

# PoliT0 Strategic Plan

2024–2030

PoliT0

in

Transition



Politecnico  
di Torino

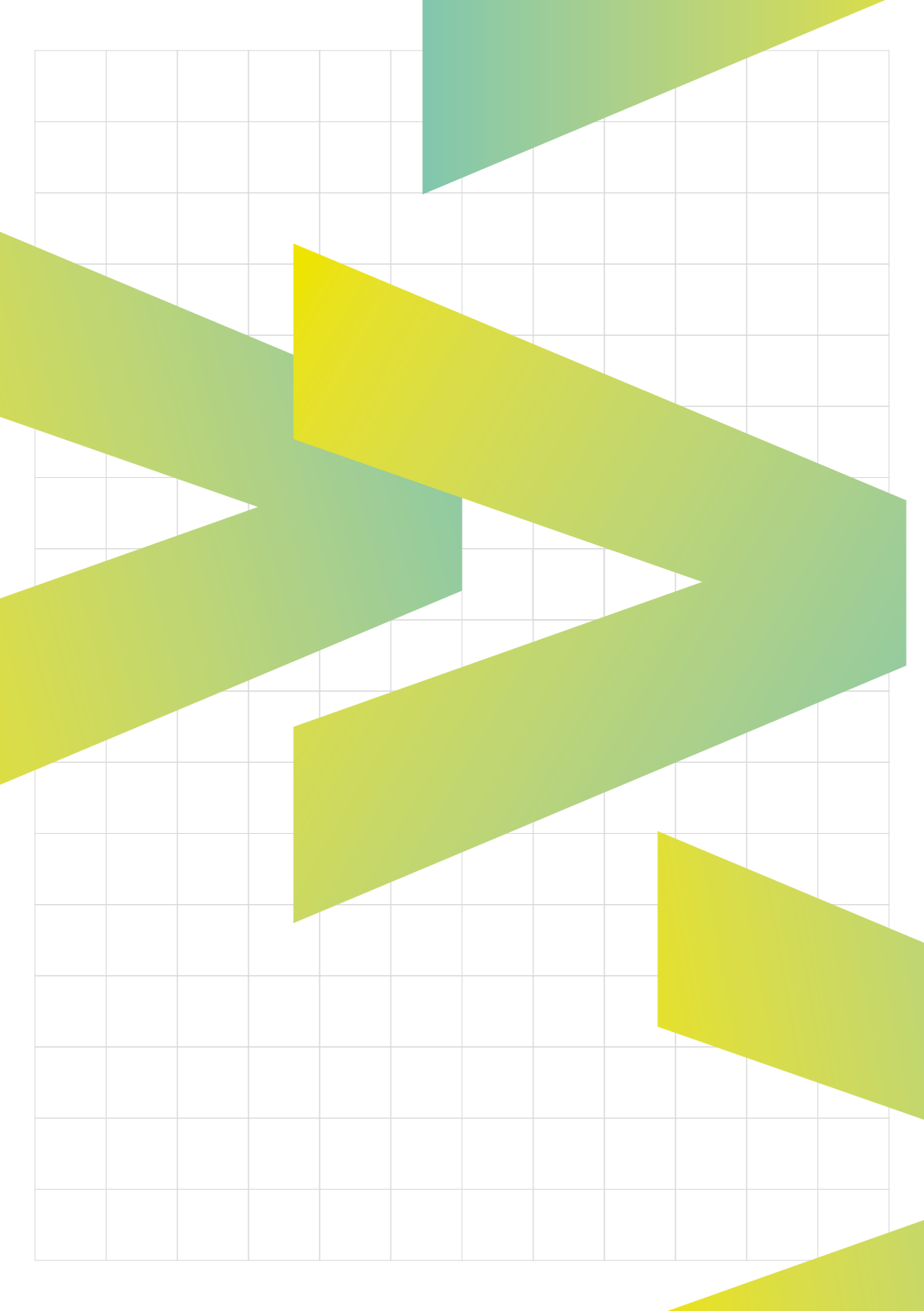
**PoliTO** in

**Transition**

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PoliTO Strategic Plan 2024-2030's annexes are available on [www.polito.it/en/polito/strategy](http://www.polito.it/en/polito/strategy) page



# Introduction

The historical context we are currently experiencing is particularly complex and rapidly evolving. This is true also for Universities, which are increasingly challenged by the profound social, environmental, and technological transformations that are shaping our era.

The question we must ask ourselves is: What new role should Politecnico di Torino take on now and, most importantly, tomorrow?

Politecnico di Torino (PoliTO) is, first and foremost, as a public institution, a key player in fostering Italian and European competitiveness which focuses on nurturing a society rich in knowledge. Here, our University currently plays a leading role in the innovation chain, which starts from education and extends to the transfer of technologies and methodologies to industry and public administration.

Our University is also a driving force of regional development, by reviving dialogue and coordinated actions not only with businesses and institutions, but also with our society as a whole. Indeed, in an era of transformations that has a strong technological foundation and that impacts daily life, these changes need to be explained and understood by everyone.

Finally, Politecnico di Torino leads and should lead by example: first, as an innovator on its campuses in order to explore and demonstrate the potential and opportunities of ecological and digital transitions; then, as a plural community, that enhances the value of its talents and respects their diversity in an inclusive and equitable manner.

**A recognisable and recognised** University with a **well-established international reputation** for **excellence** in education and research, as a driving force of **innovation** for **society**, and a catalyst for **regional** development.

During this mandate, we will all work together to **firmly position** our University among the best technological universities in Europe and to play a leading role in the European and international context; to **develop the identity of our University campuses**,

providing them with new and modern spaces for education, research, and everyday life; to **develop research infrastructure** and connect it with other universities, research institutions, and businesses; to **increase our outreach for policy makers and decision makers**; and to **engage with the community**.

PoliTO Strategic Plan 2024–2030 is our compass to steer the trajectory of our Politecnico towards its destination: its future and the future of our community.

Important and courageous challenges lie ahead, which we will face together.

**Stefano Paolo Corgnati**  
Rector of Politecnico di Torino

# Methodology

The definition of PoliTO Strategic Plan, felt as a priority and perceived as a foundation for focusing actions, has engaged the new governing team since its inception. The methodology followed the approach described in the strategic planning model approved by the University Governing Bodies. As preparatory activities, **seven thematic workshops** were held between June and September 2024, directed by our Vice Rectors, involving all members of the **academic community**. The workshops' extensive exchange of ideas, wide-ranging and enthusiastic participation, and dedicated moments for feedback made the community delve into, reflect on and question the following key strategic lines: education and careers; scientific and technological innovation and digital transition; communication, sustainability, and green transition; community and society; internationalization; governance policies; campus life; planning, facilities, and technical-administrative services.

Subsequently, during an active **discussion with** Politecnico di Torino **stakeholders** where representatives from the business and industry world, associations, economics, institutions, communication, and local social sectors were invited, considerations were initiated on **how our University is perceived** externally and actions were proposed to further strengthen the bond between Politecnico and the local ecosystem.

A **customized approach** was followed for each workshop in terms of timing and methods, so as to make the discussion smoother and more fruitful, while encouraging interaction with all participants.

## WORKSHOPS FOR POLITO STRATEGIC PLAN



### Education and Careers

Fulvio Corno  
Andrea Bianco  
Stefano Berrone



### Scientific and Technological Innovation and Digital Transition

Giuliana Mattiazzo  
Fabrizio Pirri  
Paolo Montuschi



### Community, Sustainability, Public Engagement and Communication

Stefano Sacchi  
Patrizia Lombardi  
Silvia Barbero



### Planning and Facilities/Services

Filippo Molinari  
Stefano Zucca  
Vincenzo Tedesco



### Government Policies

Mariachiara Zanetti



### Internationalisation

Alberto Sapora



### I Live PoliTO

Claudia De Giorgi



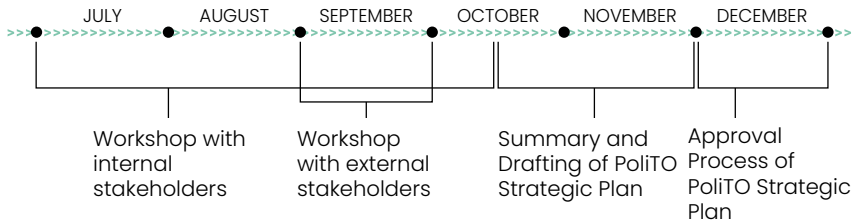
### External Stakeholders

The feedback provided in each workshop was condensed into documents and summarized into 4 key points: Politecnico di Torino's **identity-defining elements, vision, goals**, as well as the analysis of **weaknesses, strengths, opportunities, and threats** for our University. Harmonising and interrelating all information was subsequently pivotal for the creation of this current document, as it both shaped its structure and defined its contents.

The feedback provided in each workshop was condensed into documents and summarized into 4 key points: Politecnico di Torino's identity-defining elements, vision, goals, as well as the analysis of weaknesses, strengths, opportunities, and threats for our University. Harmonising and interrelating all information was subsequently pivotal for the creation of this current document, as it both shaped its structure and defined its contents.



## TIMELINE OF POLITO STRATEGIC PLAN



Starting from the Rector’s mandate electoral program, the design, review, and summary of all contributions initially pointed out the new elements that emerged from the workshops; moreover, both strategic lines confirmed as essential and those with less priority were highlighted, as well.

Through repeated interactions, revisions, and adjustments, PoliTo Strategic Plan has been streamlined into a concise structure. The strategic lines and objectives identified during the different workshops have been harmonised into **three perspectives** that will define the 2024–2030 period and guide the following activities: 1) An international University; 2) A University as a Driver of Competitiveness; 3) A recognisable and recognised University.

Given the dynamic nature of the current sociopolitical and economic context and the rapid evolution of some specific technologies, PoliTO Strategic Plan will be **reviewed halfway through the Rector’s mandate**, after three years, and thereafter on an annual basis, to ensure it remains a high-value and reliable guide. This will always be done after collegial and shared moments of analysis and refocusing.

This document is therefore the expression of an entire community. An active, participative, engaged, vibrant, and dynamic community. A community that expressed clear visions and an extraordinary sense of belonging. A community that has shown its ability to question even challenging and sometimes uncomfortable topics. A community that approached its weaknesses in a proactive way. A community that demonstrated its capacity to understand and embrace the deeper meaning of the transitions that will await our University in the coming years.

# PoliT0 at a glance

## Overview

Politecnico di Torino, with over 160 years of history, is a **leading** academic and scientific **benchmark** both in the Italian and in the European landscape. Founded in 1859 as the Technical School for Engineers (*Scuola di Applicazione per gli Ingegneri*) and later becoming the *Regio Politecnico* (Royal Polytechnic) in 1906, our University provides cutting-edge education programmes in the fields of Engineering, Architecture, Design, and Urban Planning.

Driven by a continuous pursuit of **excellence**, our University established itself among Europe's top technical universities, renowned for the quality of its education, research, and significant social and environmental impact. Our University's achievements are the fruit of the work of its own **community**, which includes approximately 1,260 faculty members, researchers, as well as over 1,000 technical, administrative, and librarian staff members. Politecnico di Torino hosts more than 39,000 students, who represent a fundamental resource in terms of human capital, energy and ideas.

