

STRATEGIC PLAN 2023 – 2025

Updated 2025



POLITECNICO
MILANO 1863

Aiming for **sustainable and inclusive growth**

that promotes talents, skills and ambitions.

Making a significant impact on the **social and cultural progress** of the country.

Reinforcing an ethical dimension that is the cornerstone of our work.

This is our commitment.

This is the responsibility of a University

capable of facing major challenges

by combining **scientific rigour and creativity, concreteness and vision.**

This is who we are: for over 160 years,

a benchmark for those looking toward the future.

STRATEGIC PLAN 2023—2025

UPDATED 2025

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PREFACE

The Politecnico di Milano: identity, values, and aims

Founded in **1863**, Politecnico di Milano is today the largest scientific-technological University in Italy. A modern University where quality and innovation in both teaching and research are the foundations of a strong and lasting relationship with the social and productive system and with foreign institutions in the fields of architecture, design, and engineering. A reputation built over one hundred and sixty years with commitment and vision.

Today, defining the University's development strategy means facing a **highly competitive system**. It means challenging the policies adopted by the world's leading universities, which are more attractive to students and professors, and able to draw financial resources. It means creating links within international networks outlining new scenarios in Europe and worldwide.

In a **global context** where knowledge and technological innovation are strategic drivers, ease of access to information, knowledge, and expertise can lead to distorting effects, both for those who govern technologies and for those who are left behind. Academia has the challenging but complex task of rethinking the boundaries of knowledge and its area of application. Added to this is the progressive detachment of the financial system from the **real economy**, accompanied by serious consequences for Western countries, the progressive weakening of welfare policies, and a growing sense of distrust towards institutions. This domino effect requires universities to play an ethical role due to their responsibility towards new generations.

It is within this unstable environment — recovering from a pandemic and challenged by different conflicts in Europe and the world — that Politecnico has to distinguish itself as a **solid, recognisable and reliable point of reference**, both in Italy and abroad, capable of guiding public and private decisions in the long term.

In this time of uncertainty, we find in our founding values the reasons to build a future characterised by **continuous, sustainable, and inclusive growth**. Responsibility, respect, integrity, professionalism, fairness, trust and transparency lead every choice we make and every action we take toward a future in which students and staff are our institution's real asset.

Keeping our goals alive: the state of the art in 2025

Two years after the release of the Politecnico di Milano Strategic Plan 2023-2025, we are at a crucial moment. As we approach the midterm of this six-year mandate, we can look forward with satisfaction to the results achieved and with enthusiasm to the projects and challenges ahead. Indeed, **monitoring** is one of the fundamental pillars of our strategic approach that derives from our scientific nature. It allows us to keep a clear view of our achievements, ongoing developments and the distances still to be bridged.

The first analysis of the Strategic Plan, conducted between November and December 2023, had already highlighted a positive fact: for almost all of the targets set, the performance indicators had proved not only consistent with expectations, but often higher: so much so that some goals could be achieved two years in advance. This year's monitoring, conducted at the end of 2024, confirms and reinforces this accomplishment, with most of the performance indicators still consistent with expectations.

Particular mention should be made of the position in the world rankings: Politecnico di Milano ranks 30th globally and 1st in Italy in the new **Interdisciplinary Science Rankings (ISR) 2025** by Times Higher Education.

Among the most remarkable aspects, it is worth mentioning the **gender equality certification** that we obtained in accordance with the UNI/PdR 125:2022 standard. This is a formal recognition that rewards our commitment to a more inclusive environment and reinforces a management model shared with large companies and public bodies committed to economic and social growth, looking to the future of next generations.

That is why it is not only the numbers that we find most gratifying, but the solidity of the method we have built. Thus, no less importantly, the delegation previously named “Data Analytics” has been retitled “**Data Strategy**” as we believe it plays an essential role in our decisional process.

In anticipation of the **future**, we are formulating an enhanced Strategic Plan for the upcoming three-year period (2026-2028). This evolution reflects the need to integrate closely interconnected dimensions in order to ensure excellence and international competitiveness. In particular, teaching and research will be called upon to respond to global challenges that will redefine the contexts in which we operate. Greater international openness will prove indispensable for addressing the effects of the **demographic winter**, a reality now unavoidable in many advanced societies. The decrease in the birth rate, accompanied by a progressively aging population, will reduce not only the number of graduates available for the labour market, but also the energy needed to support the great transitions of our time. The digital transition, for example, will require increasingly advanced and widespread skills, but also education that can train new generations to manage and anticipate technological changes rather than simply undergoing them.

The central role of **sustainability** will be another crucial element for the future of our communities and for the entire planet. The drastic effects of climate change will become increasingly manifest, not only in environmental, but also in social and economic terms. Forced migration due to natural disasters, geopolitical tensions linked to competition for increasingly scarce resources and the escalation of local conflicts are already scenarios that require

complex responses. Sustainability will no longer be considered as a separate dimension, but as a lens through which to interpret the challenges of our time, integrated into routes for training and research in order to generate innovative and responsible solutions.

The key word that will guide our commitment for the upcoming years will be **diversification**: the meeting of different areas to achieve increasingly broad-ranging and interconnected objectives. We are positive Politecnico di Milano will continue to stand out as a benchmark for innovation.

Donatella Sciuto
Rector



MISSION

A leading guide. A solid, recognisable, and reliable reference point for sustainable development in Italy and Europe. This is how the Politecnico di Milano intends to distinguish itself in the coming years: by its ability to tackle the main scientific and technological challenges according to an ethical dimension that interprets and expresses the very concept of sustainability as a synonym for equity, inclusion and shared growth.

It is in the interplay between scientific rigour and creativity that our University aims to establish itself as an international community of people united in diversity. An attractive community for students and researchers from all over the world; dedicated to significantly contributing to social and cultural development.

COMMITMENT TO SUSTAINABLE GROWTH

The Politecnico di Milano firmly embraces the principles underlying sustainable growth, which the Strategic Plan clearly expresses. In the fullest and deepest sense of the term, sustainability means “caring for, supporting and fostering” the integral development of individuals and the whole society, as well as the environment. It is an expression of increased awareness and maturity. It indicates a unifying perspective for the three academic domains: teaching, research and social responsibility. It offers opportunities for shared growth within our international community: from inclusion to diversity, from an improved quality of life to participatory involvement in University activities.

In terms of teaching, sustainability means educating our students to critically address major global challenges and local needs, offering them appropriate models and concrete tools in an international environment that fosters the right to education and equal opportunities.

In terms of research, a sustainable approach requires understanding and the adequate assessment of the ethical implications that are typical of scientific progress and technological development. It extends disciplinary perspectives to humanities. It develops partnerships with top national and international research organisations and public institutions. It guarantees independent, high-quality research with a focus on talent development and the careers of young researchers.

In terms of social responsibility, a sustainable proposal recognises and consolidates actions and projects in response to the needs of the city, the region, the country and in terms of international cooperation. Accordingly, we have drafted the first Strategic Sustainability Plan to measure and validate the results and effectiveness of our choices.



VISION

The vision that shapes our future starts from the European Union's six core values: human dignity, freedom, democracy, equality, rule of law, and respect for human rights. These are accompanied by the goals of the New European Bauhaus initiative, whose central focus is the value of beauty, not only as a stand-alone aesthetic quality but as a measure of the protection of ecosystems, of the harmonious relationship between places and people, between economic growth and the use of resources. the Politecnico di Milano is a European University through and through, in its roots and ambitions.

From this perspective, the education of the students is central to the University's strategic direction. Following this path, we will continue to experiment and apply innovative teaching models that are hybrid and multidisciplinary in shape, as well as interactive processes, far removed from classroom-taught lectures, in a cosmopolitan environment open to international exchange and sharing with research partners.

Scientific research, which has always been an integral part and a driving force of the Politecnico, will open new opportunities with a focus on the stable recruitment of young researchers, also thanks to our collaboration with already existing European networks and new ones that we will create to consolidate our goals in talent development. We should also seize the opportunities offered by the many initiatives of the National Recovery and Resilience Plan (NRRP) that put us in a strong position and promise to open up new scenarios for innovation.

It will therefore be crucial to rethink the physical space in order to create more flexible places for study, research and exchange; places that are sustainable (from an environmental and energy point of view), welcoming (to promote well-being and safety), accessible and liveable. Places that extend the University to the city and local area on both the physical and cultural levels to face new situations.

POSITIONING

As one of the largest universities in the country, the Politecnico di Milano is called upon to adopt multi-directional strategies starting from its local setting. In Italy, in addition to increasing the number of graduates, further action is needed to bridge the gender gap, especially in the STEM subjects (Science Technology Engineering and Mathematics), and to strengthen high-level education.

Moreover, the Italian University system is not very attractive, suffering from public funding that is notoriously below the OECD average and from the consequences of a policy for distributing resources that offers little in terms of reward. These are all factors that have steered the Politecnico's research efforts strongly towards international funding and joint initiatives with industrial partners and public institutions. From large companies to start-ups, the Politecnico makes its expertise available for the development of a competitive and highly innovative ecosystem.

It is not surprising, therefore, that despite the constraints imposed by disciplinary boundaries that are still rather rigid, Politecnico has distinguished itself, including in the educational field, for its ability to develop joint initiatives aimed at exploring transdisciplinary topics with partner universities in Italy and overseas, paying close attention to the quality of outgoing profiles.

Not least, our University has invested with great conviction in initiatives involving social responsibility, cooperation, and educational development. Indeed, the University is now once again a point of reference for the growth of local communities. It offers an extraordinary opportunity for social mobility, attentive to people's needs and supportive of inclusion.

