



D.R. 3.12.2024 n. 411

recante modifiche al *Regolamento per i Centri di Ricerca della Luiss Guido Carli*

### IL RETTORE

- VISTA la Legge 9 maggio 1989, n. 168 con la quale è istituito il Ministero dell'Università e della Ricerca Scientifica e Tecnologica
- VISTA la Legge 30 dicembre 2010, n. 240 recante *Norme in materia di organizzazione delle università, di personale accademico e reclutamento, nonché delega al Governo per incentivare la qualità e l'efficienza del sistema universitario*
- VISTO lo Statuto di Autonomia della Luiss Libera Università Internazionale degli Studi Sociali Guido Carli, da ultimo pubblicato nella Gazzetta Ufficiale, Serie Generale, n. 157 del 7 luglio 2022
- VISTO il Decreto Rettorale 11 novembre 2009, n. 184 recante emanazione del *Regolamento per i Centri di Ricerca della Luiss Guido Carli* e successive modifiche
- VISTE le modifiche deliberate dal Comitato Esecutivo della Luiss Guido Carli nella seduta del 26 novembre 2024, proposte dal Senato Accademico nella seduta del 25 novembre 2024

### DECRETA

#### Art. 1

È modificato il *Regolamento per i Centri di Ricerca della Luiss Guido Carli* come da testo allegato al presente Decreto, di cui costituisce parte integrante.

Prof. Paolo Boccardelli



Firmato digitalmente da  
BOCCARDELLI PAOLO  
C = IT  
O = LUISS GUIDO CARLI

LUISS



# **Luiss University Research Centers Regulations**

with the changes proposed by the Academic Senate at its sitting of 25 November 2024  
and resolved by the Executive Committee at its meeting on 26 November 2024



## TITLE I – ESTABLISHMENT AND PURPOSES

### Article 1 – Definition and Establishment

The Research Centers of Luiss University (hereinafter referred to as “Centers”) are interdisciplinary university structures, including established in cooperation with other institutions (university and non-university, Italian and foreign), dedicated to exploring in-depth any research topics of strategic interest to the University.

Pursuant to Article 13 of the General University Regulations, the Centers are coordinated by the Deputy Rector for Research and Third Mission in conjunction with the Heads of Department, who constitute the “Research Centers Commission” (*Commissione Centri di Ricerca*). The Commission is chaired by the Deputy Rector for Research and Third Mission, who has the casting vote in the event of a tie.

Centers are established by resolution of the University’s Executive Committee, subject to the approval of the Academic Senate, acting on a proposal from the Rector, after consultation with the Deputy Rector for Research and Third Mission, should he or she maintain that the development of a project or an area of research is of significant interest to the University and to civil society and calls for interdisciplinary expertise.

### Article 2 – Purposes

Pursuant to Article 13 of the General University Regulations, the purpose of Centers is exclusively to produce research and transfer it to society as a whole and to public and private institutions in particular. Each Center sets its own specific purposes and clearly outlines its research areas in a three-year planning document, prepared by the Director of the Center at the beginning of the latter’s term of office in accordance with the methods and deadlines specified in the annex hereto on “Requirements, Monitoring and Evaluation”.

### Article 3 – Activities

The primary activity of Centers is the undertaking of activities for third parties compatible with their own purposes, subject to the conclusion of contracts with national and international public or private entities. Specifically, those activities include:

- research – including of an innovative character – of a theoretical, applied or experimental nature, carried out in the predominant interest of the client, involving the study or in-depth analysis of issues falling within the Center’s area of expertise, the contract for which is awarded directly or through a public tendering process that entails the submission of bids;
- consulting work consisting of the transfer to the client of knowledge already acquired by the Center applied to the case of specific interest, combined with interpretations and opinions;
- additional activities carried out at the request and in the predominant interest of the client on topics of interest to the Center, such as seminars, conferences, workshops, and the like.