## THE POLITECNICO DI TORINO COMMUNITY

### Faculty

**1.262**

Full and associate professors, non tenured-track and tenured-track assistant professors

Data as of December 1, 2024

### Administrative Staff

**1.012**

total people

Data as of December 1, 2024

### Student Population

**39.700**

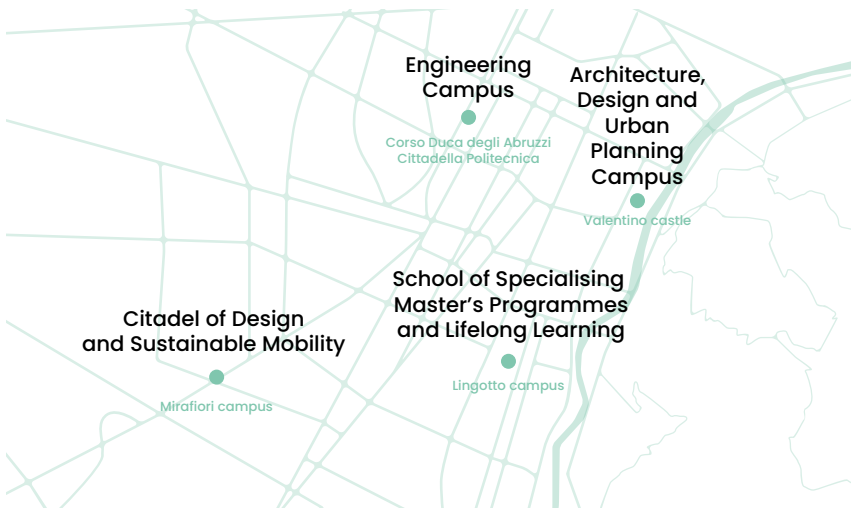
total enrolled students

Data from the 2023/24 academic year

## A Distributed University Campus

Our University is structured as a **distributed campus** which integrates with the urban fabric of the City of Turin, featuring four main locations. The University also benefits from a regional network of technology clusters (Alessandria, Biella, Mondovì, Verrès campuses) dedicated to research, technology transfer, education, and services for the local community and system.

### → POLITECNICO DI TORINO IN THE CITY



The **Valentino Castle**, the historic site of our University included in the UNESCO World Heritage Sites, houses the Architecture, Design, and Urban Planning's activities. It is at the heart of the development plan for the new Campus, which will expand along the banks of the Po River thanks to the redevelopment of Torino Esposizioni.

The complex in **Corso Duca degli Abruzzi**, on the other hand, serves as the main campus for Engineering disciplines. Inaugurated in 1958, it was complemented by the Polytechnic Citadel (Cittadella Politecnica) in Corso Castelfidardo, where spaces dedicated to education, research, technology transfer activities and services find their location. **The Citadel of Design and Sustainable Mobility** is instead located in the Mirafiori area, within a redeveloped post-industrial site, as is the **Lingotto** site, which hosts the School of Specialising Master's Programmes and Lifelong Learning.

## ↳ POLITECNICO DI TORINO IN THE LOCAL AREA



However, in this complex framework of structures, the transformation of our polytechnic community requires a new concept for spaces, both in terms of surface area and of functional design: the **University Masterplan**. It is a distinctive and innovative element which translates the community's needs into concrete projects, while promoting environmental sustainability, fostering dialogue with stakeholders, and increasing urban, cultural and economic development.

Our University has been actively strengthening its international outreach, especially through the **Turin Polytechnic University** campus in Tashkent, Uzbekistan. Politecnico di Torino further established international initiatives focused on academic relations with **China** (China Center) and **Japan** (Japan Hub) and is actively involved in joint projects, such as the one developed with **Azerbaijan**. In addition, our University set up a **hub in Brussels**, headquarters of the European Commission and of other major European institutions, with the aim of increasing its visibility in Europe through a continuous engagement with European institutions.

## Education

With **25 Bachelor's and 37 Master's degree programmes**, 35 of which are held entirely in English, Politecnico di Torino pursues its core mission by offering **study opportunities** that not only address today's challenges, but which also look ambitiously towards the future. **Paths of excellence** such as the *Alta Scuola Politecnica*, an initiative dedicated to highly driven and talented students, enrich the experience at Politecnico di Torino.

Our University stands out with its strong **international vocation**, supported by the diversity of students coming from over 117 countries, through more than 1,000 international agreements and projects, and thanks to the active participation in worldwide academic networks.

### STUDENT POPULATION

**39.700**

total enrolled students

enrolled in I and II Level Specialising Master's programmes, Lifelong Learning programmes, and corporate training courses

**740**

**1.470**

enrolled in PhD programmes

**27%**

female students

**73%**

male students

**19,5%**

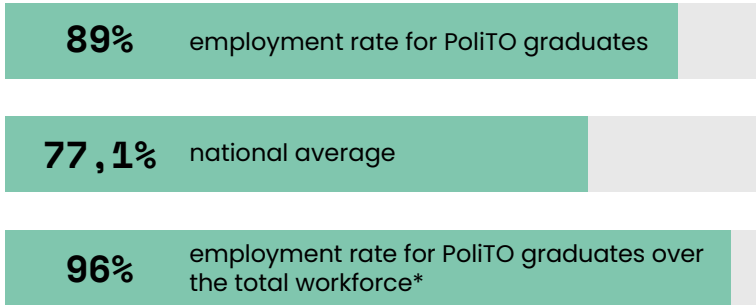
international students

**50,5%**

students coming from outside the Piedmont region

Data from the 2023/24 academic year

## → THE EMPLOYMENT RATE ONE YEAR AFTER OBTAINING A MASTER'S LEVEL DEGREE



Data from AlmaLaurea, 2024

\*excluding those not seeking employment

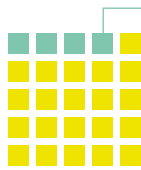
**High-profile educational paths** complement Bachelor's and Master's degree programmes, including 37 I and II Level Specialising of Masters' Programmes, 18 Doctoral School programmes (which 5 in agreement with other universities and research centers), and the Specialization School in Architectural and Landscape Heritage.

The **Specialising Master Programmes and Lifelong Learning School** designs advanced paths to meet the technological and scientific innovation needs of industries and services. **Doctoral School** programmes are characterized by the increasing application and development opportunities within the industrial context, thanks to a strong focus on transferable skills across different sectors and soft skills.

A distinctive feature of Politecnico di Torino is the **synergy** established with the productive sector and numerous **practical learning** opportunities, such as final degree projects and internships carried out in companies, interdisciplinary student challenges promoted by CLICK (Connection Lab and Innovation Kitchen), and the Fucina delle Idee, an informal physical space designed to foster creativity and the development of innovative projects.

## COURSE CATALOGUE

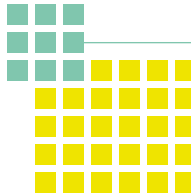
**25** Bachelor's programmes



**4** in Architecture, Design, and Urban Planning

**21** in Engineering

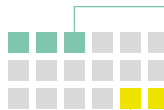
**37** Master's programmes



**9** in Architecture

**28** in Engineering

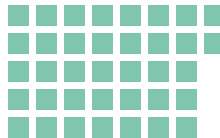
**18** Doctoral programmes



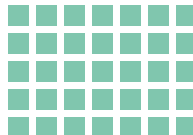
**3** in agreement with other universities

**2** in agreement with research institutions

**37** I and II Level Specialising Master programmes and Lifelong Learning programmes



**35** programmes taught entirely in English



Data from the 2024/2025 academic year



## LEARNING EXPERIENCES

**1**

Alta Scuola  
Politecnica in  
collaboration with  
Politecnico di Milano

**10**

Challenge@PoliTO  
annual events in  
collaboration with  
institutions and  
companies

**52**

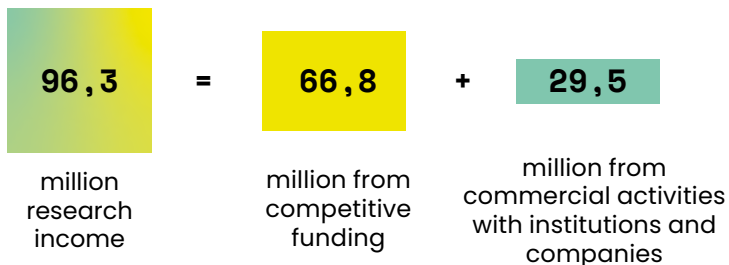
Student Teams

Data from the 2024/2025 academic year

## Scientific and Technological Innovation

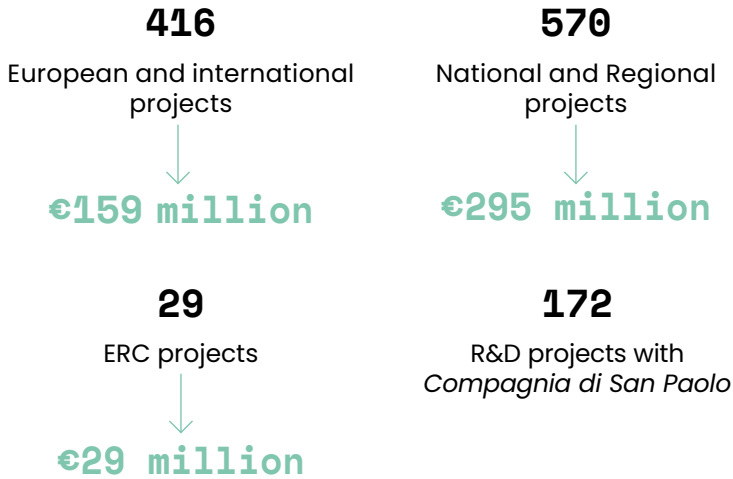
Politecnico di Torino stands out for its integrated approach along the **innovation chain**, combining basic research, applied research, and technology transfer, establishing itself as a benchmark within the academic and socio-economic environments. The university's research mission is reflected in a wide range of projects at regional, national, European, and international levels, and is developed along trajectories ranging from **basic research** and technology conception to their application and **high-TRL demonstration**.

## RESEARCH BUDGET



Data updated for the year 2023

## → FUNDED RESEARCH PROJECTS



Data from the 2014-2023 timeframe

The core of this innovation chain is composed of 11 Departments and 13 Interdepartmental Centers, where the value of **diversity** among individuals and research groups is the founding element. The **Departments**, as the university's key structures in the areas of Engineering, Architecture, Design, and Territorial, Urban, Environmental and Landscape Planning, are responsible for coordinating disciplinary research, sharing results, organizing and managing educational activities. The **Interdepartmental Centers**, on the other hand, provide a framework for systematically fostering interdisciplinary collaboration across different technological and scientific fields.

## → THE DEPARTMENTS

### MANAGEMENT ENGINEERING AND MATHEMATICS FOR ENGINEERING

- > DIGEP - Department of Management and Production Engineering
- > DISMA - Department of Mathematical Sciences

### INDUSTRIAL ENGINEERING

- > DENERG - Department of Energy
- > DIMEAS - Department of Mechanical and Aerospace Engineering
- > DISAT - Department of Applied Science and Technology

### INFORMATION TECHNOLOGY

- > DAUIN - Department of Control and Computer Engineering
- > DET - Department of Electronics and Telecommunications

### CIVIL AND ENVIRONMENTAL ENGINEERING, ARCHITECTURE, URBAN PLANNING AND DESIGN

- > DAD - Department of Architecture and Design
- > DIATI - Department of Environmental, Land and Infrastructure Engineering
- > DISEG - Department of Structural, Geotechnical and Building Engineering
- > DIST - Interuniversity Department of Regional and Urban Studies and Planning

## → SCIENTIFIC PUBLICATIONS

**2.743**

journal  
contributions

**1.599**

conference  
proceedings  
contributions

**430**

book chapter  
contributions

**60**

books

2023 data updated as of December 1 2024

A core mission of our University's activities is **technological and methodological transfer**, achieved through a synergistic network of collaboration with companies, organizations, and institutions at a local level. Companies partnering with our University are brought together in **RETE – Network of Technological Excellence**, a platform established to define new scenarios and develop shared initiatives. Among the tools supporting entrepreneurship, **I3P** stands out as the Innovative Business Incubator that, since 1999, has supported the creation of over 250 high-tech startups.

## → PROTECTION AND VALORIZATION

**1.385**

patent applications  
filed (since 2004)

**539**

active patents

Data updated to the year 2023

## → SPIN-OFFS

**78**

recognised spin-offs

**42**

active spin-offs

**EUR 30 million**

in funding received

(as of June 2023), including  
grants and awards

Data updated to the year 2023

## → THE I3P INCUBATOR



**914**

ideas collected



**128**

projects  
launched



**38**

startups  
established



**23**

startups  
incubated

Data referring to the year 2023

## Society and community

Politecnico di Torino distinguishes itself as an **open community**, rooted in society and committed to evolving alongside it through close dialogue, based on shared values and aimed at transferring scientific expertise.