SNAPSHOT (DECEMBER 2024)

PEOPLE

1,282 professors - of whom **364** are women and **47** are from abroad
558 researchers - of whom **196** are women and **46** from abroad
1,065 postdocs- of whom **427** are women and **209** are from abroad
793 lecturers- of whom **261** are women and **114** are from abroad
2,000 PhD students - of whom **710** are women and **540** are from abroad (cycles 37, 38, 39)
1,382 technical-administrative staff of whom **846** are women
225,000 members of the Alumni community
500,000 m² for students, researchers, companies and citizens

EDUCATION

49,000 students - of whom **8,200** are from abroad (A.Y. 23/24)
26 Bachelor's Degree Programmes - of which **1** is with other universities
46 Master's Degree Programmes of which **4** are with other universities
189 Specializing Master's Degrees and Postgraduate Programmes
137 MOOCs (Massive Open Online Courses)
97% employment rate **1** year after graduation (2022 survey)

RESEARCH

More than **33,000** papers (2018-2024)
20 PhD courses
More than 250 research laboratories, **35** interdepartmental laboratories
8 big infrastructures
53 Joint Research Platforms
€189 million from Horizon 2020, **34** ERC
€153 million from Horizon Europe, **35** ERC
€206 million from self-financing (2023)

SOCIAL RESPONSIBILITY

4 Off Campuses with around **150** events in the local area (2019-2024)
More than **65** projects funded by the Polisocial Award with over **€5** million raised from 5x1000 income tax contributions (2012-2024)
More than **100** cooperation and development projects in **30** countries (2012-2024)
450,000 visitors/year at exhibitions and cultural events
300 start-ups in PoliHub with **€159** million fundings (2023-2024)

SWOT ANALYSIS

The SWOT Analysis provides a picture of the Politecnico's strengths and weaknesses, opportunities and threats regarding its positioning in the local, national and international context, based on the needs, expectations and goals expressed by a detailed analysis conducted among the relevant stakeholders.

The first distinguishing feature is certainly the Politecnico di Milano's prestige, which, in terms of quality of education and research and economic soundness, places it in the rankings of the twenty best universities in the world in its three domains of study and research: 10th in Architecture, 8th in Design and 18th in Engineering, according to the QS World University Rankings 2023. Yet, there are still many structural weaknesses: from the limited availability of space to the low degree of internationalisation of teaching staff and the limited ability to influence the country's development policies. In addition, it faces contingent threats caused by the critical geopolitical situation, the widespread distrust in institutions and the limited resources available compared to major international universities. These should not, however, limit our natural inclination to accept new challenges and opportunities.

This is why in order to identify the actions for this plan, the analysis of internal factors (resources and limitations) and external factors (favourable and unfavourable external circumstances) was conducted with particular attention to the following areas of strategic interest: People, Education, Research, Social Responsibility.

STRENGTHS

- NATIONAL AND INTERNATIONAL REPUTATION
- QUALITY OF EDUCATION AND RESEARCH AND THE RELATED INFRASTRUCTURE
- THE POLITECNICO COMMUNITY'S SENSE OF BELONGING TO THE INSTITUTION
- ECONOMIC AND FINANCIAL SOUNDNESS AND SELF-FINANCING CAPABILITY
- RELATIONS WITH COMPANIES, COMMUNITY, INSTITUTIONS, AND OTHER UNIVERSITIES

OPPORTUNITIES

- NETWORKS OF EXCELLENT UNIVERSITIES AT THE INTERNATIONAL LEVEL
- LIFELONG LEARNING ACTIVITIES
- MAJOR EMERGING CHALLENGES
- IMPORTANCE OF SUSTAINABLE DEVELOPMENT GOALS
- AVAILABILITY OF EXTRA FUNDING (NRRP)

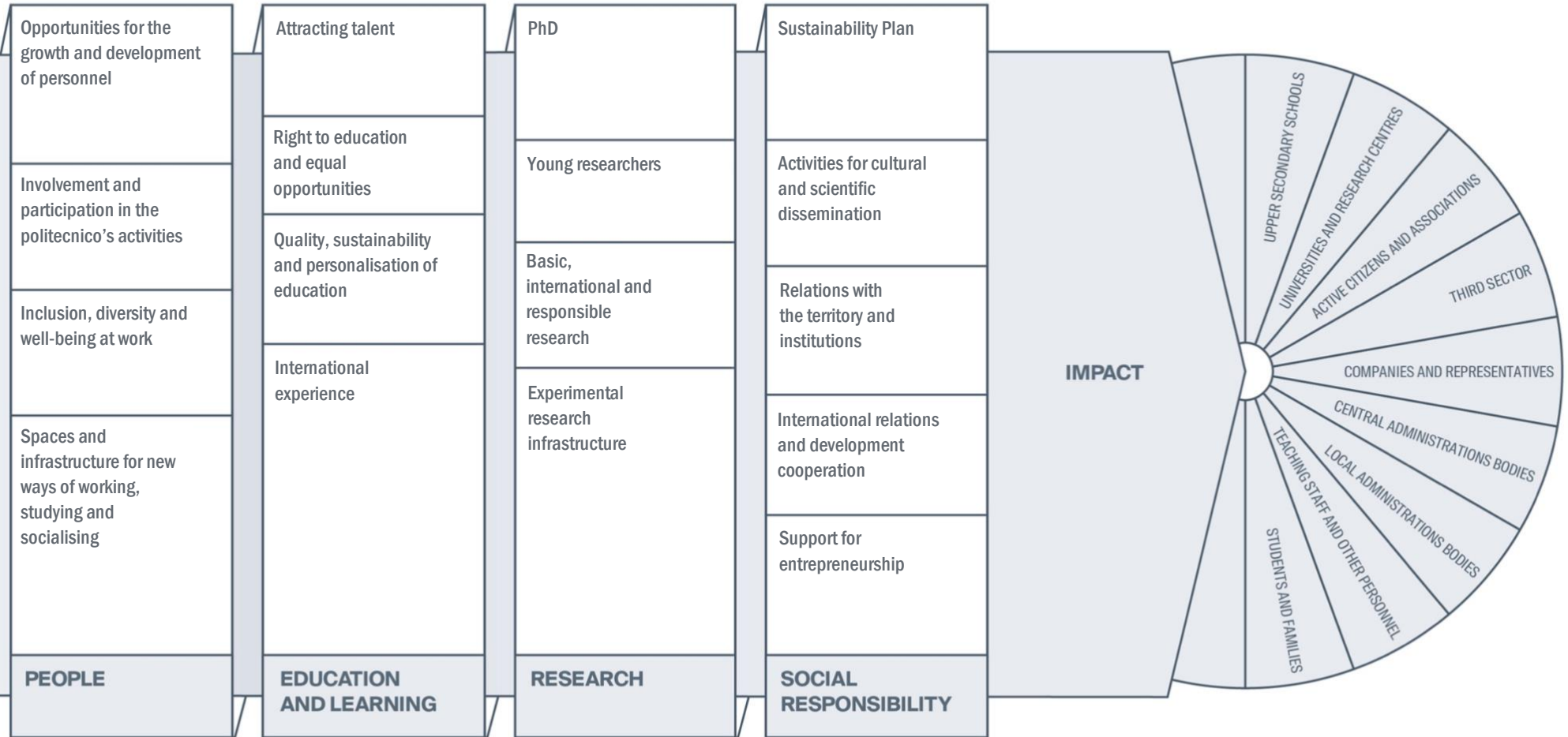
WEAKNESSES

- RATE OF INTERNATIONALISATION OF TEACHING STAFF
- AVAILABILITY OF SPACE FOR TEACHING AND RESEARCH
- ABILITY TO INTERACT WITH LARGE INTERNATIONAL COMPANIES ON RESEARCH TOPICS
- ABILITY TO INFLUENCE THE COUNTRY'S DEVELOPMENT POLICIES
- ABILITY TO GENERATE INNOVATIVE PATENTS AND SPIN-OFFS AND THEIR GROWTH

THREATS

- COMPLEXITY OF THE GLOBAL POLITICAL AND ECONOMIC SITUATION
- LIMITED RESOURCES COMPARED TO LEADING INTERNATIONAL UNIVERSITIES
- WIDESPREAD SOCIETAL DISTRUST IN TECHNICAL-SCIENTIFIC SKILLS AND KNOWLEDGE
- STRONG INTERNATIONAL UNIVERSITY COMPETITION
- MANAGEMENT OF HUMAN RESOURCES RECRUITED AFTER THE NRRP

ACTION MAP



SUSTAINABLE GROWTH



STRATEGIC GUIDELINES

PEOPLE

People are the beating heart of the Politecnico di Milano. A diverse community of researchers, professors, technicians, administrators, and students from today and the past. The management and organization of such a large community, feeding all our activities, from research to teaching, from innovation to social service, draws its inspiration from the principles of the European Charter for Researchers. People's serenity and well-being, the sense of belonging to the institution and pride in being part of it are key conditions for everyone to be able to fully express themselves. They define and increase the quality of the work done.

It is the responsibility of the University to attract the best national and international profiles: students, scholars, researchers and professionals with high and proven cultural and academic preparation. In accordance with the European Charter for Researchers, it is our responsibility to select the best candidates, bring out their talents, indulge their passions and aspirations, allow everyone to express and enhance their potential for human and professional growth, promote inclusion and diversity and welcome, when necessary, the big and small frailties that hide in each of us. For this reason, the Politecnico community must work in harmony with flexible work and study spaces that support personal needs, in line with new organisational and educational processes. Contemporary spaces that meet the demands of the University population and citizens in terms of semantics, functionality and meaning.

MAIN ACTIONS

P.1 OPPORTUNITIES FOR THE GROWTH AND DEVELOPMENT OF PERSONNEL

The professionalism of the people who work and study at the Politecnico is a value that must be cherished, perfected and consolidated. The quality of our work is based on ensuring the right balance between the number of teaching staff and technical and administrative staff with respect to the number of students, as well as on their academic expertise and cultural knowledge. Therefore, a balanced and sustainable growth of personnel should be planned, both in terms of headcount and skills development, balancing internal growth, international recruitment and mobility programmes.

– P.1.1 Sustainable personal growth that rewards academic and cultural qualifications and professionalism

The next few years will see, firstly, the inclusion in the University's workforce of colleagues recruited using the resources of the National Recovery and Resilience Plan (NRRP) and, secondly, an increase in turnover that will manifest itself from 2027 onwards. The combination of these two mechanisms will allow us to plan for growth in the number of professors, researchers, and technical and administrative staff that aims not only to increase the number of permanent staff, but also to reward the professionalism of each individual with due professional growth according to their aptitude. In particular, we launched a recruitment plan for 150 tenure track researchers at the start of the three-year period. In 2025, however, we find it necessary to review this objective as a result of the rapidly evolving external context and economic contraction. In fact, the changes to the University funding system set out by MUR in 2024, recommend that the

universities should adopt a more gradual and distributed growth plan over the coming years. At the same time, the admission of over 100 new technical and administrative staff on fixed-term contracts had been planned, along with about 60 procedures dedicated to vertical career progression.