In order to carry out such activities, it is necessary to obtain prior authorization from the legal representative of the Center, referred to in Article 5 of these Regulations. The contracts are drawn up on the basis of the template contained in the annex hereto on “Templates for the Preparation of Documents”. The entire process of preparing, authorizing and entering into contracts for the activities



that Centers undertake for third parties is handled by the Research and Third Mission Office, subject to liaising with the Legal Office and any other offices involved.

In carrying out their activities, Centers may avail themselves of the assistance of natural persons (researchers, consultants and internal and external collaborators) and public or private legal persons. No mandates may be granted to legal persons whose members – whether as partners, shareholders, directors or holder of any management or supervisory office – include faculty members, employees or other personnel of the University.

Moreover, in the pursuit of their respective purposes, Centers:

- promote the development of research in their own areas of interest;
- manage the dissemination of the results of their own research through organizing study meetings, seminars and conferences in connection with the research carried out, as well as through the preparation of reports and publications and the constant updating of their own website. In this regard, with a view to enhancing the visibility and visual identity of Centers and maximizing the social impact of their research activities, each Center has a dedicated webpage on the University’s website, in the “Research and Third Mission” section, containing similar standard information for all Centers and the structure of which webpage is in keeping with the template contained in the annex hereto on “Templates for the Preparation of Documents”. Any Center wishing to have its own website independent of the University’s website may communicate its URL to the Research and Third Mission Office, which will provide an appropriate link on the page.
- pursue, in order to better conduct the above-mentioned activities, the signing of cooperation agreements or contracts with other universities and university research centers, Italian and foreign;
- increase opportunities for collaboration and discussion with stakeholders from the business world and the field of government in order to consolidate the model of engaged research, in which researchers collaborate in a meaningful way with various stakeholders at several stages of research in order to investigate and analyze issues of public interest, sharing the results of scientific research with the community and maximizing its social impact.

Each Center lists in its three-year planning document the specific activities that it maintains it will carry out in order to meet both academic and economic objectives during the period covered by the three-year plan.

In the interest of the University, Centers liaise with each other in order to capitalize on synergies, rationalize resources and avoid overlap.

Centers shall not carry out training activities: where training is required, for example, the provision of advanced and refresher courses, that training will be managed by the Postgraduate Schools with the involvement of the Center concerned to the extent necessary. If the Director of the Center awards a School the portion of a contract covering the training component thereof, the amount related to that activity shall under no circumstances count towards the achievement of the three-year threshold of sustainability of the Center set out in the annex hereto on “Requirements, Monitoring and Evaluation”.

Coordination of the activities of the Centers and Postgraduate Schools in research matters is entrusted to the “University Research Commission” (*Commissione per la Ricerca di Ateneo*), composed of the Deputy



Rector for Research and Third Mission, who chairs and convenes it, the Deans of the Postgraduate Schools and the Director of the Research & Governance Area, with the participation of the Head of the Research and Third Mission Office. When necessary, the Commission reports to the Rector and, upon the latter's instructions, to the Academic Senate on issues and disputes pertaining to the University's research.

#### **Article 4 – Research Scholarships, Grants and Contracts**

Within the limits of its own budget, a Center may award scholarships and the like, mainly targeting Luiss University graduates, as well as research scholarships, grants and contracts subject to complying with applicable rules and regulations.

## **TITLE II – STRUCTURES AND PERSONNEL**

#### **Article 5 – Legal Representation**

The General Manager of Luiss University is empowered to legally represent Centers and authorize expenditure acting on a proposal from the Director of the Center concerned.

Contracts relating to activities commissioned by third parties referred to in Article 3 above are formally signed by the General Manager of the University acting on a proposal from the Director of the Center concerned, and likewise contracts with outside consultants, collaborators and researchers.

#### **Article 6 – Governance Structure**

Each Center's governance is structured as follows:

- the President (*Presidente*);
- the Director (*Direttore*);
- the Management Committee (*Comitato Direttivo*);
- the Academic Board (*Comitato Scientifico*) (optional).

The Director and the President are appointed by the Academic Senate acting on a proposal from the Rector, after consultation with the Deputy Rector for Research and Third Mission. The members of the Management Committee and of the Academic Board, if one has been established, are appointed by the Academic Senate acting on a proposal from the Deputy Rector for Research and Third Mission, after consultation with the Director of the Center and the Rector.