## → CULTURAL AND PUBLIC EVENTS

- > Biennale Tecnologia
- > Tempi Difficili
- > Notte europea delle Ricercatrici e dei Ricercatori (European Researchers' Night)
- > Just The Woman I Am
- > Top Experiences
- > Salone del Libro (Turin International Book Fair)
- > Liberi Libri
- > Prepararsi al futuro
- > Cinque Libri

## COMMUNICATION ACTIVITIES

**8.000**

media mentions

**506**

conferences and seminars  
organized

Data updated to the year 2023

Our University is actively engaged in co-design activities for society through ***Polito per il Sociale (Polito for Social Impact)***, a University Center focused on activities characterized by a transformative approach to topics such as inclusion, social cohesion, the exercise of universal rights of the individual, and the fight against inequalities, and **THESEUS** - Center for Studies on Technology, Society, and Humanity, an interdisciplinary University Center whose mission is to integrate applied sciences, social sciences, and humanities through cultural, educational, and interdisciplinary research activities.

## THE SUSTAINABLE CAMPUS

**Ranked 169th**

worldwide according to the  
QS World University Rankings:  
Sustainability Edition 2024

**Ranked 20th**

worldwide according to the  
Green Metric Rankings 2023

Data updated to the year 2023

## POLITO FOR SOCIAL IMPACT



social impact projects, including  
national and international competitive  
research projects, university-territorial  
cooperation, and commercial research

Data from the 2019-2024 timeframe

Politecnico di Torino's **sustainable development** policy plays a central role. Since 2015, the Green Team has been involving the entire academic community to promote policies and actions for environmental and intergenerational justice in line with the Sustainable Development Goals of the 2030 Agenda. Our University is also a member of international and national sustainability networks, including the ISCN (International Sustainable Campus Network), SDSN (Sustainable Development Solutions Network) and RUS (Italian Network of Universities for Sustainability), which our University co-founded and coordinated for two consecutive terms.

Politecnico di Torino is systematically and extensively committed to actively promoting **inclusion, equity, and welfare** within its community, enhancing the value of diversity and creating an environment that fosters the personal and professional growth of all its members. Its focus on welfare is embodied in a range of dedicated initiatives and services, including support and counseling activities designed to encourage integration, social connection, and equal opportunities. Well-established and innovative policies are supporting this approach, making Politecnico di Torino a place where everyone can feel welcomed and appreciated.





# An International University

What will Politecnico di Torino be like in 2030?

“A recognisable and recognised University with a **well-established international reputation** for excellence in education and research, a driving force for the regional development”

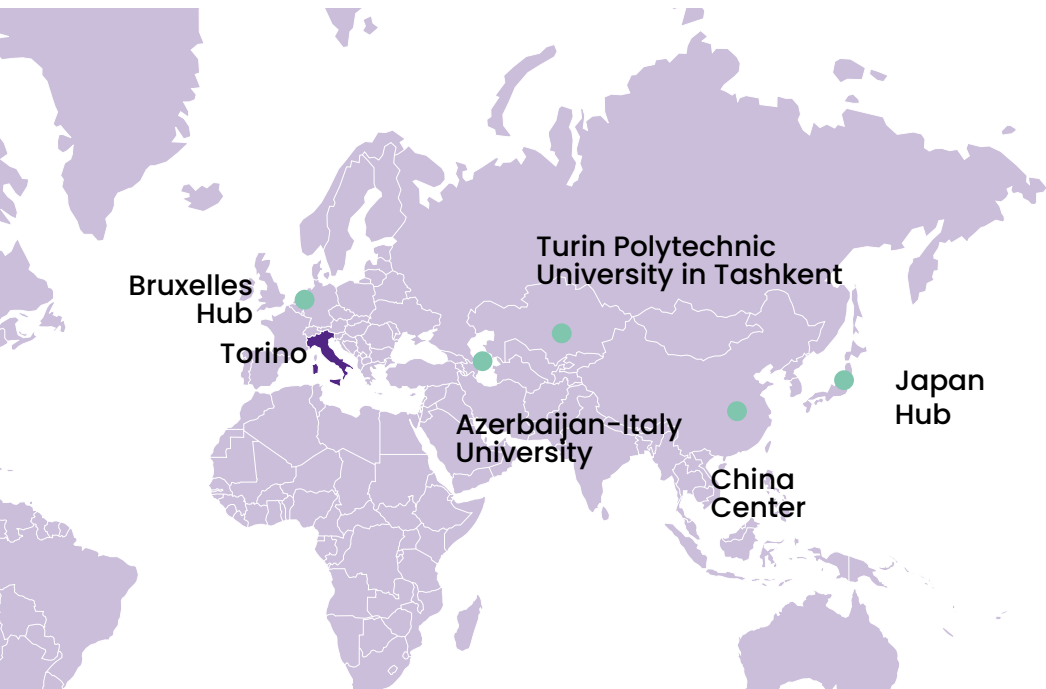
Politecnico di Torino is a University with a clear international vocation. In the coming years, this vocation must be addressed with a clear and impactful internationalization plan, enabling our University to become a recognisable and recognised player on the global stage.

The starting point for the **internationalization strategy** is the European Union (EU), a space where the main development and planning policies for education, scientific-technological innovation and relationships with governmental and non-governmental bodies will be defined. This will subsequently serve as the foundation for a Non-EU regional internationalization strategy that combines quality, opportunities, and integration.

Politecnico di Torino is committed to promoting the free circulation of knowledge, researchers, and technologies, contributing to European competitiveness. This commitment aligns with the vision of introducing a fifth freedom in the European single market, focusing on research, innovation, and education, and the creation of a European Union for Research and Innovation, as outlined in recent reports by Enrico Letta and Mario Draghi. Our University supports the integration of research in Europe, a key element for the tangible progress of the ERA - European Research Area, and for the future of European leadership. It recognises the central role of researchers in this strategy and therefore places the creation of a stimulating research environment at the center of its policies, offering resources and services dedicated to career development both within and beyond academia. Building on the strength of the prestigious **HR Excellence in Research Award conferred by the**

**European Commission in 2013**, Politecnico di Torino has been promoting the principles of the European Charter for Researchers since 2005, providing working conditions and growth opportunities in line with the highest international standards.

## ↳ POLITECNICO DI TORINO IN THE WORLD



Regarding **education**, our University qualifies as a highly reputable institution for its educational programmes at both national and European levels. Building on its already significant number of international students and the experience gained at the Tashkent Campus, it envisions itself as a leading institution in advanced education and innovation. It aims to foster a highly flexible, interdisciplinary, and international learning environment, primarily through active participation in shaping new educational models at a European level. This vision can be concretely fulfilled through the necessary **renewal and optimization of its educational frameworks**. The starting

point will be the strengthening of experiential education, which will benefit from new spaces (the *Manica della Didattica*, scheduled for completion in 2029, covering 12,000 square meters) designed to be both suitable and stimulating for individual and group learning. Particular attention will be given to maintaining an appropriate teacher-to-student ratio and adhering to a pedagogical approach that fosters interactivity, collaboration, and inclusive practices, developed with the support of the University Teaching Lab. These spaces must combine functionality and aesthetic elements, ensuring that physical environments become an enabling factor in designing a distinctive, recognisable, attractive, and easily communicable educational model. The usage of digital technologies to support education will be crucial for content delivery, as well as for the access and availability of the content itself.

The creation of processes for an interdepartmental governance of education across all three levels is expected to help make the University course catalogue less fragmented and more flexible, enhancing cohesion and integration among different disciplinary areas. Finally, the already extensive educational programmes in terms of transversal and soft skills will be further strengthened, integrating specific contributions on transition-related topics—particularly digital and green transitions—as well as specific elements to develop entrepreneurial skills within the student population.

## → DEVELOPMENT OF EDUCATIONAL SPACES BY 2030

**200**

classrooms



**+57**

classrooms  
compared to 2024

**65.000**

square meters



**+15.000**

square meters  
compared to 2024

**22.200**

seating capacity

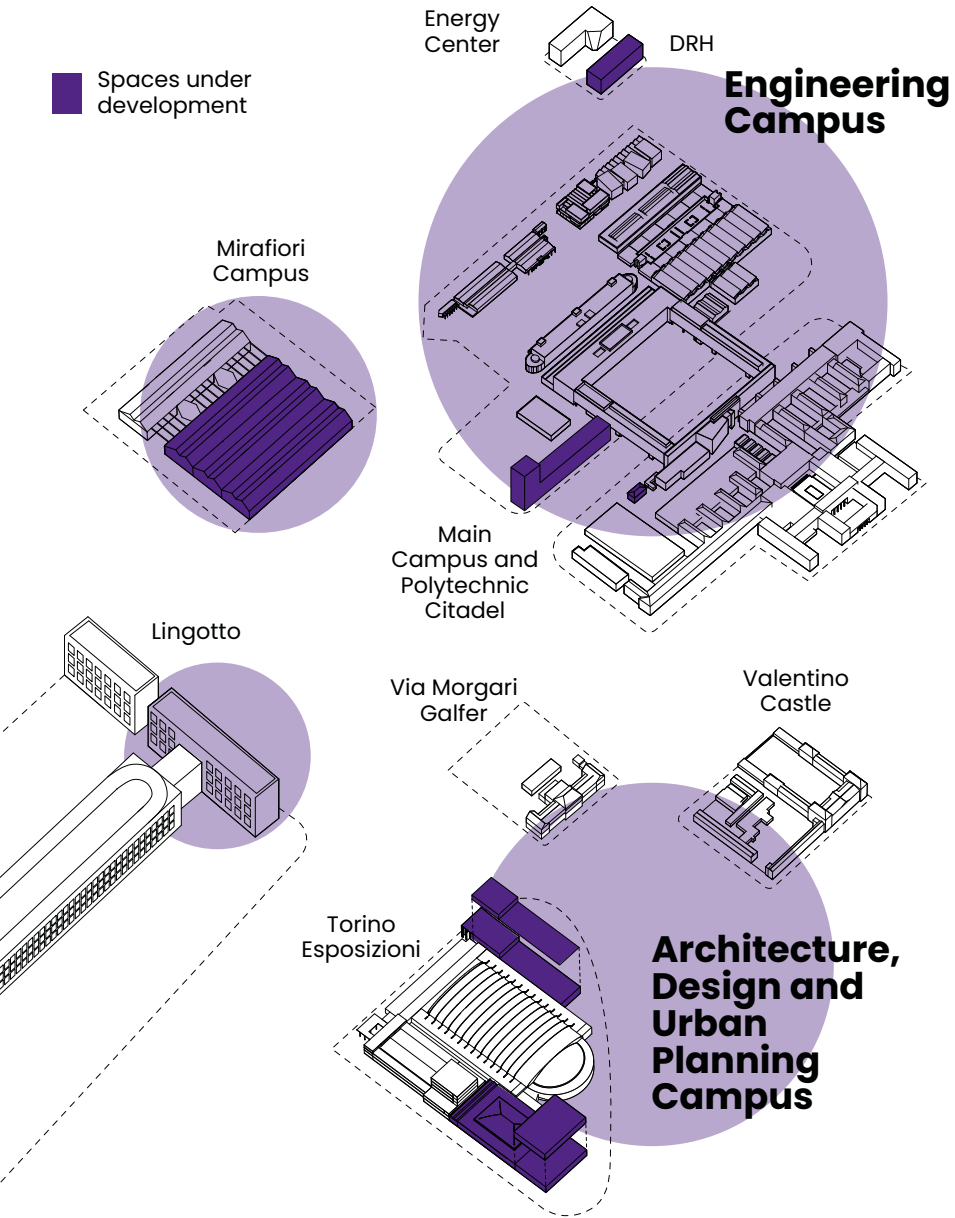


**+4.500**

seats compared  
to 2024

↳ INFRASTRUCTURE DEVELOPMENT

■ Spaces under development



At the same time, it will be necessary to implement policies to align the educational programmes with **international standards**, starting with increasing the number of courses taught in English. Measures will also be needed to manage the aforementioned teacher-to-student ratio, bringing it closer to European and international standards. Cooperation with prestigious European universities will be crucial to enhance **the internationalization of the faculty, researchers, and student population**, with the primary goal of combining attractiveness and quality.

Politecnico di Torino will take an active role as a testing ground for the **European Degrees** recently proposed by the European Commission. The starting point will be the extensive experience already gained in double degree agreements, followed by the implementation of **educational joint programmes co-designed** with prestigious partner universities, in order to progressively enhance the quality and attractiveness of curricula and academic paths.