– P.1.2 Developing staff skills through continuous training courses

Our sustainable growth path will be characterised by enhancing the skills and capabilities of each staff member. It is essential to support and enhance the individual and relational skills of all staff members so that they are better equipped to contribute effectively towards achieving the University's goals. This will be possible if the University ensures that researchers, professors and technical and administrative staff have access to sufficient opportunities for training and growth, fostering comprehensive and fulfilling professional and personal development.

To this end, we are working towards enhancing the training provided to professors and research staff, expanding the current training provided as regards teaching methodologies by introducing new training courses specifically targeted towards younger people. This required a major transformation of the dedicated service, leading it to operate in close collaboration with the Department Heads.

At the same time, we have initiated programmes to identify any gaps in the skills of our technical and administrative staff in order to develop personalised training plans and further increase the effectiveness of the training provided.

P.2 INVOLVEMENT AND PARTICIPATION IN POLITECNICO ACTIVITIES

The University's mission is to participate in developing education and knowledge, involving everyone who studies and works at the Politecnico, with different roles and at different stages in life, whose contributions are essential for achieving the expected goals.

With this mission, we want to encourage the most involvement and widest participation for everyone by creating interdisciplinary working groups on strategic issues for our community. An example of this relates to the working groups on the **analysis of Teaching Governance**, and Study and Workspaces, as well as the focus teams that are designed to define and monitor the Strategic Sustainability Plan, which saw broad participation. We also intend to continue the work achieved thus far together with our students, supporting and encouraging their active participation in the life of the University, mindful of the fact that they are the cornerstone of a quality University and our best ambassadors in society.

– P.2.1 New channels of discussion and internal communication

To encourage the involvement of everyone involved in the University's strategic choices, we have expanded the opportunities and methods for internal sharing through a Governance communication project. In addition to the more traditional work groups, that are by their nature extremely important, we organized a series of targeted meetings at the University's local campuses in order to coordinate the objectives and developments of the University's Strategic Plan with the individual centres, increasing the sense of community and participation. An advocacy plan was then launched, announced in the press and social media, with the aim of initiating more effective internal and external channels for listening and dialogue, activating a participatory decision-making process and promoting greater awareness of the role and

influence of senior management figures. Online sharing tools for Governance have also been put in place.

– P.2.2 Student and PhD candidate participation in university life

To promote the ever-greater participation of students and PhD candidates in the life of the University, we intend to move forward in three directions, one that is new and two that continue on from the previous term. We will continue to provide financial and organisational support to student associations, which play a central role in making the Politecnico an international University campus. In the first years of our term, we continued to fund student associations and in 2024 we inaugurated a space dedicated to their use in the Rectorate Gardens.

We will continue the work achieved so far in support of student representatives, supporting the participation of all students in the electoral process and boosting the assistance and orientation provided to newly registered students.

In addition to these continuing activities, we aim to increase the opportunities for students and PhD students to participate in the life of the University through paid assignments for support activities. We have reviewed the hourly wages and the budget available for these activities, and redesigned the current organisational arrangements, introducing innovative solutions to enable our students to carry out paid work at the University.

P.3 INCLUSION, DIVERSITY AND WELL-BEING AT WORK

Respecting people for their individuality and ensuring everyone's full inclusion in University life are fundamental human principles that are also essential for fostering an environment of growth where each person's potential can flourish.

– P.3.1 Diversity and inclusion, with specific attention to gender equality

To formulate concrete and collective actions on issues related to valuing people's uniqueness and promoting inclusion in terms of diversity, as well as seeing the results, it is crucial to engage on multiple fronts and adopt a long-term perspective to manage the implementation of regulatory and cultural innovations.

The first plan is to offer training and create specific skills and knowledge. In this context, we need to start from the awareness that unconscious prejudices concerning gender and other aspects, are part of human nature and it is up to organizations to guide the process of growth. The second plan concerns regulation: all regulations must provide for career aliases. The third plan concerns recruitment and, more generally, governance, to achieve a fair representation of diversity in the different populations of the University, with particular attention to the proportion of women among young researchers and in governing positions at the Politecnico.

For this reason, in the first years of our term, we started an initiative that led us to the Gender Equality Certification in 2024 (UNI/PdR 125:2022 standard). This recognition attests to the work conducted in the past, also with respect to regulations, but it is above all the start of a long journey that will involve the entire University in the coming years.

– P.3.2 More inclusive work environments for people with disabilities or SLDs

The University provides resources to support individuals with disabilities, helping them integrate into society and become valuable contributors. Politecnico is carrying out a wide range of actions in this regard. (1) To identify and map all architectural barriers in buildings, as well as areas that pose challenges for blind people, and language barriers or areas of difficulty for deaf people. (2) To redefine the University's 'Architectural Barrier Elimination Plan', ensuring that all new buildings are accessible and compliant with regulatory standards, and that during periods when there are restrictions on the number of usable entrances (weekends, summer, and events), accessible routes are not closed or restricted. (3) To develop technical and engineering solutions for the safe and sustainable removal of architectural barriers. (4) To raise awareness of the importance of the removal of architectural barriers to ensure accessibility and inclusiveness for all, and to develop learning programmes for staff and students on awareness of and sensitivity to the needs of blind and deaf people. (5) To talk with the Municipality of Milan, the Region of Lombardy, and the institutions and companies (Ferrovie dello Stato, Trenord) based in the areas around our campuses (Cremona, Lecco, Mantova and Piacenza) regarding the issue of accessible means of transport with ramps, lifts and well-marked routes, thus raising awareness among staff and passengers.

– P.3.3 Investments in well-being and corporate welfare

The University is committed to significantly increasing investments in University welfare through a project to expand services for professors, researchers and technical and administrative staff. The University already offers a wide array of services, including mobility support, childcare centres, supplementary healthcare, after-school programmes and support from the fund for technical and administrative staff. In the first year, special emphasis was placed on increasing membership in existing lines of activity and expanding the range of services offered to meet new needs. In the second year, a climate survey was launched, reaching 70% of the technical and administrative staff and 58% of the teaching staff. The results of the survey were presented to the Directors and Department Heads and the discussion led to useful suggestions for planning interventions, some of which are already scheduled for 2025 and others that may potentially be integrated into the next Strategic Plan.

P.4 SPACES AND INFRASTRUCTURE FOR NEW WAYS OF WORKING, STUDYING AND SOCIALISING

Our campuses are places for work, study and socialising, so spaces must be organised to favour different modes of interaction and adapt to the needs of different users.

To enable people to realise their aspirations and potential, we must provide services that make our environments accessible, safe and comfortable. Together with the development of the innovation district in Bovisa and planned projects, it will be essential to reinterpret and enhance the existing spaces to adapt them to the new teaching models and to the needs of an increasingly multidisciplinary and excellent research endeavour, enhancing people's experience at the University and favouring opportunities to meet, create and share ideas.

– P.4.1 Working spaces redesigned to favour new ways of working

Through a dedicated strategic working group, the goal is to identify opportunities arising from the application of new collaborative work methods to conceive, design, create and manage spaces that encourage activities conducive to the development of environments that facilitate work relationships and human relationships.

The strategy involves improving, adapting and modernising current facilities to meet international, competitive, and high-performance quality standards, optimising space allocation to accommodate various user needs effectively. The aim is to design and create adaptable spaces that also promote the use of informal and varied working methods based on functional combinations and physical attributes. The group is also working to develop solutions aimed at fostering closer collaboration between teaching staff and technical and administrative staff, promoting strategies and spatial projects that place professors and other staff at the centre of the system in their relations with students. The group is currently following 14 projects in 14 departments and central administration offices, covering almost 4000 m² of redesigned space based on the principles outlined above (+65% compared to existing space), together with recognising the requirements of spaces for breaks/wellness/sports in all facilities.

– P.4.2 Study spaces to encourage the presence of students on campus

The working group focused on designing new study spaces aims to design and create spaces and environments that foster learning, encouraging students to stay and spend more time on campus throughout the day. This is a collaborative effort, carried out in cooperation with student representatives, that aims to improve, adapt and modernise the existing study areas, including in terms of numbers, by designing and creating flexible spaces that can be used for study, group work and teaching activities. Now, 11 projects have been set up on the same number of spaces on the three campuses in Milan, some outdoors and some indoors, to create over 1,200 new workstations and to replace over 500 existing workstations with more functional, modern stations.

PEOPLE: KPI

OPPORTUNITIES FOR GROWTH AND DEVELOPMENT OF PERSONNEL

120 New researchers

75% of Professors and Staff trained in Innovative Skills

INVOLVEMENT AND PARTICIPATION IN THE POLITECNICO ACTIVITIES

+100% Part-time activities for undergraduate students and PhD candidates

INCLUSION, DIVERSITY AND WELL-BEING AT WORK

40% Female representation among new researchers

Full campus accessibility

8,000 Uptake of welfare initiatives

SPACES AND INFRASTRUCTURE FOR NEW WAYS OF WORKING, STUDYING AND SOCIALISING

+50% Spaces equipped for study and group-work

+500 Study places

+50,000 sq.m. of green spaces, Sports Facilities, Services, Offices and Laboratories

GOALS	MAIN ACTIONS	ID KPI	INDICATOR	BASELINE	TARGET 25	OUTCOME 2023	OUTCOME 2024	SDGs
PEOPLE								
P.1 Opportunities for personal growth and professional development	P.1.1 Sustainable growth that rewards scientific and cultural qualification and professionalism P.1.2 Developing staff skills through continuous training courses	KPI-P1	New researchers (non-tenured with permanent contract (RTDB) + fixed-term (RTT))	0 ¹	120 (Three-year period 2023- 25)	21 (year 2023)	90 (2023-2024)	8
		KPI-P2	Teaching and technical-administrative staff with training in innovative skills	57% Technical-administrative staff: 74.7% Teaching staff: 43.2% (Three-year period 2020-22)	75% (Three-year period 2023-25)	59.00% Technical-administrative staff: 85.7% Teaching staff: 39.4% (year 2023)	77.95 Technical-administrative staff 95.80% Teaching staff: 64.53%] (2023-2024)	8
P.2 INVOLVEMENT AND PARTICIPATION IN POLITECNICO ACTIVITIES	P.2.1 New channels of discussion and internal communication P.2.2 Student and PhD candidate participation in University life	KPI-P3	Hours of part-time activities per person for undergraduate and PhD students	1.5 hr/per person (up to 2022)	3 hr/per person (+100%) (up to 2025)	2 hr/per person (up to 2023)	2.97 hr/per person (up to 2024)	16
P.3 Inclusion, diversity and well-being at work	P.3.1 Diversity and inclusion, with specific attention to gender equality P.3.2. More inclusive work environments for people with disabilities or SLDs P.3.3 Investments in well-being and company welfare	KPI-P4	Female representation in researcher admissions (untenured researchers with fixed term contract (RTDA) + untenured researchers with permanent contract (RTDB) + fixed-terms researchers (RTT)	35% (up to 2022)	40% (up to 2025)	35% (up to 2023)	36% (up to 2024)	5