The term of office of a Center's bodies and officers is a maximum of three years, with that term expiring in the month of December following the expiry of the mandate of the Academic Senate that appoints them. Their term of office may be renewed through reappointment by the Academic Senate in office in accordance with the procedures specified above.

The Rector, after consultation with the Deputy Rector for Research and Third Mission, may submit a proposal to the Academic Senate that it terminate the appointment of members of a Center's bodies and officers if their actions are inconsistent with the University's institutional purposes, strategy and operations.

The names of the members of the Center's bodies and officers, as well as the personnel affiliated with the Center, are listed in the three-year planning document.



No position held within a Center may attract any remuneration or allowances.

For each contract received, an amount equal to 5% of the total funding will be allocated to the Director of the Center for reinvestment in research activities or monetary prizes. In the event that the Center awards the training component of a contract to a Postgraduate School, the Director of the Center shall be allocated an amount equal to 5% of the funding related to the said training.

In the event of the establishment of a Center in cooperation with other institutions, the Center's governing bodies and officers will be regulated by an agreement concluded for that specific purpose.

## **Article 7 – The Director**

The Director of the Center, appointed from among the tenured professors in service at Luiss University and affiliated with the Center:

- convenes and chairs meetings of the Management Committee and the Academic Board, if one has been established;
- oversees the organization of the Center and is responsible for its operation and the carrying on of its activities, setting priorities for action and criteria for managing resources by agreement with the Management Committee;
- arranges, within his or her remit, to implement the resolutions adopted by the University's academic bodies, the Management Committee and the Academic Board, if one has been established;
- prepares, at the beginning of his or her term, a three-year planning document setting out the program of activities and the planned lines of research and governance of the Center and, at the end of his or her term, a final end-of-three-year period report evaluating the Center's activities during that term, in accordance with the methods and deadlines specified in the annex hereto on "Requirements, Monitoring and Evaluation" and on the basis of the template proposed in the annex hereto on "Templates for the Preparation of Documents";
- briefs the Management Committee on the three-year planning document, the outcomes of annual monitoring, and the final report;
- provides the data and documents necessary to prepare the University's integrated financial statements and the budget report, in accordance with the methods and deadlines specified in the annex hereto on "Requirements, Monitoring and Evaluation" and on the basis of the template proposed in the annex hereto on "Templates for the Preparation of Documents";
- oversees all aspects that count towards attaining the Center's institutional purposes;
- arranges for the updating of the Center's website: to carry out that job, the Director may designate one or more members of the Center to be responsible for updating the external website, if any, and for informing the Research and Third Mission Office of any changes that may be necessary to the Center's dedicated webpage on the University's website.

Should the organizational needs of the Center make it necessary, the Director of the Center may designate from among the Center's members:

- a Deputy Director who assists him or her in the performance of his or her duties;
- one or more representatives in charge of supervising specific activities or research areas.



The names of the Deputy Director and representatives, if any, are approved by the Research Centers Commission subject to obtaining the favorable opinion of the Deputy Rector for Research and Third Mission.

Should he or she deem it necessary, the Rector may also designate one or more Co-Directors, the latter likewise tenured professors in service at Luiss University, having the same functions and responsibilities as the Director, or alternatively an Executive Director, not necessarily a Luiss University tenured faculty member, with prevalent responsibility for coordinating the activities of the Center. The Co-Director or Executive Director, if any, is equivalent to the Director of the Center and therefore appointed by the Academic Senate acting on a proposal from the Rector and after consultation with the Deputy Rector for Research and Third Mission.

## **Article 8 – The Management Committee**

The Management Committee consists of:

- the Director of the Center;
- Co-Directors and Executive Director, if any;
- the President of the Center;
- the Deputy Director, if any;
- activity/area representatives, if any;
- professors, researchers and other personnel affiliated with the Center, if any, varying in number based on the needs of the Center.