This internationalization initiative will also involve doctoral programmes, for which it will be crucial to start an experimental phase with **joint doctoral paths** in collaboration with international universities. This will leverage Politecnico di Torino's strong presence in European alliances and networks specifically dedicated to educational topics.

## ↳ THE INTERNATIONAL NETWORKS

- > CLUSTER – Conference of European Schools for Advanced engineering Education and Research
- > Presidency of CLUSTER (2024-2026)
- > CESAER – Leading universities of Science and Technology
- > EUA – European University Association
- > ISCN – International Sustainable Campus Network
- > Magalhães Network
- > T.I.M.E. Association – Top International Managers in Engineering
- > U7+ – Alliance of World Universities
- > UNIMED – Unione delle Università del Mediterraneo

## ↳ THE ALLIANCES

- > UNITE! – University Network for Innovation, Technology and Engineering

Achieving an international dimension will also require the alignment of **research** topics and environments. Recently, actions aimed at improving the quality of research at our University have been planned and partially implemented, representing only the first step of an improvement process that needs to produce more significant effects. A more decisive incentivizing policy must be implemented, which, on the one hand, will allow researchers, particularly those at the early stages of their careers, to collaborate with **prominent international research groups**, while also leveraging the Networks and University Alliances in which our University is involved. On the other hand, it should align research facilities and environments with international standards, as outlined in the European Charter for Researchers. In order to promote our University and encourage exchanges with strategic universities, it will be necessary to define specific programmes for visiting professors and launch calls for exchanges of researchers, both for short periods and thematic semesters, in order to create greater international career opportunities, especially for young researchers. At the same time, **administrative and management support for research** should be made more accessible and efficient, enabling the identification of interna-

tional networks, research groups, and opportunities to participate in competitive calls in a targeted manner, based on individual expertise. In this perspective, the already active Brussels hub (a distinctive feature of our University) will be enhanced, also in support of policy and decision making activities and for university networking actions, increasing its accessibility for the University staff.

Regarding **research environments**, Politecnico di Torino is characterized by a unique infrastructure of interdepartmental research centers, established in 2016, which covers nearly all of the University's main innovation and research trajectories. This structure reinforces the vision of a University that is made up of a federation of Departments, where research has also become federated and aspires to have high-quality instrumental, technological, and equipment support. This network of Interdepartmental Centers must be as **integrated and shared** as possible with research partners, primarily European, with benefits arising from both the possibility of accessing calls in collaboration with international research groups (possibly including large companies) and from the opportunity to contribute to the sustainability, maintenance, and upgrading of equipment. The network of infrastructures will also serve as the foundation for strengthening the exchange and mobility of researchers.

Finally, **training abroad for technical, administrative and librarian staff members** should also be encouraged and increased through appropriate staff training programmes, in order to align technical-administrative services with European standards and to contribute to the creation of a truly international environment.

In addition to this vision, there is the idea of our University becoming a key player in the international dimension with specific actions to **support policy making**. Given the current geopolitical context, our University intends to intensify its activities, including **cooperation**, towards Africa and Latin America, starting with those countries where our University's experience is more consolidated, promoting education proposals on topics related to global challenges and supporting initiatives in the third sector. The coordination of these activities will be aimed at evaluating the establishment of hubs/campuses, depending on the identified needs and the socio-cultural context. In these initiatives, our University will never operate alone, but in close collaboration with governmental bodies, primarily at the local, ministerial, and European levels, often in coordina-

tion with companies and enterprises. It will therefore be essential to strengthen relationships with the diplomatic corps and networks of embassies and scientific attachés, supporting actions in **scientific diplomacy**.

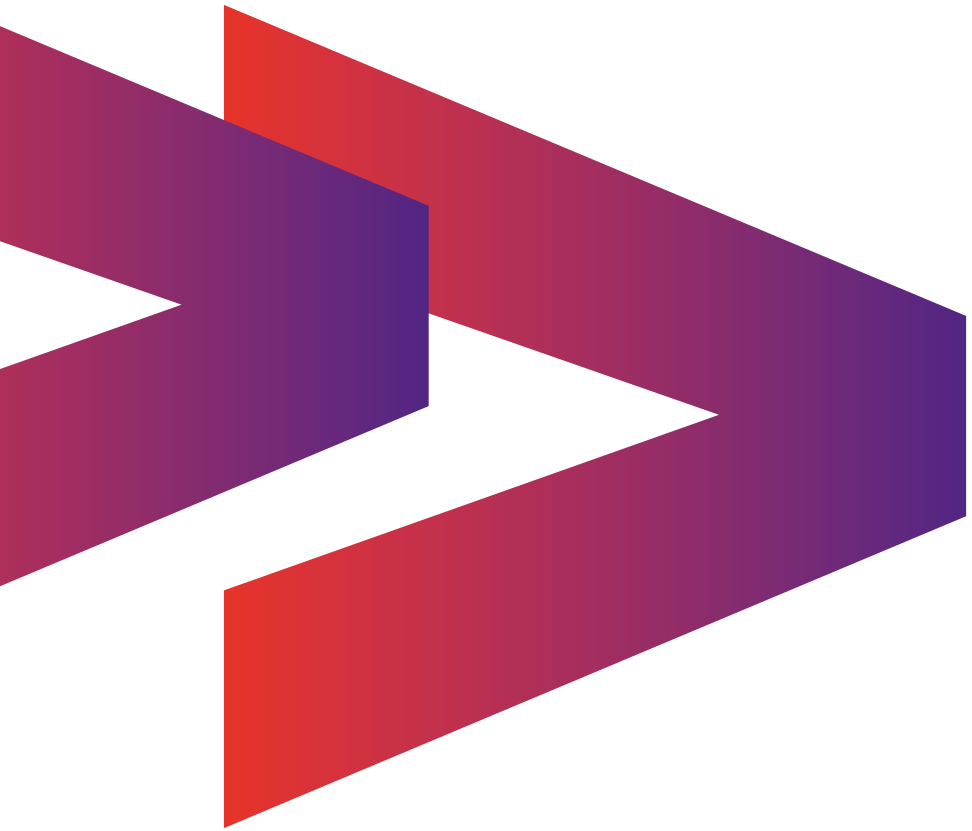
Achieving this international dimension requires our University to undertake profound transition processes. In addition to the previously mentioned need for revision and optimization of educational programmes and frameworks, as well as the enhancement and valorization of research infrastructures and associated services, including digital services, it will be essential to build an **international model of accessibility, equity, and welfare**. This model should promote social cohesion, intergenerational dialogue and a culture of coexistence with diversity and quality of life at our University. Particular attention must be given to services specifically aimed at an international community, such as cultural mediation, management of emergency or delicate situations, and housing for students and researchers. The University spaces should become more usable and accessible, and the orientation services—both for academic and career guidance—should be strengthened to support the integration process, with a particular focus on the student community. This support should extend from reception and welcome initiatives to guidance into the workforce, in synergy with the local ecosystem.

A central enabling factor for this international vocation will be the **communication** and **promotion** of our University. It will be necessary, first of all, to increase the impact of external communication on an international scale, promoting all of the University's missions, its model, its excellence, and its identity through multichannel projects, in order to support the positioning of Politecnico di Torino as a European and international University.

This vision of an International University has important implications within the institution as well, affecting all components of the academic community. Therefore, it includes both the strategic internationalization of the University and the support for the internationalization of individual members or groups.







Only through **international** credibility and recognition will our University be able to help the local region and community evolve into a **competitive environment** that transcends national borders and evolves according to transitions with global dimensions and impact.



# A University as a Driver of Competitiveness

What will Politecnico di Torino be like in 2030?

“A recognisable and recognised University with a well- established international reputation for excellence in education and research, **a driving force for regional development**”

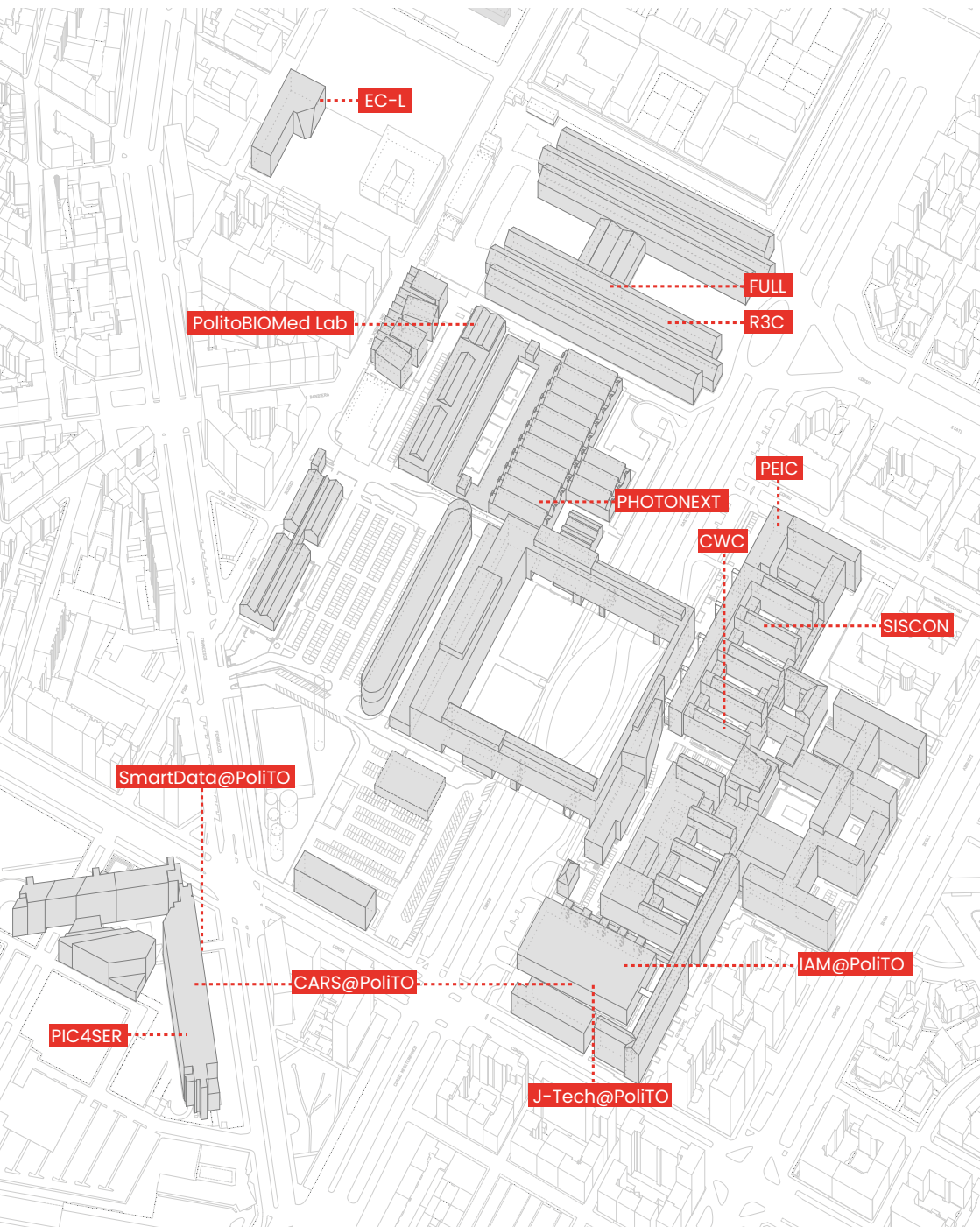
Our University's goal is to constantly connect the international and the local dimensions, leveraging a strong reputation that will allow it to play a driving role in the region regarding technological, industrial, and social transformations, within a collective and inclusive framework. Investment in the university, and particularly in a technological university like Politecnico di Torino, must be a driving force for competitiveness across the entire ecosystem in which the University is located, both at the local and national levels. From this perspective, our Politecnico feels the responsibility to have recognisable and tangible positive impacts on the ecosystem it operates in, while, at the same time, becoming a catalyst for attracting capital and investments for the benefit of the region.