		KPI-P5	Full campus accessibility	NO (up to 2022)	YES (up to 2025)	NO (up to 2023)	NO (up to 2024)	8 ¹⁰
		KPI-P6	Uptake of Welfare Initiatives	6,000 (up to 2022)	8,000 (up to 2025)	6,987 (up to 2023)	7,677 (up to 2024)	8
P.4 Spaces and infrastructure for new ways of working, studying and socialising	P.4.1. Working spaces redesigned to favour new ways of working	KPI-P7	Sq m. of space equipped for study and group work	6,000 (up to 2023)	+50% (up to 2025)	0 (up to 2023)	+11.3% (340 sq.m) (up to 2024)	8 ¹¹
	P.4.2 Study spaces to improve the experience of students on the campus	KPI-P8	Study places ²	3,770 (up to 2023)	500 new places (Three-year period 2023-25)	0 (up to 2023)	182 (up to 2024)	8 ¹¹
		KPI-P9	Sq m available Bovisa Nord (green areas, sports, services, offices, laboratories)	0 (three-year period 2020-22)	50,000 m ² (three-year period 2023-25)	0 (year 2023)	0 (2023-2024)	8 ¹¹
<p>NOTES:</p> <p>1. Taking 0 as the baseline, proposing to recruit 120 new researchers in the three-year period 2023-25.</p> <p>2. This refers to the creation of new study places powered by the grid and with Wi-Fi access</p>								



EDUCATION AND LEARNING

Learning is not acquiring erudition but gaining education and developing awareness. Teaching is a responsibility towards the new generations, the future of the planet, of society, and, above all, our country. Education is, first and foremost, a great opportunity for individual and collective growth that values merit and does not discriminate. This is why it is crucial to foster an environment that supports the right to education, equal opportunities and social inclusion.

Our University further strives to attract and select the best students from all over the world as well as to ensure that they receive high-quality international education through the acquisition of skills and tools that will enable them to move smoothly into the labour market.

For these reasons, the process of experimenting with innovative teaching methodologies, initiated some time ago by our University, will be consolidated and implemented, defining new tools and new organisational, orientation and pedagogical models. The Politecnico will reinforce personalised courses, international experience, new professional, multi- and inter-disciplinary profiles, continuing education, and lifelong learning.

MAIN ACTIONS

F.1 - ATTRACTING TALENT

The Politecnico must continue to be an attractive University for capable and deserving students from all over the world, both Italian and international. That way we can give back to society people who are able to face the challenges of the future with a critical approach. Moreover, for a University based on research and innovation, human capital is a key asset to be cultivated from tertiary education onwards.

– F.1.1 Redesigning promotion policies

Up to now, communication and promotion policies have been uniform and spread across all programmes of study. To attract and educate top-quality learners, students and professionals (for continuing education), we have started to work out an integrated marketing and communication plan, which has the ability to diversify actions according to the needs of the study programmes, the training offered and the characteristics of the people the University aims to attract. Strengthening communication and orientation activities in upper secondary schools is essential, along with designing welcoming and inclusion services and student retention services. In parallel, with regard to master's degrees, we should look at other local and international universities.

– F.1.2 Revision of the selection criteria

In synergy with the efforts to revise the management of teaching activities (as outlined below), the admission procedures to bachelor's programmes were redesigned in 2023 to guide students from the very beginning towards the dedication and motivation that our University inherently requires. The admission procedures for the Laurea Magistrale (Master of Science) are being redefined to ensure high-quality students from other institutes and universities, both in Italy and internationally. These methods may be adopted starting from the 2025/2026 academic year to control matriculation numbers. The quality of the education and services require optimising the

available resources, with particular attention to the available space and the student-to-professor ratio, which has always been a weak point in the Italian University system.

F.2 - RIGHT TO EDUCATION AND EQUAL OPPORTUNITIES

Article 34 of the Italian Constitution states: “The able and the deserving, including those without adequate financial resources, shall have the right to attain the highest levels of education”.

The Politecnico di Milano guarantees access to education to all deserving people, regardless of their financial situation, and fosters an inclusive environment that respects gender identity and different abilities, cultures, and backgrounds, and encourages social and interpersonal relations. Therefore, we are increasing our support for scholarships and grants to promote equal opportunities as much as possible.

– F.2.1 Support and enhancement of diversity

We direct our communication activities towards raising awareness of STEAM (Science, Technology, Engineering, Arts and Mathematics) courses, with a particular focus on potential future female students and valuing multiculturalism in the courses of study. In addition, we are preparing actions to promote inclusiveness in all University services and infrastructure. The 2024/2025 academic year has seen a significant rise in female students enrolled, especially in engineering courses, reflecting actions taken over the last decade. This sets the stage for continued and enhanced awareness-raising activities in orientation. With regard to education and training pathways, we have improved the tools and activities for monitoring students' careers, making them more systematic and taking subsequent action to correct and improve them, aimed at ensuring success in their careers. We are therefore investing and will continue to invest in learning analytics projects that include special elements that focus on people in difficult situations and simultaneously allow for the identification and development of students with excellent profiles.

– F.2.2 Increased action and investment on behalf of students

We will continue to give all eligible students the opportunity to study at the Politecnico regardless of their financial status, and we are committed to increasing the number of residences across all University campuses. In addition, we are broadening our commitment to the right to education by identifying ways to help deserving students with below-average income levels cope with the increase in cost of living, particularly with accommodation, transportation and teaching materials. In this regard, we have already revised the regulations governing the awarding of contributions to students who wish to help with the University's academic or administrative activities, increasing the number of hours allocated and the hourly pay.

F.3 - QUALITY, SUSTAINABILITY AND PERSONALISATION OF LEARNING

It is essential for the Politecnico to ensure that students have the opportunity to pursue a personalised educational pathway in line with their passions and talents. All this calls for a multidisciplinary and flexible approach to education and training pathways both during and after graduation, with the possibility of integrating curricular courses with extra-curricular activities.

This can be achieved through specific pedagogical, organisational and technological methods, making it possible to maintain a framework of overall efficiency.

– F.3.1 Redefining the teaching governance model

The quality of education and training is also achieved through an appropriate teaching management model. In particular, in order to design a sound management model, the following issues stand out from a number of factors to be considered: teaching spaces, the number of teaching staff, the institutional teaching load, the budget for supply teachers and supplementary activities, traditional and innovative teaching methods, the number of students, ministerial constraints and resources linked to the FFO (Ordinary Financing Fund), and the internal distribution of teaching credentials.

The search for possible solutions to improve the quality of teaching activities must be able to address these aspects in a unified way, through a wide-ranging overview directed towards innovative, sustainable proposals shared by our community. A University committee has therefore been set up and has already begun work on proposing a new model for the sustainable management of teaching activities, responding to the different needs and specificities of methods, forms and content in the areas of architecture, design and engineering. The committee's task is to formulate various solutions taking into account existing constraints and assess future impacts, with the aim of further improving the quality of our teaching activities.

In 2023, the committee proposed the first streamlining measures to the Senate for discussion and approval, including: a new teaching mix based on the student experience, a new single and University-wide model for assigning teaching duties to professors, and a new budget planning process for defining the educational services to be offered. In 2024, the commission monitored the implementation of the new model, providing information on the new processes implemented (e.g. compilation of the teaching framework, announcement of teaching vacancies, register of teaching activities...). In addition, it analysed the admission procedures for Laurea Magistrale (Master of Science) programmes, the rationalisation of timetables and allocation of classrooms for teaching activities, and further improvement and consolidation in the allocation of resources for teaching activities. In 2024, a project was launched with the Corporate Area in order to identify possible additional funding lines for orientation and teaching.

In 2025 the commission will contribute to developing the working plan for the following three years on teaching provision and the allocation of teaching resources and spaces.

– F.3.2 Consolidating innovation within educational paths

In recent years, we have invested substantially in teaching innovation. This path must be supported, particularly considering the new educational mix mentioned earlier. The directions to be taken could include greater flexibility in courses of study, additional broad-ranging curricular and extra-curricular content (experimenting with a micro-credential system) to strengthen the value of the synergy between the dimensions of design and technological, ethical, social and political innovation in the context of the UN 2030 Sustainable Development Goals. In addition, the integration of teaching and research, a cornerstone of a research University, should be encouraged, aligning with the learning objectives and the distinctive characteristics of each discipline. One example of introducing innovative and cross-cutting themes is the “Libreria Zero” project, which will include the first MOOC sprints, to be organized during 2025.

– F.3.3 Strengthening lifelong learning

In an increasingly advanced and complex world, it is difficult to integrate all the knowledge and skills needed for future professions. It therefore becomes crucial to supplement the curricular offer of traditional study programmes with an offer of advanced, constantly evolving content to be enjoyed during working life. Like other international universities, we are therefore investing in this direction, reinforcing the system of offering continuing education (life-long learning) in collaboration with our community of Alumni, consortia and companies, as well as by designing new POK (Polimi Open Knowledge) courses for delivering training content and issuing certificates.

F.4 - INTERNATIONAL EXPERIENCE

The internationalisation of education is one of the cornerstones of the development strategy for European universities. International experience fosters, for both students and professors, the ability to understand and appreciate cultural diversity, as well as the understanding of different contexts from one's own.