The Management Committee, convened and chaired by the Director of the Center, has a strategic function and meets at least once a year to:

- adopt resolutions in relation to new initiatives proposed by the Director of the Center;
- serve in an advisory capacity to the Director of the Center;
- contribute to setting the priorities for action and criteria for managing the resources needed to carry out research activities;
- ensure the implementation of development plans formulated by the Director of the Center in the three-year planning document.

Should a Center be requested to carry out activities for third parties relating to sensitive issues or sectors (e.g. defense, health, the environment or gambling), the Management Committee is also required to arrange for the person in charge of the activity to seek a prior opinion from the Research Committee (*Comitato per la Ricerca*).

## **Article 9 – The President**

The President of the Center, appointed from among high-level experts in the fields falling within the Center's sphere of expertise and not necessarily affiliated with Luiss University:

- may assist the Director of the Center in setting the strategy and priorities for action of the Center;
- attends meetings of the Management Committee and the Academic Board, if one has been established;
- promotes the establishment of scientific collaboration relationships in agreement with the Director of the Center.



The President of the Center may be one and the same person as the Director of the Center.

#### **Article 10 – The Academic Board**

Depending on the specificity of the Center, an Academic Board may be established, consisting of:

- the President of the Center;
- the Director of the Center and the Co-Directors, if any;
- high-level experts in the fields of expertise of the Center, including those affiliated with other universities or institutions, in a number that varies according to the needs of the Center and not necessarily affiliated with the Center itself.

The purpose of the Academic Board, convened and chaired by the Director of the Center, is to:

- provide opinions on strategic policy;
- suggest lines of research;
- promote the Center at an institutional level and engage in fundraising;
- provide opinions on matters submitted for its attention by the Management Committee concerning the work of the Center;
- propose topics for conferences, seminars and publications;
- propose research projects and scientific cooperation agreements.

#### **Article 11 – Affiliated Personnel**

Luiss University personnel (permanent and non-permanent) and external personnel (academic and non-academic) identified by the Director of the Center are affiliated with the Center. Specifically:

- Luiss University permanent faculty (full professors, fixed-term full professors, associate professors, fixed-term researchers, tenure-track researchers and associate professors research) and assistant professors research working in one of the four Departments and interested in the topics falling within a Center’s remit are assigned to the Center concerned, in a minimum number that is such as to meet the requirements set forth in the annex hereto on “Requirements, Monitoring and Evaluation”. A person may be affiliated with one Center only. However, in order to promote interdisciplinarity, Luiss University permanent faculty already affiliated with a Center can collaborate in the activities of other Centers. In order to foster the fulfillment of the minimum requirements – as well as for the purposes of the granting of the incentives set out in the annex hereto on “Incentives” – it is required that all Luiss University permanent faculty and assistant professors research be affiliated with a Center. The Research Centers Commission can facilitate the identification of the Center most in line with the faculty member’s research interests.
- In compliance with the minimum requirements, a Center may also include non-permanent faculty, lecturers, doctoral students, post-docs and other Luiss University personnel.
- A Center may also avail itself of external experts (partners from the private sector, public sector and other universities), both Italian and foreign, who carry out research or professional activities in areas relating to the Center’s sphere of expertise.

The names of the personnel affiliated with the Center are communicated by the Director of the Center to the Research and Third Mission Office, which periodically requests an updated list of them in



accordance with the deadlines stipulated in the annex hereto on “Requirements, Monitoring and Evaluation”.

Gender equality must be promoted in the Centers in compliance with constitutional and European Union principles and in line with what is established in the Luiss Gender Equality Plan, which provides that the composition of all Centers must include a quota of the underrepresented sex equal to at least 40% of the total number of all members of the Center.

### **Article 12 – Associated Substructures**

The following types of research substructures may be formally established within a Center:

- permanent observatory: permanent research organization dedicated to the in-depth study of one or more topics of core interest to the Center, including in cooperation with other organizations or institutions (university and non-university, Italian and foreign);
- temporary observatory: research organization to carry out activities related to a specific agreement or research project, which is dissolved upon the expiry of the agreement and the related funding as the case may be;
- laboratory: research organization – including in partnership with other organizations or institutions – focused on experimental and laboratory activities on specific topics of interest; more precisely, it carries out activities that require the use of particular physical equipment or certain software, or study and research activities of a more practical character (construction of monitoring instruments, data collection and analysis, etc.), aimed at involving also junior researchers (e.g. doctoral students and post-docs) to increase their skills and refine their aptitude for research.