The starting point will indeed be the **local region**, with which our University aims to maintain an active dialogue, contributing to making it more competitive and ready to face the challenges of a rapidly evolving reality across various technological, socio-cultural, and environmental sectors. For a tangible impact on the local region, our University believes it is important to rationalize and enhance the **organizational model of research infrastructures**, starting from the Interdepartmental Centers, specifically regarding strategic issues for Politecnico di Torino, which are pivotal in terms of activities and trajectories. This should also preserve more specialized research within the Departments, maintaining the campuses in the City as places with a very high density of knowledge. Building on its strong foundation in applied research and technology transfer, our University—situated in a city set to become the European Capital of Innovation in 2024—recognises the need to

further strengthen the already close ties between academia and industry. This includes creating dedicated spaces for research partnerships. These spaces will not only foster joint innovation activities but also serve as a stimulus for participation in competitive tenders and for attracting capital. The rationalization of research spaces and infrastructures must necessarily be supported by regulations that allow for the dynamic action required by the current global context. For this reason, Politecnico di Torino will play an active role in supporting local authorities on **regulatory innovation** issues, to also take full advantage of the potential in terms of managing and designating new spaces and their rapid redevelopment in order to implement the projects of the Aerospace, Mobility, Advanced Manufacturing, and Bioengineering Citadels.

## ↳ THE INTERDEPARTMENTAL CENTERS

- > CARS@POLITO - Center for Automotive Research and Sustainable mobility
- > CWC - CleanWaterCenter@PoliTO
- > EC-L - Energy Center Lab
- > FULL - Future Urban Legacy Lab
- > IAM@POLITO - Integrated Additive Manufacturing
- > J-TECH@POLITO - Advanced Joining Technology
- > PEIC - Power Electronics Innovation Center
- > PIC4SER - PoliTO Interdepartmental Centre for Service Robotics
- > PHOTONEXT - PoliTo Interdepartmental Center on Applied Photonics
- > POLITOBIOMED LAB - Biomedical Engineering Lab
- > R3C - Responsible Risk Resilience Centre
- > SISCON - Safety of infrastructures and Constructions
- > SMARTDATA@POLITO - Big Data and Data Science Laboratory



EC-L

PolitoBIOMed Lab

FULL

R3C

PHOTONEXT

PEIC

CWC

SISCON

SmartData@PolITO

CARS@PolITO

IAM@PolITO

PIC4SER

J-Tech@PolITO

Indeed, being a concrete driver of competitiveness means not only transferring technologies and knowledge, but also methodologies and supporting innovation processes. In the coming years, Politecnico di Torino aims to strengthen **synergies with the Public Administration (PA)**. This strategic trajectory involves defining actions that will lead to the formation of a new leadership class within institutions and the PA, by designing and offering **technical training hybridized by governance and public policy competencies**. Synergies with the PA will also have to be leveraged to maximize the enormous potential brought by those who have had experiences in education and research beyond the Master's degree level within the University.

Our Politecnico aims to contribute to the local scientific and technological innovation ecosystem through joint and coordinated activities with **instrumental entities**, by providing enhanced and stable services to support businesses and to the building of an 'institutionalized' relationship with public administrations. Actions and practices for the transfer of technological solutions and skills will be strengthened according to a specific innovation strategy, which will involve careful reflection on the real market and business possibilities, along with patent and spin-off possibilities, possibly leveraging opportunities offered by intermediaries.

Finally, the University intends to make its international networks available to all players within the local ecosystem, and potentially create new ones, to enable small-medium enterprises and start-ups to reach an international dimension, with visibility and market opportunities.

## ↳ ENTITIES, FOUNDATIONS, AND COMPANIES

**19**

entities controlled or with appointed management or bodies

**16**

entities supervised or financed or with appointed administrators

**7**

participated entities

Data updated to 2023

A further aspect of competitiveness is the **enhancement of the value of people and their skills**. While competitiveness in terms of



students' education is achieved by acting on the quality and dynamic nature of content and education models, which directly increases the attractiveness of the university and the number of students in the local system, our University must also act internally on its teaching staff, particularly on its younger members, as well as on its technical-administrative and librarian staff.

As far as the student population is concerned, the City of Turin holds a prominent position in international rankings of the best student cities worldwide, particularly in terms of accessibility (affordability) and the opinion reported by students (student voice). Politecnico di Torino is aware that this positioning is the result of the close synergy between the university and its ecosystem, a synergy mediated by the presence and preference of the student population for the local area and the university. For these reasons, Politecnico di Torino will offer a **truly unique and identity-building educational experience**, based on new spaces that foster increasingly experiential education, including specialized study paths in complete synergy with the local system, aimed at training highly skilled professionals and further strengthening strategic connections with businesses. These educational programmes will be complemented by research projects carried out in collaboration with companies in places equipped with appropriate facilities, equipment, and resources in terms of personnel and expertise.

On the other hand, as far as people are concerned, the enhancement and valorization of individual skills will be central to the university's competitiveness. This involves making bold decisions based on what each person can and knows how to offer in terms of expertise, going beyond factors such as age, position, or career progression. The situation is particularly delicate for those in the early stages of their research career, as these individuals, in the uncertainty of career prospects, are -since their doctorate studies- already subjected to evaluations in multiple areas, which can sometimes even be contradictory. For this reason, it is crucial for the University to design a **research roadmap** for young researchers. Young researchers ask for a rewarding career, which not only involves the fulfillment of their legitimate aspirations in terms of position or the creation of their own research group but also the perception of a **sense of belonging** to the University and the opportunity for **full expression** of their competencies. This request commits the University to de-

fine **career paths** that, on the one hand, allow young researchers to profile themselves in large multidisciplinary and interdisciplinary projects, and on the other hand, to capitalize on the skills developed to maximize the impact of these projects and to advance in their careers. These strategic actions will work in maximum synergy with the reorganization of the research infrastructure, which will act as an enabling factor.

A University active in its ecosystem also takes care of the **life-long learning programmes for external staff**. For this reason, the already fervent activities of the Specializing Master's programmes School will be strengthened to offer training and upskilling/reskilling paths in collaboration with companies and public administrations, supporting the development of appropriate skills and professional growth, while maintaining high attraction levels for talented people at both the local and international levels and fostering conditions for enabling them to remain within the ecosystem. Also, in terms of training, the alignment of education contents and models should promote the development of **new job profiles** both in research and in technical-administrative and librarian staff.

In perfect agreement with the recent report on the future of European competitiveness, our University aims to promote strategic actions in the direction of education, particularly focusing on job profiles and career paths. It seeks to act on governance and policy making tools and to provide active support to the competitiveness of the local region with its international network, its pool of skills and knowledge, and its research infrastructure, bringing direct or indirect benefits to the entire Politecnico community.

# A UNIVERSITY AS A DRIVER OF COMPETITIVENESS

IMPACT ON THE COMMUNITY

## TEACHING STAFF

New model for research infrastructure

Synergies with Public Administration

Research roadmap for young researchers

## TECHNICAL, ADMINISTRATIVE, AND LIBRARIAN STAFF

Upskilling and reskilling opportunities

Training for new professional profiles

## STUDENT COMMUNITY

Keeping international students in the local system

Unique and identity-building educational experience

Encouraging entrepreneurial vocation



The objectives of education, research, ties with businesses and public administration, as well as the growth and valorization of personnel and their expertise, will further position the University as a key player, first and foremost **within the local ecosystem**, and therefore also in the national and international landscape, defining its **identity**.





# A recognisable and recognised University



What will Politecnico di Torino be like in 2030?

“A **recognisable and recognised** University with a well- established international reputation for excellence in education and research, a driving force for regional development”

Politecnico di Torino aims to be a recognisable and recognised University, strengthened by a distinctive identity that will support its international positioning and its role within the region. The unique, identity-defining, and excellence-driven elements of Politecnico di Torino must be promoted through an ambitious and precise **communication plan**, which not only enhances the image and positioning of our University but also contributes to consolidating its identity and promoting a sense of belonging within the entire community. The University will implement accessible, transparent, and inclusive communication that strengthens the collective sense of belonging and actively supports the involvement of society, with the goal of increasing its national and international media visibility.

This communication plan must solidify **Politecnico di Torino's identity** by conveying its role in supporting society and clearly outlining its focus on transitions, in order to strengthen the image of an open, modern, and dynamic institution capable of facing challenges and responding to societal needs. The plan will also highlight competencies and diversity, the true wealth of the University and an inexhaustible source of improvement through dialogue and exchange.

The communication strategy will operate along three main lines: internal communication, institutional communication, and external communication. **Internal communication** will implement initiatives aimed at promoting engagement and sharing, with the primary goal of increasing collaboration and transparency, particularly in making decision making processes accessible and understand-

able, thereby increasing interest in supporting roles. Ensuring this opportunity will be fundamental for recognizing and enhancing the value of the contributions each individual makes to the polytechnic community. A transparent sharing of the University's challenges and objectives with its own community can encourage participation, acknowledging and leveraging its own knowledge and skills.

**Institutional communication** will be the means to clearly convey the values on which the University is founded and the missions to which it is committed. This approach will contribute to creating a healthy, inspiring, and inclusive environment. **External communication**, which will also focus on promoting the University educational programmes and guidance/study and career counseling services, will benefit from increased collaboration with the media, to expand its reach and impact, and to more precisely and widely engage all players and stakeholders in the local, national, and international context. The implementation of this new and ambitious communication plan will certainly involve the establishment of a centralized process for managing the flow of information, as well as the creation of physical spaces such as temporary exhibitions or museums' areas.

As is the case internationally, the image of our University is often conveyed by **Alumni**. For this reason, Politecnico di Torino intends to maintain a close dialogue with the **Polito Alumni Association**. *Alumni* form a strong and numerous community which spreads the values and unique features of our University, being an important resource with a strong sense of belonging, which is also crucial for increasing funding for education, school infrastructure, and research projects.

Our University intends to organise its **policy making and public engagement** activities with the aim of becoming the first Italian school of technology to translate technological aspects into tools for decision makers. It seeks to be a reliable and proactive interlocutor in policy and decision making processes by co-designing solutions with policy makers and citizens that contribute to improving the quality of public policies. Public engagement will be interpreted as a reciprocal exchange of knowledge and a mutual learning process among all stakeholders, moving beyond unilateral, top-down transfer approaches. It will deliver a systematic and excellent scientific and technological contribution that is also inclusive, operating



not only on a local and national scale but also at the international level. As part of its public engagement activities and **its dissemination and outreach efforts** on technology-related topics, Politecnico di Torino will promote a platform for producing cultural events (such as theater productions, short films, and exhibitions) in collaboration with leading cultural institutions in Piedmont and Italy. In addition to initiatives aimed at training the new leadership class, particular attention will be given to activities supporting **government policies**. The University intends to position itself as an institutional interlocutor with the European Commission, Ministries, Regions, and Municipalities. It will operate through a new, coordinated, and organized relationship model, contributing to discussions and actions on specific thematic contexts by offering its interdisciplinary expertise and a **technology- and science-based approach** to developing actions that support policies, regulations, and standards. On this trajectory, the opening of a hub in Rome and the establishment of University Representatives on strategic issues will be crucial.

At the same time, it will be essential to work towards making policy makers aware of the relevance of technology and equipping them with the skills to govern it, enabling them to impact society by transforming it according to objectives of equity and sustainability. This will be achieved through the effective management of tools, always in a role of guidance and support. In this regard, our University feels a strong responsibility to take action and contribute to **restoring society's trust in science** through inclusive processes based on empirical evidence in the study of phenomena, in order to provide an authoritative but non-imposing contribution. Our University will also leverage its expertise in understanding **social needs** and gathering **emerging needs from local regions and systems**, which serve as the foundation for designing technical solutions it develops across various fields of application.

A fundamental component of our PoliTO community and a crucial part of its future are **young people**. Politecnico di Torino aims to ensure that the voices of young individuals truly carry significance and weight in the life of our University. In this regard, as far as faculty members are concerned, PoliTO plans to establish the **Consulta dei Giovani (the Young Advisory Board)**, which, similarly to the already active *Consulta di Ateneo*, will serve to bring constructive contributions on the visions and competencies of young individuals to the

discussions shaping University policies, particularly on broad and mission-related themes. As a further action to support young people, the University will launch the “**Leadership Academy**”. This initiative will train and raise awareness about PoliTO values, behaviors, and its mission among those who are already working or are about to work at the University. It will promote institutional engagement and create growth opportunities through mentoring programmes, shadowing governance figures or University representatives, and attitudinal development training.