Politecnico has always been committed to facilitating access to international educational experiences, including through the projects of the European networks in which we participate. In this context, and in order to foster the development of students' potential and contribute to the formation of excellent graduates, we aim to ensure a teaching staff committed to high-quality teaching, investing in attraction and selection staff on the national and international levels to create a multicultural community in all respects.

– F.4.1 Increasing international exchange opportunities

The long-term objective is to give every student access to an international experience. Therefore, we will continue to increase our support for mobility with scholarships and to strengthen exchange and double degree agreements with European and non-European universities recognised as international leaders.

– F.4.2 Developing the European Technical University

The Politecnico is one of the founding members of ENHANCE, an alliance under the EUI (European Universities Initiative) that aims to design a European Federal Technical University. In 2023, we were awarded additional funding to continue the initiative to develop a joint (face-to-face and online) course platform that offers every student at partner universities access to the content, knowledge and experience offered by various cross-border campuses (European Education Pathways). The target was therefore modified in 2024 to create European education pathways within the alliance.

– F.4.3 Increasing attractiveness and professors' international mobility

To foster an international environment, we are investing in collaborations with visiting professors. Additionally, we are improving communication and simplifying access procedures to attract international professors. In 2023, thanks to the new model of teaching governance, we activated new renewable contracts for up to five years for visiting professors and highly qualified

professionals. Moreover, the possibility of assigning tenure and co-tenure also to visiting research professors has enabled us to increase the number of courses taught by overseas staff.

EDUCATION AND LEARNING: KPI

ATTRACTING TALENT

25% International students

RIGHT TO EDUCATION AND EQUAL OPPORTUNITIES

30% Gender-balanced study programmes

+25% Student support

QUALITY, SUSTAINABILITY AND PERSONALISED TRAINING

New teaching model

130 MOOC (Massive Open Online Courses)

INTERNATIONAL EXPERIENCE

2,500 Students studying abroad

Developing the European Technical University

Development and implementation of European Education Pathways

+100% Courses with international professors

GOALS	MAIN ACTIONS	ID KPI	INDICATOR	BASELINE	TARGET 25	OUTCOME 2023	OUTCOME 2024	SDGs
EDUCATION AND LEARNING								
F.1 - Attracting talent	F.1.1 Redesigning promotion policies F.1.2 Revising selection criteria	KPI-F1	International students enrolled in the 1st year of the Laurea Magistrale (equivalent to Master of Science) as a percentage of total enrolments	25% ¹ (A.Y. 21/22)	25% (A.Y. 24/25)	30% (A.Y. 22/23)	32.25% (A.Y. 23/24)	4 5
F.2 - Right to education and equal opportunities	F.2.1 Support and appreciation of diversity in all its forms	KPI-F2	Gender-balanced programmes (M/F ratio between 40% and 60%)	20.5% (A.Y. 22/23)	30% (A.Y. 24/25)	22% (A.Y. 23/24) First semester	24% (A.Y. 23/24)	4 5
	F.2.2. Increased action and investment on behalf of students	KPI-F3	Support provided -Scholarships BS; -Tutoring activities TA; Extraordinary grants CS; -Study awards PS; -International mobility ME; -Part-time activities PT;	4,000 (A.Y. 21/22)	5,000 (+25%) (A.Y. 24/25)	4,239 (A.Y. 22/23)	3,752 (A.Y. 23/24)	4 5
F.3 - Quality, sustainability and personalised learning	F.3.1 Redefining the teaching governance model F.3.2 Consolidating innovation within educational courses F.3.3 Strengthening lifelong learning	KPI-F4	MOOC courses delivered	100 (up to 2022)	130 (up to 2025)	117 (up to 2023)	137 (up to 2024)	9

F.4 - International experience	F.4.1 Increasing international exchange opportunities	KPI-F5	Students studying abroad	1,937 (A.Y. 21/22)	2,500 (A.Y. 24/25)	2,284 (A.Y. 22/23)	2,415 (A.Y. 23/24)	4 17
	F.4.2 Developing the European Technical University	KPI-F6A	Development of the European Technical University	NO (up to 2022)	YES (up to 2025)	YES (up to 2023)	YES (up to 2023)	4 17
		KPI-F6B	Development and implementation of European Education Pathways	NO (up to 2023)	YES (up to 2025)	NO (up to 2023)	NO (up to 2024)	4 17
	F.4.3 Increasing the international mobility of teaching staff and attracting international professors	KPI-F7	Teaching delivered by international professors	208 (A.Y. 21/22)	400 (+100%) (A.Y. 24/25)	227 (A.Y. 22/23)	387 (A.Y. 24/25)	4 17

NOTES:

1. Even with selection activities based on rankings, it is expected that international students will continue to make up 25% of our total student population



RESEARCH

The Politecnico di Milano's research is developed within the boundaries dictated by the principles of scientific and ethical integrity and is aimed at having a positive impact on the major challenges of modern society. It serves the Sustainable Development Goals (SDGs), respecting the environment and the planet.

Therefore, our University intends to support and promote high quality and frontier research, continuing to increase its competitiveness, including in the context of European University alliances.

Accordingly, measures aimed at the development of PhD programmes, the support of young researchers and the selection of incoming profiles are important. The development of special projects that adopt and anticipate future trends in basic and applied scientific research and technological development is crucial.

The contribution to the measures and actions of the National Recovery and Resilience Plan (NRRP) has been decisive, as has the active involvement of industrial partners in fundamental and applied research, with the strengthening of joint University-business projects and projects with public institutions, entrepreneurial initiatives and strengthening the research infrastructure, as well as developing the innovation district in the Bovisa area, the foundation stone of which was laid in October 2023.

MAIN ACTIONS

R.1 - PHD

The PhD School is essential for training professors and professionals capable of taking on complex challenges and problems.

In recent years, the Politecnico's PhD programmes have grown in number, also thanks to substantial funding from the National Operational Programme for Research ('PON') and NRRP funds, to become the largest University community after students. The increase in the number of PhD students is a unique opportunity to support our all-round research lines. We continue to prioritise continued investment in PhD scholarships, also with an eye to post-NRRP projects, in order to consolidate and sustain this growth, both in terms of absolute numbers and as a percentage of the teaching staff.

Collaboration with other universities offers another opportunity. In this regard, in 2025 a joint doctorate with the Humanitas University, as part of the Medtec project, is to be launched.

– R.1.1 Interdisciplinary scholarships focused on the SDGs

We intend to confirm the renewed financing of interdisciplinary PhD scholarships already proposed in previous years, fostering jointly supervised courses among young researchers from different disciplinary sectors and subject areas and focusing on pioneering contributions in the context of major challenges of the future for basic and applied research associated with the Sustainable Development Goals.

– R.1.2 Internationalisation

PhDs are an opportunity to consolidate and increase the University's collaborations on an international level. This entails continuing to incentivise double PhD agreements with selected partner universities, targeting European funding linked to Innovative Training Networks to consolidate our networks of relations, and involving an increasing number of international professors and researchers in our education services and research activities, to increase the attractiveness and the international dimension of what we offer. We also aim to increase the initiatives that offer PhD students the opportunity to carry out research stays abroad. In this regard, we intend to continue to promote mobility initiatives related to research infrastructure-sharing projects between partners in our alliances of international universities.

– R.1.3 Administrative support

The significant increase in the number of PhD candidates necessitates further training and development of the administrative staff involved in assisting and managing the related procedures. Since doctoral development involves many of the University's initiatives (research, internationalisation, business relations, technology transfer, recruitment, attractiveness, communication), this action involves the PhD School, the Departments and the different areas of the University.

– R.1.4 Supervisor training

To encourage and foster the supervision of doctoral research by young researchers, we have completed, thanks to the synergy between the PhD School and the University Research Office, a pilot edition of the programme to support supervisor training, with particular emphasis on PhD programmes. Starting in 2024, three editions of the training programme have been offered annually. Although primarily aimed at training young researchers, the programme will continue to be accessible to anyone who believes they can benefit from participating in it.

– R.1.5 Young researchers' skills

The growth of the PhD programme continues to require reinforcement and integration of the PhD School's educational offer. This takes into account the diversity of careers that our PhD students embark on after earning their degrees. We have started to foster the expansion of our educational and training services related to the dimension of transversal and transferable skills, ethics in research, technological development and entrepreneurship, and we intend to continue to strengthen this offer. We have also initiated a programme to enhance the University's expertise, with the support of the Research Ethics Committee, the META group (Social Sciences and Humanities for Science and Technology) and the Technology Transfer Office (TTO). Synergies with our Alumni community also play an important role in our development programme. We will continue to foster actions aimed at identifying the research and entrepreneurship aptitude of our students, starting from their Laurea Magistrale (equivalent to Master of Science) years, with the offer of training, mentoring and an approach to the world of research, enhancement of the results and start-ups in order to make them more aware of their talents in the longer term, increasing the attractiveness and knowledge of the PhD programme and possible career developments in the business world.

R.2 YOUNG RESEARCHERS

For young researchers, the first few years are decisive in shaping their academic careers and opening new lines of research. For this reason, it is our task to continue investing in education, training and skills development, making the Politecnico an attractive environment for their professional life. We have taken practical steps with the aim of enhancing the capacity to construct independent development paths for young researchers, while also stimulating proposals for new research lines. Researchers at the University with at least seven years of experience after obtaining a PhD (or equivalent), i.e. young researchers who are eligible to present project proposals to obtain ERC Starting Grants, will benefit from these measures.

– R.2.1 Network of Talent Academies

Our University continues to be involved in a European Talent Academy in cooperation with Imperial College London and Technische Universität München. The project offers young researchers the opportunity and support to develop research collaborations with strategically relevant Universities and international organisations. Strengthening the network of collaborations continues to be our primary objective, extending the programme to more young researchers and involving more European partners, starting with the Fellowship Programme already established as part of IDEA League (alliance between ETH Zürich, TU Delft, RWTH Aachen, Chalmers, and Politecnico) and in collaboration with MIT (Rocca Talent project).

– R.2.2 Young researchers, industry and entrepreneurship

To support the growth, independent research and involvement of young researchers in our University projects, we will promote their participation in collaborative activities with our strategic research partners. The programme is aimed at promoting the identification of new opportunities for collaboration or strengthening existing ones. To support the inclusion of young researchers in POC (proof of concept) and pre-seed development projects, we will also promote their involvement in activities related to developing the Bovisa Innovation District.

