific missions, will ensure that the School can operate effectively and consistently, responding quickly to challenges and opportunities as they arise.

Financials

The third essential pillar for the success and sustainability of the IMT School for Advanced Studies Lucca concerns the source of funds. Adequate and diversified funding is crucial to

maintaining the institution's autonomy and economic independence, allowing it to support and expand research, training, and innovation activities.

- *Public Funds.* The main public funding source for the IMT School is the Ordinary Financing Fund (FFO). Currently, the IMT School receives a smaller share compared to other similar academic institutions, despite our model requiring adequate resources to support its unique and innovative characteristics. It is imperative to increase the FFO not only because we are the school that receives the least but because our excellence model legitimizes the need for greater autonomy and economic independence.
- *Rational for Increasing FFO.* The request for an increase in the FFO is motivated by several key factors:
 1. *Innovativeness of the IMT Model:* The School stands out for its interdisciplinary approach and ability to integrate advanced research and high-level training into the IMT Campus philosophy. This innovative model requires adequate resources to be supported and further developed.
 2. *Autonomy and Economic Independence.* To maintain our autonomy and economic independence, it is crucial to have stable and sufficient funding that allows us to operate without excessive constraints. This is essential to continue innovating and responding quickly to global challenges.
 3. *Support for Research and Training:* An increase in the FFO will allow for growth in the number of faculty and Technical-Administrative Staff and improve the educational offer. This, in turn, will contribute to attracting and retaining high-level talents, strengthening the IMT School's position in the international academic landscape.
- *Research and Economic-Productive System Funds.* Besides public funds, the IMT School must enhance funds from research and the relationship with the economic-productive system, also thanks to the already mentioned IMT University Foundation. These funding sources are crucial to diversifying revenue and ensuring long-term financial sustainability.
- *Research.* Funds from national and international research are an essential component of our funding. Participating in competitive calls and collaborating with high-level research institutions are fundamental to obtaining significant resources. It is important to:
 - Promote participation in calls: Encourage researchers to participate in national and European calls by providing administrative and technical support for proposal preparation.

- Open to international collaborations: Strengthen collaborations with international universities and research centers to develop joint projects and access global funding.
- Relationship with the Economic-Productive System. The relationship with the economic-productive system offers significant opportunities for School funding. Collaboration with companies, industries, and other economic actors can generate additional resources and promote applied innovation. Key strategies include:
 - Activation of strategic partnerships with leading companies in relevant sectors, promoting applied research and technology transfer.
 - Activation of joint innovation projects that meet market needs and are financed by private companies.
 - Continuous training and consulting for companies, generating additional revenue and strengthening ties with the productive sector.

The diversification of funding sources is crucial for the future of the IMT School for Advanced Studies Lucca. Increasing the Ordinary Financing Fund is a legitimate necessity based on the innovative nature of our model and the need to maintain economic autonomy and independence. At the same time, enhancing funds from research and the economic-productive system will help ensure the sustainability and growth of our institution. With an integrated and strategic approach to funding, the IMT School can continue to be a beacon of excellence in the international academic landscape.

Who I Am. Why I Ask for Your Trust

For those who wish to know the details of my professional and academic journey, my complete curriculum vitae is available at the following institutional link of the IMT School: <https://www.imtlucca.it/en/the-imt-school/job-opportunities/academic-positions/rector>.

However, I would like to offer a brief overview of who I am and why I ask for your trust to lead the IMT School for Advanced Studies Lucca in the next three years.

Throughout the program, I have referred to the ongoing changes in contemporary society and the image of a tree whose long branches extending towards the sky have grown faster than the depth of its roots. I draw again from this image but with a different suggestion regarding our aspirations and the academic and scientific achievements reached so far. Our roots are not yet deep and well-established, necessitating the strengthening of our foundations. This strengthening can

only happen with a shared commitment and leadership capable of nurturing both the roots and the branches.