As for technical, administrative, and librarian staff, our University plans to enhance **training paths** and define clear scenarios for career opportunities and advancement. This will include multi-level options, such as onboarding for new hires, specialized/domain-specific training courses -refresher courses or training courses aimed at internal job transfers and reorganization processes, as well as training on soft skills for professional families. In parallel, where necessary, new professional roles will be developed and supported, particularly in sectors undergoing significant and rapid change due to the digital transition.

In terms of **sustainable development**, our University is already distinguished nationally and internationally, positioning itself as a recognised model, with a dedicated structure, network collaborations, a decarbonization plan, and a prominent position in rankings. Currently, our Politecnico is recognised as a **Living Lab** for the community and a key player in urban regeneration. Over the next six years, it aims to strategically strengthen the development of its Living Lab, also for the benefit of the local system, by advancing decarbonization trajectories, systematically and multimodally addressing mobility and daily commuting, and applying a circular approach to resource management. Sustainable development must become the driving force behind all of our University’s missions. Committed to implementing the Sustainable Development Goals, our University aims to promote a culture of sustainability that is reflected in its environment and in the behaviors of its community and of the society at large.

## ↳ TURIN, UNIVERSITY CITY

68<sup>th</sup>

in the world according  
to QS Best Student  
Cities 2025 edition

## ↳ SYNERGIES WITH THE CITY

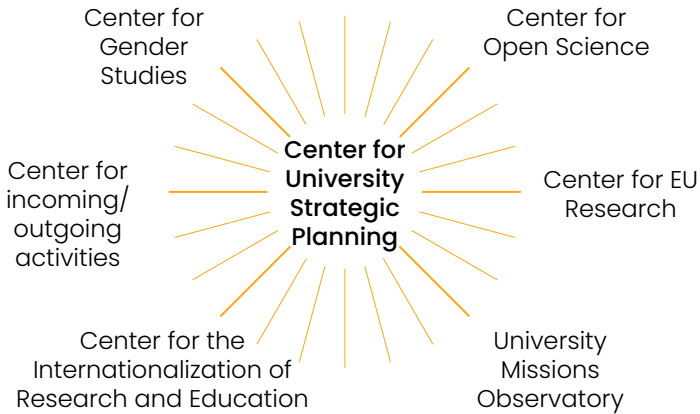
### Polito and OGR Renewable Energy Community

On the **topics of gender equality, diversity, inclusion, and organizational well-being**, Politecnico di Torino intends to integrate and systematize the numerous previous experiences and activities. In recent years, the number of politically, culturally, organizationally, and socially oriented initiatives focused on equitable access to spaces, services, and courses offered by our University has increased. These initiatives demonstrate the institutional commitment to implementing policies that promote greater equality, accessibility, and organizational well-being within the University environment and its community. The objectives for the next six years include strengthening existing initiatives and creating a GEDIW (Gender Equality, Diversity, Inclusion, and Wellbeing) culture, starting with a dedicated strategic plan (GEDIW Plan 2025-27), developed in a participative manner by Politecnico community. This plan will broaden the scope of action from the Gender dimension (GEP – Gender Equality Plan) to include Diversity, Inclusion, and Organizational Well-being. The various dimensions will be approached from an intersectional perspective, shared by the organization at both bottom-up and top-down levels, ensuring systemic penetration into the University's interventions. In addition to developing a PoliTO Charter of Values and behaviors that will inspire the community in fulfilling its missions and life at Politecnico di Torino, inclusive communication processes will be developed, ensuring wider accessibility to physical spaces and digital platforms. Special attention will be given to delicate situations, among faculty, technical, administrative, and librarian staff, as well as the student

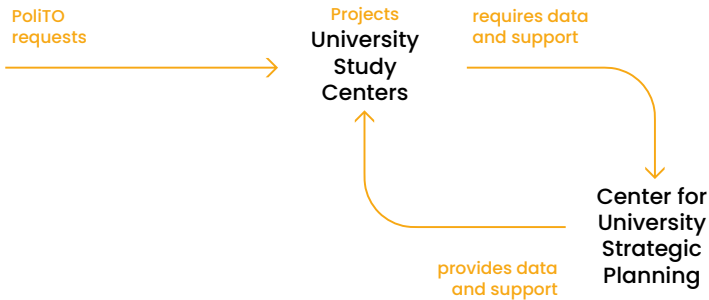
population, drawing inspiration from the UNHCR Inclusive University Manifesto, which the Politecnico di Torino signed among the first universities.

Our University has a **solid structure for collecting, managing, analyzing, and presenting institutional data** across different missions and areas. Over the years, this has allowed not only for continuous monitoring activities, which are the foundation of Quality Assurance, but also for analysis to support decision making, with particular attention to the processes of strategic planning at all stages. In recent years, significant actions have been implemented to ensure interoperability between various University systems and databases, which enabled the development of a first managerial reporting system for strategic analyses, accessible through the “Metropolitana del Valore” (Value Subway): a distinctive, convenient, and versatile tool that interprets, through a metaphor of the subway, a system of thematic platforms for institutional users to access reports for monitoring the key areas related to the University’s three Missions. Our Politecnico considers it of the highest strategic importance to continue the actions undertaken and further develop the **culture of data**, in line with the principles of “evidence-based decision making,” by defining specific policies for data collection and integration, ensuring the quality of the data, verifying the validity of analyses, and using this invaluable information base to make decisions guided by experience and the ability to interpret phenomena. In order to ensure that the culture of data continues to be an important driver of the university’s missions, Politecnico di Torino has already established six **thematic PoliTO Study Centers**, which are responsible for providing the informational foundation for appropriate decisions in their relevant fields, as well as conducting prospective analyses, highlighting and, where possible, anticipating changes in internal or external phenomena. These Study Centers will collaborate with the Center for University Strategic Planning, the central hub supporting the strategic trajectories, which will aim to coordinate and harmonise the sharing processes, data collection, and quality assurance of the necessary data, as well as the analysis and interpretation models.

## → POLITO STUDY CENTERS



## → RELATIONS WITH POLITO STUDY CENTERS



Our University will continue its commitment to spread and promote a culture of quality, ensuring continuous improvement through practices of constant monitoring and periodic review of all processes and actions implemented to achieve the goals of its missions. Monitoring will leverage all the University's capabilities to collect data and information on its functionality, with particular attention

given to ensuring maximum transparency in decisions, resource allocation and distribution mechanisms at all decision making levels.

A distinctive feature of our University will also be the increasingly streamlined, efficient, and results-oriented **administrative, managerial, and technical structure**. This structure must be able to effectively support and accompany the University's continuous evolution in the pursuit of its planned mission goals. PoliTO's vision is based on a highly flexible and integrated organization, composed of individuals with a strong sense of belonging, capable of working in networks to foster the widespread development of a culture of sharing and collaboration among its various components. The organizational units of this structure will be able to quickly adapt to strategic priorities thanks to solid and clear goal-setting, integrated management of human, economic-financial, and infrastructural resources, and a strong investment and commitment to the professionalization and value enhancement of the PoliTO staff. Innovation in processes and structural support for continuous improvement will drive **operational excellence** and a positive impact on the University's performance.

With these premises, fundamental tools for implementing this vision will include the capacity for strategic planning, supported by a robust planning model, and the ability to make informed decisions regarding resource allocation. From the very first cycle of actions related to this Strategic Plan, our University has been committed to fostering and enhancing the expertise and experience of its staff by involving them in strategic decision making processes from the outset. This ensures that valuable competencies are immediately integrated into the system rather than being confined to a purely operational role. This commitment also aims to strengthen internal participation and collaboration, fostering a shared sense of purpose and promoting a recognisable identity based on overcoming fragmentation and encouraging better collaboration.

Once again, the development of a University identity and achieving its own recognition will create opportunities and have positive impacts for the entire community.

# A RECOGNISABLE AND RECOGNISED UNIVERSITY

## IMPACT ON THE COMMUNITY

### TEACHING STAFF

Improved internal communication  
Government policies and Science  
Diplomacy  
Young Advisory Board  
Leadership Academy

### TECHNICAL, ADMINISTRATIVE, AND LIBRARIAN STAFF

Improved internal communication  
Evidence-based decision making  
Streamlined and efficient structure

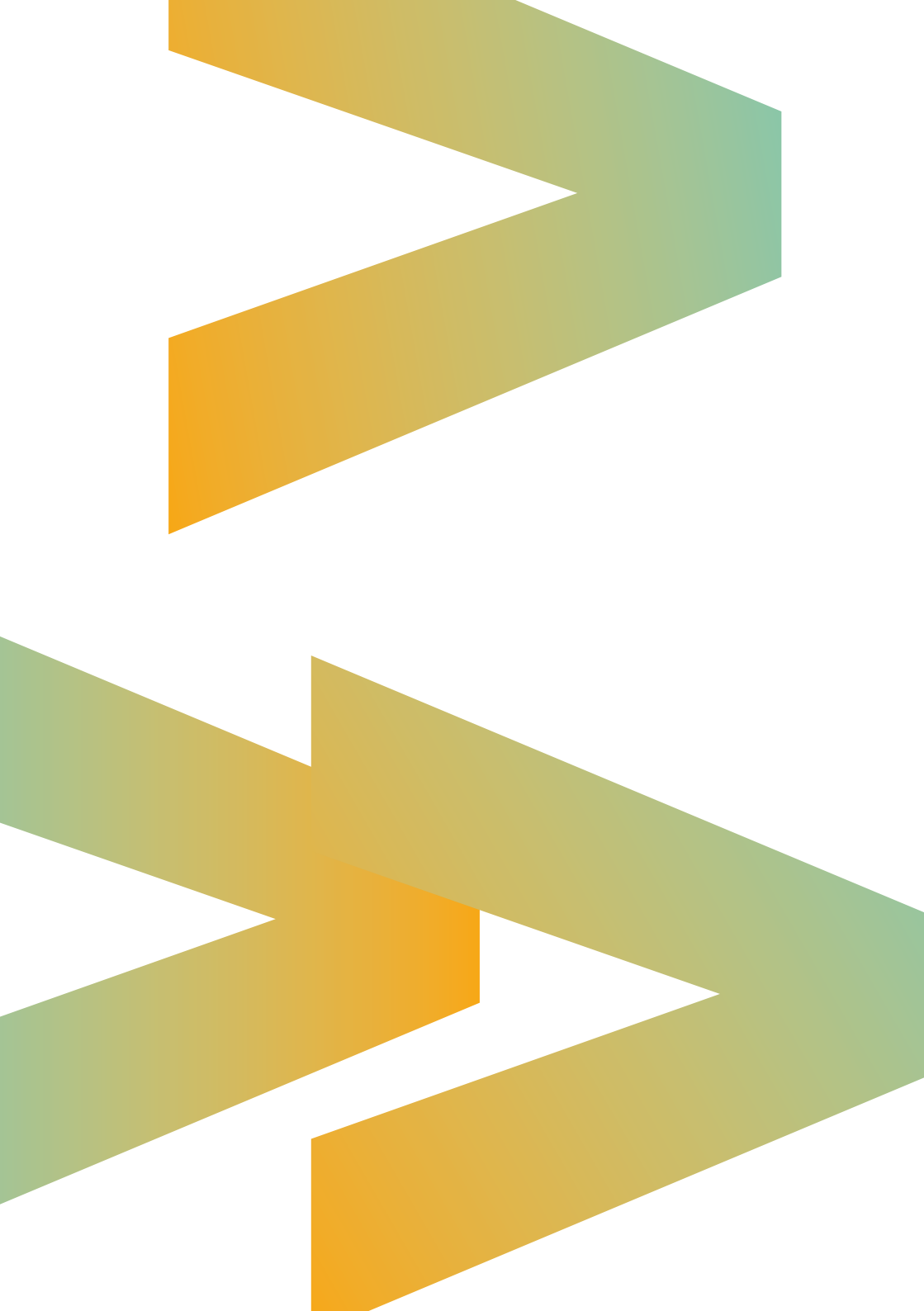
### COMUNITÀ STUDENTESCA

Synergies with Alumni  
Improved academic and career guidance









# PoliT0inTransition – A University in transition

## Politecnico di Torino and the digital transition

The digital transition represents an opportunity for Politecnico di Torino to innovate and stimulate future growth, pursuing goals such as simplification, efficiency, flexibility, resilience, sustainability, inclusivity, digital growth, competitiveness, and the creation of new opportunities. The digital transition is therefore a paradigm shift: without the involvement and collaboration of people, the risk is that the objectives become merely technological in nature. **People are and must remain at the heart** of this path, which is the digital transition.