– R.2.3 Individual projects by young researchers

We consider it to be increasingly strategic to develop a group of young researchers who actively engage in independent and international research. Against a wider backdrop, where the Politecnico strongly supports research project ideas (basic and applied research) and enhances their level of national and international competitiveness, we have established a research fund for young researchers committed to submitting individual projects who were not awarded funding but received positive evaluations from the review committee.

R.3 - BASIC, INTERNATIONAL AND RESPONSIBLE RESEARCH

Support for basic research is important for identifying new strands that allow a long-term view and are not only associated with short-term impact. It is therefore essential to support fundamental research in all disciplines of the University by rewarding high-quality projects. To foster a continuous exchange of ideas, it is also necessary to form an increasingly international research environment that is integrated with the European context and capable of attracting and

fostering wide-ranging collaborations. Today's major technological and social challenges call for a multidisciplinary perspective, and the University is the main promoter of this vision. We must continue to create research opportunities that can foster the integration of the multiple disciplinary perspectives present in the University, including fields currently present to a limited extent, such as humanities or life sciences, also with the strong involvement of the regional and national system, while continuing to foster collaboration with other national and international research institutions.

Our University must be equipped with the necessary skills to face both the challenges of ethics in science and technology, which we have focused on particularly in recent years, and those related to the more general implications of scientific progress, technological development and innovative design.

– R.3.1 Interdisciplinary round tables and discussions on the SDGs

To develop interdisciplinary research capabilities, we intend to support the creation of opportunities for research on topics that cut across different disciplines.

One of the first projects launched focused on examining the role of the University within the urban environment, not only as a real estate actor, but also as an active participant in local regeneration efforts, with specific attention to the local areas and populations. Campuses that are increasingly integrated with the city can serve as centres for interaction and provide various services to the community; at the same time, we must beware of possible external effects (e.g., social and functional homogenisation or the risks of gentrification). The starting point was a territorial impact analysis of the complex development project of the Bovisa innovation district, which will also involve setting up Milan municipal schools, for an awareness of both positive and possible negative effects and to identify possible mitigation measures in this perspective.

– R.3.2 Criteria for research assessment and development of responsible research policies

Our aim is to further encourage discourse regarding the reassessment of research evaluation methods and their potential impact on the criteria currently employed for evaluating research frameworks, as well as the recruitment and career progression of researchers and professors. The starting point for this study is the COARA (Coalition for Advancing Research Assessment) agreement, which we joined in 2024, containing the auspices of the recent guidelines proposed by the European Commission and implemented in various national (starting with ANVUR, the Italian National Agency for the Evaluation of Universities and Research Institutes) and international fora.

We will further develop an ethical and responsible Open Science and Open Access approach to scientific research, identifying appropriate communication tools to enhance the impact of research, including in cooperation with European research networks. In this respect, we will continue to promote the exchange of best practices, experiences, and case studies within European research networks and alliances.

– R.3.3 Participation in European strategic research alliances and networks

We aim to maintain the University's participation active in European research networks and

strategic alliances. The activities included an initial phase of reconnaissance and systematisation of the main European research networks and the University's current level of participation and commitment. Actions were initiated to strengthen our presence in strategic networks, with particular reference to alliances of European Universities. We intend to foster the development of structured research relationships that include the possibility of using laboratory facilities of strategic international universities participating in these networks, as well as the effective planning of the consolidation of our PhD programmes; this is also within a perspective that goes beyond the duration of the initiatives associated with the National Research and Resilience Plan (NRRP). In this context, we will continue to support a programme for co-funding collaborative projects involving PhDs on joint projects as well as research periods in laboratories abroad for PhD students/post-docs and professors at the University, including stays at the Politecnico for PhD students/post-docs and researchers from partner universities. We will continue to promote encounters to foster project planning activities for researchers from universities participating in the network.

– R.3.4 Technology Foresight activities

The consolidation of the Technology Foresight Centre will help to pool internal research results and external contributions from companies and institutions to support policy makers and industry decision-makers in pursuing sustainable technological innovations. The development and consolidation of stable collaborations between the Centre and the network of leading international centres will help to strengthen its expertise and reputation, to the benefit of the entire University and its ecosystem.

R.4 - EXPERIMENTAL RESEARCH INFRASTRUCTURE

Advanced and internationally competitive research requires state-of-the-art experimental infrastructures that are also a powerful factor in attracting talent. Therefore, the laboratories and research infrastructure for all the University's disciplinary components should be maintained, updated and upgraded, encouraging collaboration between departments where possible, and together with companies who intend to invest in research carried out in collaboration with the Politecnico.

– R.4.1 Living Labs and Joint Research Platforms

We deem it strategically important to advance the development of Living Labs both on campus and in collaboration with Off Campus spaces. These are intended to be characterised by intermediate dimensions between laboratory and large-scale, also in collaboration with strategic partners in the public and private ecosystem in which the Politecnico operates. The subjects associated with the Living Labs involve elements strongly linked to sustainable development goals and involve a system of stakeholders, our Alumni and student participation. In this respect, it is also important to consider synergy with the missions of the Horizon Europe programme.

– R.4.2 Interdisciplinary labs and related staff training

We must continue to ensure growth and optimisation in the use of existing laboratories. This also includes the enhancement of the set of interdepartmental laboratories promoted and co-financed by the University. In addition, we want to encourage and develop professional development paths for technical and administrative staff both in the Departments and in the University infrastructure. These will be facilitated through, for instance, the activation of internal Executive PhD programmes at the Politecnico.

We believe it is important for the Politecnico to be equipped with highly attractive research infrastructure in line with technological development, whether they be the development of existing or newly established laboratories, thanks also to the involvement of industrial partners in applied research. Efforts will continue to be made to share research infrastructure in international strategic networks, including in synergy with the internationalisation initiatives already described.

– R.4.3 University laboratories

The overall objective in the medium term is to provide the Politecnico with a research infrastructure for life sciences, which is an interdisciplinary subject matter. This is currently spread over several departments and the aim is to exploit possible synergies. The infrastructure is highly attractive and staffed with highly professional personnel, in line with technological development, thanks also to the engagement of industrial partners. The interdisciplinary context will be an added value. With the aim of recognising the value of those departments that, despite being among the best 350 departments of our state universities, did not qualify for the final financing (reserved for 180), we also co-financed the development of two new large laboratories, scheduled for completion in 2025.

RESEARCH: KPI

PHD

2,000 PhD students

YOUNG RESEARCHERS

75 Funded projects assigned to young researchers

BASIC, INTERNATIONAL AND RESPONSIBLE RESEARCH

22 ERC-funded projects

€105 million from Horizon Europe

EXPERIMENTAL RESEARCH INFRASTRUCTURE

3 Major laboratories started from scratch

GOALS	MAIN ACTIONS	ID KPI	INDICATOR	BASELINE	TARGET 25	OUTCOME 2023	OUTCOME 2024	SDGs
RESEARCH								
R.1 - PHD	R.1.1. Interdisciplinary scholarships focused on the SDGs R.1.2 Internationalisation R.1.3. Administrative support R.1.4 Supervisor training R.1.5 Young researchers' skills empowerment	KPI-R1	Number of PhD students	1,600 (cycles 35-37) (October 2022)	2,000 (cycles 38-40) (October 2025)	1,390 (cycles 38-39) (up to 2023)	2,010 (cycles 38, 39 and 40°) (up to 2024)	4 9
R.2 - Young researchers	R.2.1 Network of Talent Academies R.2.2 Young researchers, industry and entrepreneurship R.2.3 Individual projects by young researchers	KPI-R2	Funded Projects assigned to young researchers	62 (Three-year period 2020-22)	75 (Three-year period 2023-25)	25 (year 2023)	71 (2023-2024)	9
R.3 - Basic, international and responsible research	R.3.1 Interdisciplinary round tables and discussions on SDGs R.3.2 Criteria for research assessment and development of responsible research policies	KPI-R3	New ERC projects financed on Heurope calls	17 (programme start - end 2022)	39(+22) (programme start - end 2025)	27 (+10) (programme start up to 2023)	35 (+18) (programme start up to 2024)	9
	R.3.3 Participation in European strategic research alliances and networks R.3.4 Technology foresight activities	KPI-R4	Budget of projects financed on Heurope Calls	€64 million (programme start up to 2022)	€170 million (+€105 million) (programme start - end 2025)	€116 million (+€52 million) (programme start up to 2023)	€153 million (+€89 million) (programme start up to 2024)	9

R.4 - Experimental research infrastructure	R.4.1 Living Lab and Joint Research Platforms R.4.2 Interdisciplinary labs and related staff training R.4.3 University laboratories	KPI-R5	Creation of large laboratories	8 (up to 2022)	11(+3) (up to 2025)	8(+0) (up to 2023)	8(+0) (up to 2024)	3
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SOCIAL RESPONSIBILITY

Social responsibility includes actions carried out as a complement and in synergy with teaching and research in favour of social, cultural, environmental, and economic development. They activate a process of mutual exchange and enrichment with civil society.

Our University wants to design and manage these initiatives even more broadly and across the board: from environmental sustainability and climate change mitigation to social innovation; from supporting entrepreneurship to science diplomacy; from open cultural, educational, and scientific events to projects with a major impact on the city and the region.

Within this framework, the Politecnico intends to make its commitment even more meaningful, systematic, and organic; planned, managed, and participated; differential and visible to get the involvement and awareness of an increasingly large audience.

MAIN ACTIONS

RS.1 Strategic Sustainability Plan

In the two-year period 2021-2022, we developed the organisational framework for all actions that the University community has activated to achieve the seventeen goals outlined in the 2030 Agenda for Sustainable Development, which led to the publication of the SDGs@Polimi report and participation in the Times Higher Education Impact Ranking. The report was an initial step in identifying the University's actions and policies aimed at making the Politecnico a leading example of sustainability across all the areas in which it operates. This work was the basis for the drafting of the first Strategic Sustainability Plan in 2023, which was realised thanks to the collective efforts of hundreds of colleagues.

The Strategic Sustainability Plan defines the objectives for implementing the principles of environmental and social sustainability on our campuses, because we believe that action in this area has an educational value for all those who interact with our spaces. We want our campuses to serve as a space for research and experimentation with solutions inspired by the integration of beauty, sustainability and inclusiveness, thus promoting best practices that have a measurable effect and can serve as a model of virtuous development.