As a Rector candidate, I see myself as a coach of a sports team. My task is to bring together the best strategies and resources to prepare the team, solving problems and optimizing performance. However, when the game begins, I know the most important moment is when the players take the field. It is there that the real action unfolds, and my place is on the sidelines, ready to support and guide, aware that success depends on the collective performance of the team. My leadership is therefore oriented towards serving others, promoting an environment where everyone can excel.

I have had the honor of serving the IMT School since its founding, holding various roles and functions, not only academic but also institutional. This commitment has allowed me to deeply understand the School's internal dynamics and contribute to its development with active participation, dedication, and passion. My professional experiences at both national and international levels have provided me with a broad and diversified perspective, enriching my leadership capacity. I have held roles of great responsibility that have taught me the importance of strategic vision, effective management, and collaboration with and towards others.

I ask for your trust because I firmly believe in the potential of our School and the value of our community. I am convinced that together we can face future challenges and seize the opportunities that await us. With your support, we can strengthen our roots and grow our branches even higher, consolidating our position of excellence in the international academic landscape.

I conclude with the conviction that you are the Rector. Together we can realize the vision of an even stronger, innovative, and inclusive IMT School. For this reason, I am asking for your trust, aware of the great responsibility it entails.

Summary Considerations

On November 18, 2025, the IMT School for Advanced Studies Lucca will celebrate its twentieth anniversary. Although this represents a relatively short period in the life of academic institutions, our School has demonstrated an extraordinary ability to position itself and achieve excellent results in a highly competitive local and global context. Those who, like me, had the privilege of witnessing the birth and growth of the School cannot help but feel awe and admiration for what has been accomplished so far.

The achievements of our faculty, researchers, administrative and technical staff, and students form the basis of my optimism and conviction that the next three years will be crucial to

enthusiastically responding to present challenges uniquely in the national landscape, according to the best practices of the most qualified international universities.

The phases of building the School have been characterized by moments of tension and reconsideration, physiological in a serious and intellectually honest approach of trials and errors. However, these moments have been a symptom of the great energy that has always permeated our community.

Looking to the Future: Embracing the Challenges

Now is the time to further build on what we have already achieved. Every member of the IMT community must feel not only “at home” in our School but also called upon to contribute to its growth. Growing the School means growing together. It is essential to make those who are temporarily part of it, such as doctoral students, researchers, and fellows, feel at home and make them ambassadors of the School worldwide.

Scientific Core Business

Organizational well-being, inclusion, and leadership skills in serving others will be crucial to maintaining and improving our scientific core business. These principles will foster a stimulating and productive research environment, attracting talents and promoting innovation. We will invest in creating collaborative spaces, inclusion policies, and leadership training programs, ensuring that our research remains at the forefront.

Governance

An inclusive governance oriented towards organizational well-being will contribute to more effective decisions and more efficient management of the institution. We will promote policies that ensure mutual respect and collaboration, facilitating a harmonious work environment. Leadership in the service of others will be at the center of our governance, with leaders capable of inspiring trust and cohesion.

Financials - Funding

Our organizational well-being and inclusion policies will attract funding from entities promoting diversity and equity, while leadership skills in serving others will enhance our reputation, making us more attractive for funding from private donors and foundations. We will maximize the opportunities offered by national and international competitive calls, ensuring that our resources grow in harmony with our strategic objectives.

Community Engagement and Local Pride

It is essential to strengthen the sense of belonging and pride of the city of Lucca for our School. To this end, we will more actively engage civic community members and civil society in our

research activities, public engagement, and institutional, social, cultural, and economic initiatives. We will collaborate with the world of work, businesses, institutions, the third sector, and cultural heritage to create synergies for the benefit of the entire community.

We have many resources and talents at our disposal and can grow further if we work in harmony with clear goals. Our aim is to help every individual value their talents so they can assume their professional identity without any pretense of homogenizing the subjects of education and scientific research.

Looking at the great creative and visionary energy that our community and the city of Lucca have mobilized in the first nineteen years of the School, I am convinced that together we will be able to seize the many opportunities on the horizon. Collaboration, mutual respect, and perseverance will be the keys to our success in the coming years. **IMT, a Campus in the Future.** Thank you.

Lucca, June 3, 2024

Nicola Lattanzi