Specifically, the three pillars upon which the digital transition is based are people, technologies, and processes:

- > **People** are at the center and are the driving force of any transformation. Politecnico di Torino is committed to leading the digital transition by placing people at the core and using technology to support the work activities of the polytechnic community. The digital transition involves people in their professional growth and in active, constructive participation in the use of technological tools, with the aim that the benefits derived from it are tangible, effective, efficient, and equitably distributed, and that the results contribute to strengthening the principles of inclusion and a sense of belonging to the community.
- > **Technologies** are the tools that enable ideas and projects to be fulfilled, with the awareness that the evolution of technologies requires, on one hand, the definition and introduction of policies regarding the use, monitoring, and lifecycle of digital tools, and, on the other hand, proactive and continuous monitoring of the opportunities offered by new technologies.
- > **Processes**, as applied to the main areas of the University—namely education, scientific-technological innovation, technology transfer, and technical-administrative and librarian services—are an essential pillar as the digital transition cannot be limited to a mere computerization of the existing areas. Indeed the digital transition constitutes a unique opportunity for rede-

sign, integration, evolution, and innovation that spans from administrative workflows to changes in the ways of designing and delivering education, research, and technology transfer. Key elements in this area are the transition from a technology-oriented approach to a service-oriented approach, meaning the redefinition and “simplification” of process flows towards a context which includes their digital integration.

Some of the key elements which have always characterized Politecnico di Torino over time are the maintenance and investment in the University’s Information Technology infrastructure, which are now to be further enhanced to make the digital transition even more pervasive in the functioning of services, as well as in the support of the university’s missions.

The digital transition requires a change in the paradigm of **education**, as it affects both supply and demand, outlining new scenarios and new job profiles as highlighted by UNESCO and UN reports on the future of education. Our University intends to act in order to guide and anticipate these significant changes, designing an educational model suited to the new professions and new technologies, in a sustainable and equitable context. The University digital transition, in terms of education, can therefore be implemented by combining:

- > A rethinking of the governance of educational processes, to combine flexibility and responsibility, in a context of shared strategies at the three levels of education;
- > An enhancement of the spaces for education (Learning Center, new multifunctional classrooms) and of the services oriented towards knowledge (repository of high-quality cross-disciplinary educational content);
- > A push to improve the overall student/teacher ratio, also in terms of experiential education activities in small classes or teams.

Significant changes may also be brought about by digital technologies in the process of **knowledge** creation and **scientific-technological innovation**. Smart models, while enabling analyses, syntheses, predictions, and inferences that were previously difficult to perform, amplify, in turn, the dichotomy between theoretical and applied research, and emphasize the need and relevance of inter-

disciplinary approaches, where experts in mathematical sciences and information technology must interface with domain experts to interpret data and phenomena. This different approach to research also involves the fields of **social sciences** and humanities. It therefore becomes strategic for the University to operate to:

- > strengthen international cooperation to drive innovation in products, services, and industrial processes in the context of General Artificial Intelligence (AGI);
- > enhance, enable, and incentivize the University's specific and diverse vocations according to a shared strategy, to promote excellence, internationalization, and interest in competitive calls for proposals;
- > build collaborations with institutions and policy makers to create awareness of the relevance of technology and the skills to govern it, while addressing the inevitable regulatory and geopolitical challenges that will arise.

Since the changes introduced by new digital technologies also affect the **production of scientific knowledge**, issues related to open science, data availability and accessibility and the evaluation of scientific output itself will be of particular relevance to our University in the coming years. From this perspective, PoliTO intends to:

- > strengthen the research data service and infrastructure, including commercial and industrial research with public and private organizations, in order to enhance and promote the activities carried out, but also inform 'evidence-based' decision making processes;
- > get equipped with a platform for accessing real-time data and metadata from various domains, so that digital solutions and knowledge about the use and management of resources can be implemented and disseminated through highly accessible software 'applications'.

Therefore, it is a transition leading to full use of the existing data services and infrastructure for a thought-out and inclusive use of available databases (in line with FAIR principles and other European initiatives) that can further drive open and shared knowledge, enabling strategic University decision making processes.

## Politecnico di Torino and the ecological transition

The knowledge and skills provided by higher education are fundamental for building a sustainable future and ensuring the productivity of the Country. In the face of growing awareness about sustainability, policies are increasingly being designed, and practices and climate-friendly technologies are being developed, aimed at mitigating and adapting to climate change. In light of its leadership role on the national and international stage and based on its experience as a **Living Lab**, Politecnico di Torino aims to:

- > accelerate the decarbonization plan, aiming for a gradual further reduction in energy consumption and greenhouse gas emissions, also by encouraging multimodal mobility approaches and circular resource management;
- > adopt sustainable development as a driver for all university missions, including education and innovation.

It can be observed that the green transition is also bringing about **technological changes** in the industrial environment, where new models and solutions are being tested, leading to potential new interconnections between public and private administrations, businesses, and productive sectors. For this reason, PoliTO intends to:

- > promote scientific diplomacy through collaborations with government institutions and cooperation with Mediterranean countries on resolving global sustainability and energy challenges, participating in key projects such as the Mattei Plan;
- > design a shared strategy on frontier issues and transitions, to access international funding for research and innovation projects such as green technologies;
- > develop platforms for data access and community participation, so that solutions and knowledge about the use and management of resources can be better implemented, understood, disseminated, and communicated effectively.

Thus, our University aims to put into practice an ecological transition that proposes policies in the environmental, social, and institutional fields, as well as initiatives for mitigating and adapting to climate

change, further strengthening the collaborative Living Lab model and promoting, in line with the objectives of the 2030 Agenda and the recently adopted United Nations Future Pact, **universal ethical values** such as peace, participation, justice, and social responsibility.

## Politecnico di Torino and the socio-cultural transition

Politecnico di Torino has been recognised by ANVUR as the best university in Italy for the **impact of research** on the entrepreneurial, economic, and cultural structures. A key role in this result has been played by the commitment to promoting **connections with society**. In fact, for several years, our University has been very active in organizing initiatives aimed at stimulating reflections on the links between technology and society. These initiatives help promote, through our science-based and evidence-based approach, an informed public debate on the major issues of our time, which inevitably involve technology, including economic and social sustainability. In recent years, Politecnico di Torino has been redefining its role as a driver of transformation through new initiatives that promote co-design of social solutions, reflecting on the impacts of technologies, policy responses, and their governance. However, there is still limited awareness of the potential of public engagement as a strategy for involving and being involved in our society.

In order to strengthen this vocation of an open dialogue with society and these activities of reflection on technologies and their impact, our University has set as its goal the **translation of technological aspects into tools for policy making**. To achieve this ambitious goal, Politecnico di Torino will have to:

- > define actions that lead to the formation of the new leadership class in institutions and large companies by designing and providing technical training combined with governance and public policy skills;
- > strengthen, even at the departmental level, the rich cultural policy aimed at a wide audience on the interactions between technology and society;
- > contribute to restoring trust in science from society with targeted outreach and scientific communication actions that com-

bine scientific leading authority with effective communication.

In countries with declining demographics, universities are also witnessing a decline in interest in higher education and **increasing competition for talent** in the workforce. The growing **international mobility** of students, faculty, and researchers, originally driven by globalization, was later hindered by the pandemic and the rapid spread of videoconferencing technologies. Therefore, it is essential to build upon the international vocation of Politecnico di Torino to:

- > design an international educational model focused on a “European University,” aligned with international standards in terms of educational programs, services for students and faculty, also aimed at improving recruitment policies;
- > design an international campus in terms of space and infrastructure, which, similar to renowned international universities, combines accessibility of spaces with a recognisable identity, including through their design;
- > define an international network of research infrastructures, starting with interdepartmental centers, which will allow multi-disciplinary research activities to take place in centers of excellence thanks to the available expertise and equipment, and will at the same time, serve as an attraction for international researchers and for capital or funding from competitive grants;
- > make the Brussels hub more accessible and impactful for the University’s staff to facilitate participation in large-scale projects.

As a social impact on the region, this can create a context where both Italian and international students become professionals with an international mindset and profile, thus favoring their stay in the local area and contributing to the development of international awareness in businesses.

At the same time, growing groups of young people from Developing Countries aspire to high-level education and are driven to emigrate, navigating multicultural tensions and opportunities arising from diversity. More generally, the aspects of diversity, equity, inclusion, and well-being (GEDIW) are becoming an urgent and culturally relevant issue, as they are felt to be representative of the value system of new generations. Universities, especially as organizations that define a social community where young people form