– RS.1.1 First Strategic Sustainability Plan

In 2023, the first Integrated Sustainability Report was prepared for the year 2022 as a useful starting point for defining the goals of our Strategic Sustainability Plan 2023-2025. The plan, which has been shared and disseminated, has enabled the definition of objectives, policies, actions, organisation and funding that the University wants to set itself, moving from a set of individual actions to a unified and integrated vision; from the consolidation of objectives that have already been set to the introduction of even more ambitious goals; from the commitment of a group of experts to the widespread involvement of numerous and diverse skills; from the collection of individual results to a continuous and structured monitoring of actions. The plan is now being implemented and monitoring work carried out in May 2024 showed that 75 of the 81 identified targets are in line for achievement by 2025. The plan was updated in 2024 in line with the University Strategic Plan.

– RS.1.2 Extensive portfolio of sustainability projects for our campuses and respective cities

We want to give new impetus to current measures in sustainability (food waste reduction and food policy, sport and wellness, gender policies, disability and accessibility, reuse of materials and waste management, sustainable mobility, behavioural change, digital sustainability), extending them in a spirit of broad involvement (students, technical and administrative staff, professors), while leading the way towards the energy transition (renewable energy sources, energy saving, energy communities). During 2024, after a new cost/benefit assessment, it was decided to redirect some previously envisaged investments for completing the photovoltaic project into interventions to reduce energy consumption (LEDs, district heating, energy-intensive equipment replacement) and the opportunity to increase the use of renewable energy through PPA became tangible.

The global dimension of these challenges offers us the opportunity to continue to strengthen our collaboration with the city of Milan, the Lombardy Region and more generally the areas where our campuses are located. It also opens up interesting developments for industrial research. Indeed, sustainability projects lend themselves well to developing Living Labs where we can share the results of our research with the University community and the public, and this is a possibility that we want to explore together with our industrial partners and by investing resources in terms of co-financing PhD scholarships.

We are also developing new volunteer opportunities in collaboration with student associations and the third sector on issues of both environmental and social sustainability.

RS.2 - CULTURAL AND SCIENTIFIC DISSEMINATION ACTIVITIES

People's knowledge and awareness are among the basic requirements for the development of society. Therefore, it is essential for the Politecnico to contribute to the dissemination of a culture of technology and science, enhancing their visibility and positive impact on the local area and on people's lives, and considering their ethical and social implications. The University must be a place of culture, a place to reflect on the major social challenges and to make contributions of thought and knowledge that help citizens, businesses and institutions make informed decisions. These objectives require the coordination of numerous activities, from thematic reviews to the presentation of contemporary communication formats, from the creation of architecture, design and engineering exhibitions and events to better support for the dissemination of results, in order to become a cultural and scientific reference point, also thanks to the consolidation of the Technology Foresight Centre that has been opened.

Two important anniversaries in our history will occur during the current Rector's term of office: in 2023 we celebrated 160 years since the Politecnico was founded, and in 2027 we will celebrate 100 years since the inauguration of the campus in Piazza Leonardo da Vinci. These anniversaries are unique events to develop specific communication strategies (for example, we have taken advantage of the 160th anniversary of the University to launch a major overhaul of the Politecnico's visual identity and digital communication).

– RS.2.1 Programming communication initiatives for major architecture, design and engineering events

An extraordinary opportunity to position Politecnico on the global stage as a scientific and cultural reference is through giving stability and recognition to the University's major events, starting with existing initiatives such as Mantova Architettura, the Engineering Festival and numerous events related to the School of Design, to be developed in close collaboration with local, national and international partners. Based on these events, we are working towards a more systematic approach to a schedule of conversations and public debates on the main topics of scientific and cultural interest on all the Politecnico Campuses and throughout the local area, focusing on a system of responsible and participatory identity that can uniquely communicate the richness of the many spirits of our University.

– RS.2.2 Extensive communication plan on sustainable development topics

Sustainable development is an unavoidable necessity for contemporary society. A communication strategy on this issue is therefore being implemented to promote awareness and broad participation both locally and internationally. In this sense, the University can play a fundamental role through the dissemination of scientific knowledge, the training of new generations of professionals, the production of frontier research and the dissemination of best practice. In this three-year period, the programme is structured in four main areas: (1) the Change project with Corriere della Sera (annual event, series of articles, podcast cycle); (2) about 20 annual events often organized in correspondence with international days dedicated to the main issues in sustainability; (3) the new Orizzonti Sostenibili newsletter sent to the entire Politecnico community; and (4) constant media relations activity.

– RS.2.3 Socio-cultural impact of the Technology Foresight Centre

The Politecnico di Milano is recognised as one of the most authoritative centres of expertise on the role of emerging technologies in shaping the society of the future. The consolidation and enhancement of the recently activated Technology Foresight Centre in the area will enable the pooling of internal research results and external contributions from companies and institutions to support policy makers and industry decision-makers in pursuing sustainable technological innovations. The development of communication initiatives to foster new stable collaborations between the Centre and the network of other leading international centres helps to strengthen its expertise and reputation, to the benefit of the entire University and its ecosystem. In the three-year period 2023-2025, the Centre's activities have been focusing on "The Future of Health", aiming to identify which technological innovations will have the most transformative potential up to 2040.

RS.3 - RELATIONS WITH THE TERRITORY AND INSTITUTIONS

Since its foundation, our University has been an integral part of its local context, setting itself the goal of making an increasingly significant contribution to development, both locally and throughout the country. Its role in supporting institutions in defining development policies for the local region and society is a mission of social responsibility.

Working in collaboration with the local area also means working alongside the third sector, supporting it in its actions, including with innovative solutions.

The Politecnico's objective is to maintain and strengthen its role as a scientific and cultural centre that serves all players, along the lines of the initiatives promoted by Polisocial (Off Campus and Polisocial Award), capable of aligning technological solutions with people's needs.

– RS.3.1 Influential participation in institutional discussions

The University must strengthen its role as a trusted participant in the development policies of local and national institutions. In this regard, the University's participation in the main institutional forums where these policies are defined must be systematic and shared. This participation must be organised and transparent in order to increase the University's capacity for impact. The Politecnico will promote the involvement of universities in Milan in designing strategies and policies for local development and transformation, in line with similar initiatives underway in different metropolitan areas in Europe and around the world.

– RS.3.2 Polisocial, Off Campus and Living Lab as models for social innovation

Off Campus and Polisocial are two of Politecnico's powerful social engagement tools. We are now in the phase of consolidating these programmes, both nationally and internationally, in order to propose a distinctive Politecnico model of social responsibility. More specifically, we are striving to increase the resources available for Polisocial through collaborations with supporting partners and to develop Off Campus activities in the city of Milan, together with the third sector. This means working on the community of professors and researchers, students and technical and administrative staff engaged in the local area, as well as strengthening collaborations at different levels aimed at encouraging local initiatives of citizen engagement and co-design of sustainable territorial development.

At the same time, a further objective will be to promote similar projects at the different Campuses. From a more future perspective, it is a question of defining a model of an 'off-campus' space in close contact with the city that can be a guide at the European level, both from the point of view of the organisation of spaces and the mechanisms of engagement. Particular attention is paid to young people and the inclusion of a diverse public, 'on campus' and 'Off Campus', and the expression of their cultural backgrounds.

– RS.3.3 New “Polimi4NonProfit” platform for mutual collaboration

The third sector (non-profit organisations, but also cooperatives and social enterprises) is an asset for society. An important objective is therefore to establish a systematic and fruitful relationship between the various people involved in the Politecnico and third sector players. This will involve enabling a platform where emerging problems and challenges are presented on one hand together with the availability of skills and resources on the other (theses, curricular and extracurricular activities, Passion-in-action initiatives, training made available for operators and volunteers, services provided for bringing together job seekers and employers, voluntary work proposals, opportunities for collaboration in funded projects, etc.). In 2024, an investigation was carried out to study existing skills and relationships (over 500 third sector participants in over 600 initiatives/projects) and platform services were planned at the same time.

RS.4 - INTERNATIONAL RELATIONS AND DEVELOPMENT COOPERATION

A University that defines itself as international must also aim to actively engage in the establishment of sustainable policies on the international level, forging connections with countries with a view to scientific diplomacy, with targeted approaches to collaboration and cooperation aimed at supporting the most distinguished expressions of Italian culture and products. We are therefore continuing with the experiences already initiated internationally, in line with recent statements by the European Commission, and expanding the network of scientific collaborations that promote paradigms for international cooperation in research and technological innovation in support of foreign policy and international relations, with the ultimate goal of delivering research results for the benefit of humankind and helping to solve global challenges.

– RS.4.1 Scientific and cultural diplomacy in international relations

By leveraging many of the actions that the Politecnico di Milano has implemented in recent years, we intend to encourage the use of scientific cooperation to improve relations between countries ('science for diplomacy').

We are consolidating paradigms for international cooperation in research, technological innovation, and in global institutional capacity-building, with a focus on global challenges. We have therefore encouraged the Politecnico to join major projects in science diplomacy (EU Alliance on Science Diplomacy, UNESCO Chairs, IAEA, UN-HABITAT, UNIDO, WHO, etc.) and we have set up a cross-sectional working group in the University to contribute to creating a culture of science diplomacy.

– RS.4.2 Development cooperation activities as the ideal engine of the University

We aim to facilitate the connection between science and policy to help address those societal challenges that, while often impacting local communities differently, have a transnational character, to maximise their positive impact on society.

In this area, it is first of all necessary to strengthen a University culture, mapping the actions that have already been launched and seeking to increase the capacity and visibility of the University, fostering internal development opportunities and promoting its external strength in the definition of specific policies concerning critical geographical areas and related to sustainable development issues. We have already launched the PhD programme 'Science Diplomacy for Researchers', a strategic initiative that focuses on training young researchers as the foundational pillar for consolidating the future, and we are working on the creation of networks/think tanks as a means to facilitate the connection between science and policymaking. In particular, the University's participation was confirmed in 2024 in two important transnational educational initiatives (TNE) with a focus on Africa as part of the NRRP.

– RS.4.3 Students and professors from at-risk areas

The current situation has emphasised the danger for students and researchers who come from at-risk areas of the world or who are at risk because they belong to vulnerable groups. For these geographical or cultural areas of the world, scholarships are, in fact, a tool for diplomacy by which science takes a stand and affirms its values on equal opportunities. Building on the experience of the past few years, which has seen us prepare to join some of the international

networks associated with the Scholar at Risk issue, the Politecnico is striving to support students and researchers in these situations more continuously by strengthening the internal management process and continuing to allocate international scholarships for refugee students and researchers.

RS.5 - SUPPORT FOR ENTREPRENEURSHIP

The ability to transform ideas and research results into innovation and new businesses drives the sustainable growth of society. Over time, the Politecnico has launched a number of tools to support innovative ideas, from patenting to proofs of concept (POCs), to start-up incubators and venture capital funds. In the next few years, the Innovation District at the Gasometri campus will be completed as a platform for innovation and a location for start-ups. This is a unique opportunity to define a more ambitious development strategy and enhance the services offered by the Politecnico system in order to promote their usability alongside leading external partners.

– RS.5.1 Gasometri Campus as a platform for innovation

The future availability of space in the Goccia area allows for the planning of an Innovation Park, supplemented by the public and private ecosystem. This will take advantage of the proximity to the University departments and their respective research projects, with the related laboratories, researchers and PhD students.

We therefore aim to fully leverage the interaction between Politecnico, PoliHub, and Venture Capital by allocating space and hosting incubation/acceleration programmes for more mature start-ups. We also intend to set up shared laboratories where start-ups can begin the pre-industrialisation phase of their products. These will be spaces equipped to host researchers from companies and start-ups in co-working. The establishment in 2024 of the TEF (Tech Europe Foundation), together with Fondazione Politecnico di Milano, Bocconi University, ION, FSI and the Milan Chamber of Commerce, is an important step in this direction.

– RS.5.2 Full cycle: from proof of concept to start-up to scale-up

The Technology Transfer Office (TTO) works in synergy with PoliHub to accompany research groups through all stages of entrepreneurial development, with significant developments in access to funding. We now want to strengthen the University's support in the entire cycle, increasing deal flow, partly thanks to entrepreneurship training programmes and expansion of the TTO, strengthening the entrepreneurial skills of the teams and accompanying them in managing all support activities through PoliHub, structuring scale-up support paths, expanding the portfolio of partners interested in investing in Politecnico start-ups, and involving an increasing number of strategic research partners.

– RS.5.3 Entrepreneurship training

In order to increase the potential of the innovation process supported by Politecnico di Milano, it is essential to provide support to young innovators right from the beginning of their journey. We therefore want to design structured training programmes that students of all levels can access, as well as post-docs, teaching staff and Alumni, in order to intercept and address the entrepreneurial research development attitude and provide the support to develop the necessary skills. These training programmes will alternate between theoretical topics and testimonies of

entrepreneurs, in collaboration with companies at different stages of the life cycle. An example of this is the 'Am I an Innovator?' programme provided by the Career Service in 2023 and replicated in 2024, which has already seen the participation of over 1,000 students. Also, thanks to the collaboration with the TEF Foundation, the aim is to expand the activity to involve an ever-increasing number of students.

SOCIAL RESPONSIBILITY: KPI

STRATEGIC SUSTAINABILITY PLAN

First Strategic Sustainability Plan

+3.25 MW production from photovoltaics

0 Food waste in catering and event catering

CULTURAL AND SCIENTIFIC DISSEMINATION ACTIVITIES

360,000 Participants in the Cultural Events programme

6,000 Press releases on the SDGs

RELATIONS WITH THE TERRITORY AND INSTITUTIONS

200 Organisations engaged through Off Campus

A '**sustainable model**' of proximity social innovation

Polimi4NonProfit platform

INTERNATIONAL RELATIONS AND DEVELOPMENT COOPERATION

24 Science diplomacy projects

SUPPORT FOR ENTREPRENEURSHIP

450 Start-ups supported on their growth path

2,000 People trained in entrepreneurship

GOALS	MAIN ACTIONS	ID KPI	INDICATOR	BASELINE	TARGET 25	OUTCOME 2023	OUTCOME 2024	SDGs
SOCIAL RESPONSIBILITY								
RS.1 Sustainability Plan	RS.1.1 First University Strategic Sustainability Plan RS.1.2 Extensive portfolio of sustainability projects for our campuses and their cities	KPI-RS1	Realisation of the Politecnico's Strategic Sustainability Plan	NO (up to 2022)	YES (up to 2025)	YES (up to 2023)	YES (up to 2023)	
		KPI-RS2A	Photovoltaic power generation capacity	0.15 MW (up to 2022)	3.25 MW (up to 2025)	1.5 MW (up to 2023)	1.5 MW (up to 2024)	
		KPI-RS2B	Zero food waste in catering and event catering	NO (up to 2023)	YES (up to 2025)	NO (up to 2023)	NO (up to 2024)	
RS.2 - Cultural and scientific dissemination activities	RS.2.1 Programming of communication initiatives for major architecture, design and engineering events RS.2.2 Extensive communication plan on sustainable development topics RS.2.3 Socio-cultural impact of the Technology Foresight Centre	KPI-RS3	In-person participants and digital users in the programme of cultural/outreach events and videos	300,000 30,000 (in person) 270,000 (digital users) (Three-year period 2020-22)	360,000 35,000 (in person) 325,000 (digital users) (Three-year period 2023-25)	140,200 20,000 (in person) 120,200 (digital users) (year 2023)	376,000 46,000 (in person) 330,000 (digital users) (2023 - 2024)	
		KPI-RS4	Presence in leading trade and mainstream publications with sustainable development issues	5,000 (Three-year period 2020-22)	6,000 (Three-year period 2023-25)	3,800 (year 2023)	7,800 (2023-2024)	
RS.3 - Relations with the territory and institutions	RS.3.1 Authoritative participation in institutional discussions RS.3.2 Polisocial, Off Campus and Living Labs as models of social innovation RS.3.3 New "Polimi4non-	KPI-RS5A	Organisations engaged by Off Campus	40 (Three-year period 2020-22)	200 (Three-year period 2023-25)	72 (year 2023)	108 (2023-2024)	
		KPI-RS5B	A 'sustainable model' of proximity social innovation	NO (up to 2023)	YES (up to 2025)	NO (up to 2023)	NO (up to 2024)	

RS.4 - International relations and development cooperation	profit" platform for mutual collaboration	KPI-RS6	Polimi4NonProfit platform	NO (up to 2022)	YES (up to 2025)	NO (up to 2023)	NO (up to 2024)	11 17
	RS.4.1 Scientific and cultural diplomacy in international relations RS.4.2 Development cooperation activities as the ideal engine of our University RS.4.3 Students, researchers and professors from at-risk areas	KPI-RS7	Number of Science Diplomacy Projects	ND (up to 2022)	24 (Three-year period 2023-25)	9 (year 2023)	45 (2023-2024)	17
RS.5 - Support for entrepreneurship	RS.5.1 Gasometri Campus as a platform for innovation RS.5.2 Cycle from proof of concept to start-up to scale-up RS.5.3 Entrepreneurship training	KPI-RS8	Start-ups involved by the University in their growth path	204 (Three-year period 2020-22)	450 (Three-year period 2023-25)	257 [212 start-ups; 45 ideas] (year 2023)	482 (2023-2024)	9
		KPI-RS9	Participants (professors and researchers, technical and administrative staff, students) in extra-curricular entrepreneurship training programmes	750 (Three-year period 2020-22)	2,000 (Three-year period 2023-25)	762 (year 2023)	1,751 (2023 - 2024)	9

STEERING BOARD

The picture outlined thus far describes a complex and challenging project based on a shared approach and constant interaction ranging from Departments to Schools to Campuses; from students to Alumni; from companies to public administration bodies; from cultural and service sector institutions to major international universities.

That is why, alongside the Rector and the Executive Vice Rectors, Vice Rectors have been introduced, committed to advancing and exploring the key issues of this term, supported by fifty Delegates. By its very definition, this model aims to trace out a shared commitment, a broad vision, and an inclusive management.

RECTOR

Rector	Donatella Sciuto
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VICE RECTORS

Implementation of the Strategic Plan	Isabella Nova
Communication and Cultural Events	Umberto Tolino
Education and Learning	Stefano Ronchi
Digital Infrastructure and Services	Gianpaolo Cugola
People Management and Organization	Cristina Masella
Institutional and Community Relations	Carolina Pacchi
International Affairs	Ilaria Valente
Research	Alberto Guadagnini
Talent Development	Paolo Biscari
Development and Enhancement of University Spaces	Emilio Faroldi
Sustainable Development and Impact on Society	Alessandro Perego
Technology Transfer and Corporate Relations	Daniele Rocchi

THE POLITECNICO DI MILANO THANKS THE VICE-RECTORS FOR DRAFTING THE STRATEGIC PLAN: FOR FORMULATING AND COLLECTING THE CONTENT AND IDEAS DESCRIBED HERE.

SPECIAL ACKNOWLEDGEMENT IS ALSO RESERVED FOR THE VICE RECTOR, RECTOR'S DELEGATES, MEMBERS OF THE ACADEMIC SENATE, BOARD OF GOVERNORS, DEPARTMENT HEADS, DEANS, PROFESSORS, AND RESEARCHERS, AS WELL AS STUDENT REPRESENTATIVES AND ALUMNI, TOGETHER WITH THE GENERAL DIRECTOR AND TECHNICAL AND ADMINISTRATIVE STAFF FOR THEIR VALUABLE CONTRIBUTIONS AND ADVICE.

WE WOULD ALSO LIKE TO THANK COMPANIES AND INSTITUTIONS WHO HAVE SUPPORTED US IN DEFINING THE STRATEGIC GUIDELINES.

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OVER 160 YEARS OF HISTORY
TECHNOLOGY AND CREATIVITY,
DEDICATION AND COURAGE,
INITIATIVE AND DRIVE.

SINCE 1863, THE POLITECNICO DI MILANO HAS BEEN
THE THRILL OF DISCOVERY
THE WONDER OF ACCOMPLISHMENT
THE ABILITY TO LOOK INTO THE FUTURE.

A PAST THAT EMBRACES
INNOVATION AND BEAUTY.

A PRESENT THAT IS OPEN
TO NEW CHALLENGES.