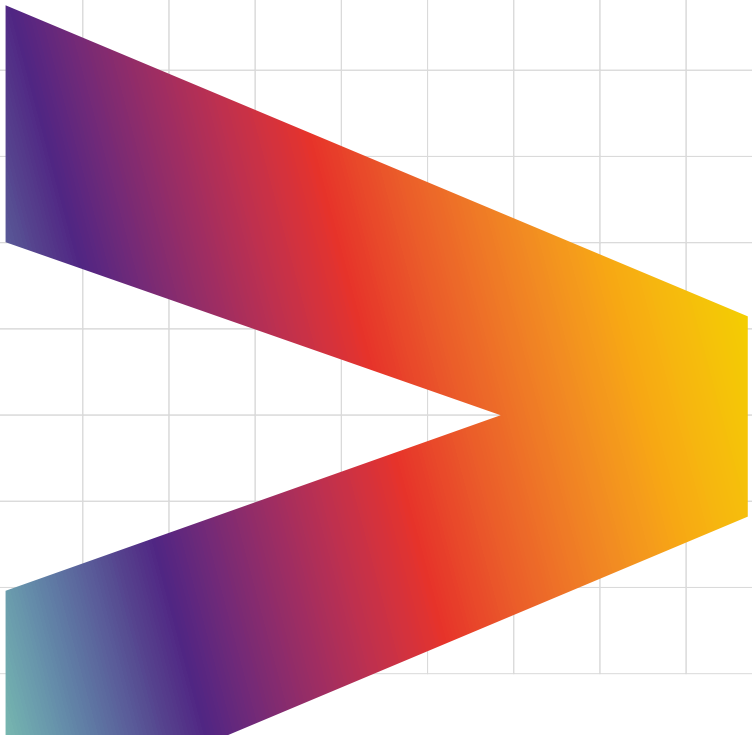


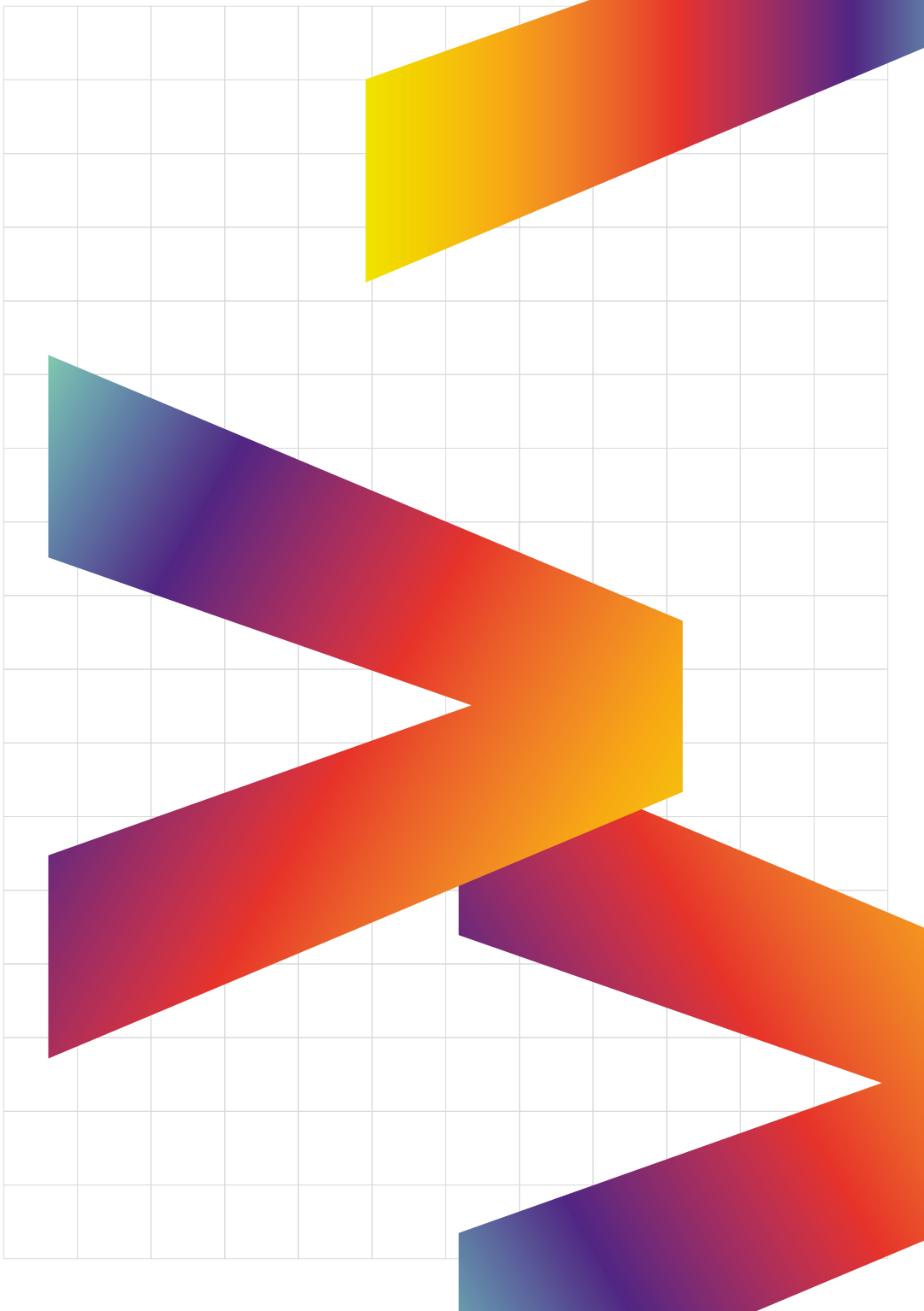
and develop as individuals, must **address GEDIW issues in a balanced way, avoiding political and ideological biases**. It is with this perspective that Politecnico di Torino aims to:

- > strengthen the reception/welcome services and spaces for students, faculty, and researchers, but also for the general public, by building an international model of accessibility, equity, and well-being, promoting social cohesion, intergenerational dialogue, a culture of diversity and coexistence, and the quality of life at our University;
- > enhance study and career counseling services to support guidance into the workforce, in synergy with the local ecosystem, according to policies of inclusion, equity, and well-being in professional and academic opportunities;
- > work to meet the growing demand for research and design of fair and inclusive technologies, as well as governance and policy making skills for technologies;
- > expand PoliTO's rich cultural policy on the interactions between technology and society, broadening its audience to permeate every internal and external action of the University, in line with European policies, with a transformative impact on society over time;

Alongside these challenges, it is important to consider that changes in the composition of labor demand will have notable social effects on the region, which universities must help prevent. Unlike other contexts, the effects of Politecnico di Torino's activities on the socio-economic and cultural structures are tangible and recognisable. Therefore, our University, as a public institution that dedicates its knowledge and expertise to serving the community, must continue to:

- > offer educational and upskilling and reskilling paths in collaboration with companies and public administrations, supporting the development of appropriate skills and professional growth;
- > maintain its prominent role in scientific culture and technological innovation, in strategic sectors and in relation to transitions;
- > create a stimulating community rich in opportunities for learning and integration between hard, soft, and transversal skills, also including the hybridization with humanities and social sciences, essential for a modern technical University capable of providing paths for individual development and enrichment.





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# Acknowledgements

We would like to thank all those who contributed to the definition of the contents of **“PoliTOinTransition,”** in particular:

The Vice Rectors responsible for the workshops, the Director-General and the staff of the Administrative Departments, Divisions and Units, the participants in the workshops, and the members of the University Governing Bodies.

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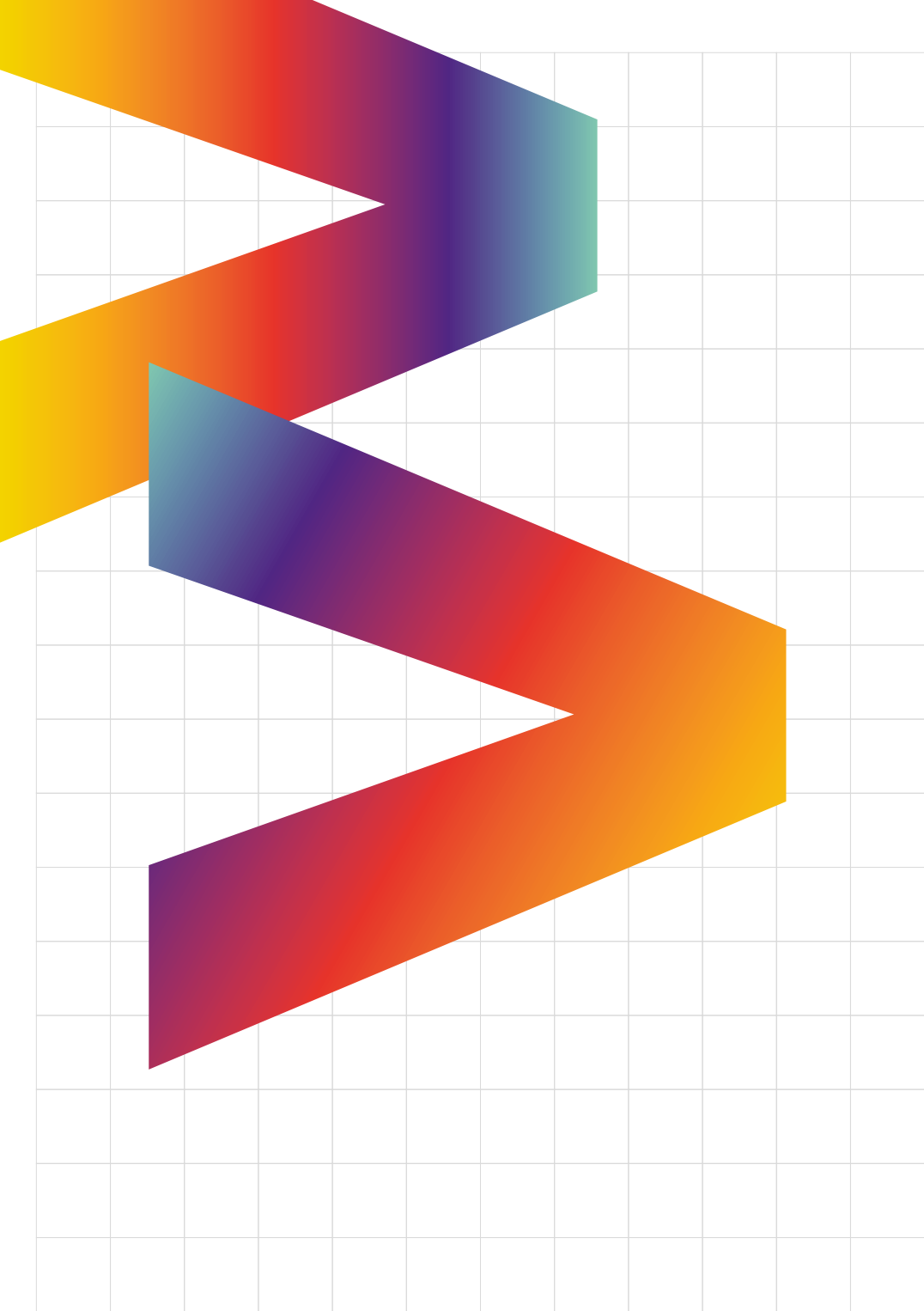
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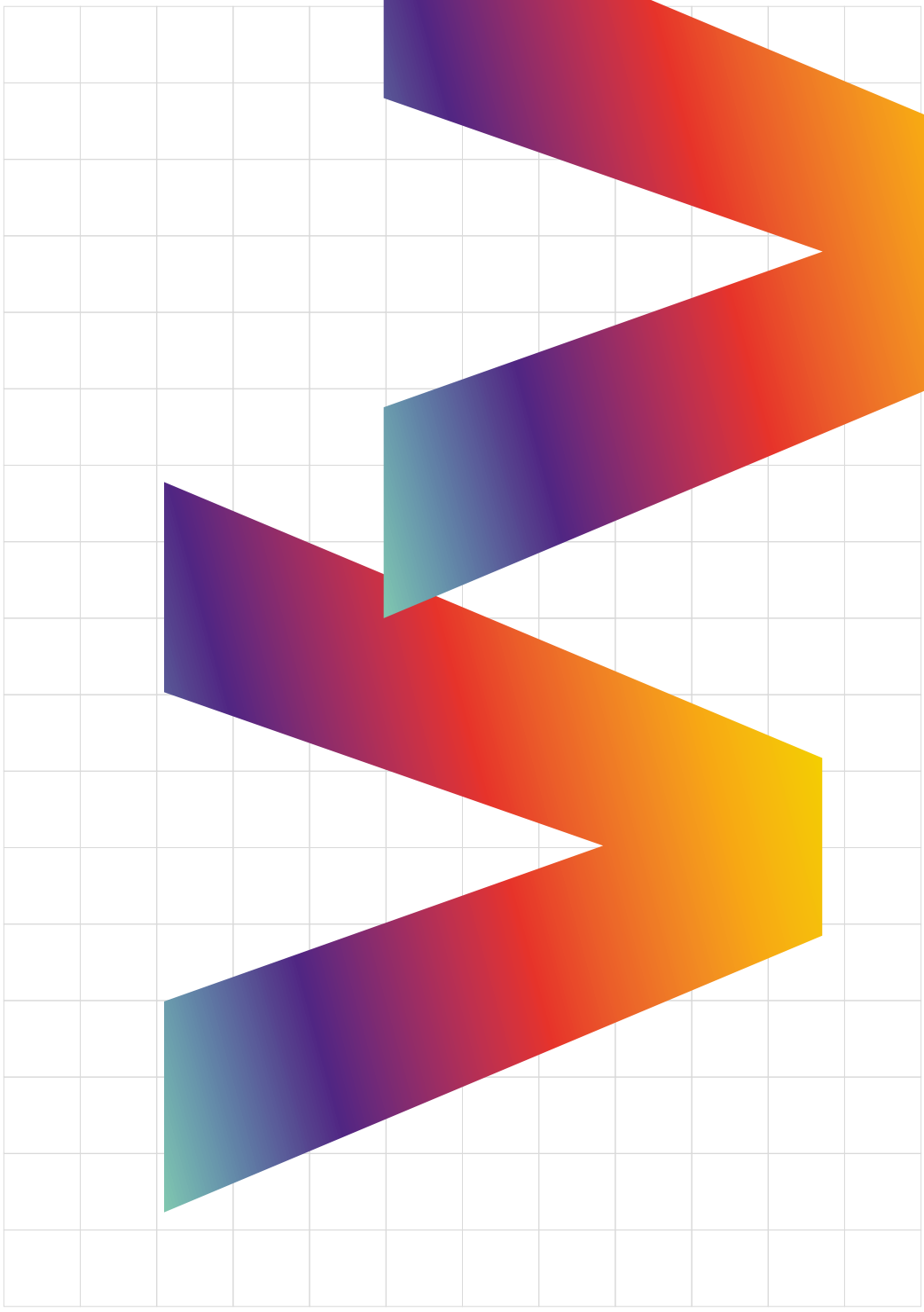
Produced by **FIONDA**

Graphic Design by **Ufficio Realizzazione  
Grafica e Allestimenti and Fionda**

Printed by **AGT – Aziende Grafiche Torino**

Finished printing in **January 2025**





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Torino be like in 2030?

“A recognisable and  
recognised University  
with a well-established  
international reputation  
for excellence in education  
and research, a driving force  
for the regional development”



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