Permanent observatories and laboratories are made up of personnel affiliated with the Center and can be organized by envisaging an operational and management coordinating role for a Luiss University permanent faculty member if functional to the carrying out of the planned activities, in agreement with the Director of the Center to which they belong. With regard to temporary observatories, the issues of governance and participation of members external to the Center are specified in the agreement to which the structure itself is linked.

Any proposal to establish or close down observatories and laboratories must be submitted by the Director of the Center to the Deputy Rector for Research and Third Mission and the Research Centers Commission for evaluation by the latter. The document supporting the request for establishment, to be drawn up on the basis of the template proposed in the annex hereto on “Templates for the Preparation of Documents”, should show the economic capacity of the substructure to develop its research activities and contribute to the Center’s financial sustainability. The Research and Third Mission Office is involved in all stages of the establishment and closing down procedure (described in detail in the Appendix to these Regulations) and provides the necessary administrative support.

Informal groups of researchers can also be freely formed within a Center, in order to explore in greater depth single research themes or to carry out specific activities.

**Article 13 – Administrative Personnel and Infrastructure**

To carry on its activities, each Center makes use of the facilities and administrative resources of the University, in accordance with the procedures agreed upon with the Office of the General Manager, with particular reference to the Research and Third Mission Office.

The location of each Center is agreed upon with the Office of the General Manager and specified in the three-year planning document.

Each Research Center is granted the use of a maximum of two workstations at the University as well as the possibility, where necessary, to have a shared meeting space. Possible exceptions may be made by the Deputy Rector for Research and Third Mission on the basis of the volume of the Center's research activity and the external funding received.

**TITLE III – OPERATING RULES****Article 14 – Principles of Autonomy of Centers**

A Research Center is an emanation of the University, with academic and organizational autonomy within the limits provided for by current regulations and with economic-financial autonomy within the limits of the annual budget approved by the Board of Directors.

The associated management information, collected in accordance with the procedures communicated by the University, is used for the preparation of the University's annual budget and financial statements.

The management of a Center's funds and related accounting matters are handled by the University's administration through the Research and Third Mission Office and are governed by the same rules that apply to the University's own funds.

A Center's revenue and funding must be such as to make it economically and financially self-sufficient so that it is not a burden on the University. Centers are required, for their continued existence, to fulfil the minimum economic requirements laid down in the annex hereto on "Requirements, Monitoring and Evaluation", whose objective is to ensure both the financial self-sufficiency of the Center and an operating margin for the University. Centers that do not fulfil the requirements within the timeframe and in the manner established in that said document will be closed down.

**Article 15 – Sources of Funding for Centers**

Funds received from third parties for the performance of activities carried out in the predominant interest of the client pursuant to Article 3 of these Regulations will belong to the Center concerned.

In order to achieve its purposes, a Center may also avail of:

- sponsorships, memberships, donations and the like;
- any funding awarded on foot of national and international calls, attributable to the Center's research activities, which may count towards the attainment of the minimum economic requirements solely in the cases set out in the annex hereto on "Requirements, Monitoring and Evaluation".

Finally, Centers may qualify for additional funding in the form of incentivizing prizes to be reinvested in research activities, as specified in the annex hereto on "Incentives".



A Center may use any remaining funds held within two years from the end of the term of relevant funding contract, specified in the contract itself.

#### **Article 16 – Fees and Contributions**

In addition to the 5% allocated to the Director of the Center referred to in Article 6 of these Regulations, a percentage is deducted from a Center's revenues for activities carried out for third parties in order to cover the University's routine operating costs, equal to 30% of the total amount of funding awarded for carrying out the activities concerned (therefore to be split between 30% overhead, 5% allocated to the Director of the Center and 65% direct costs).

For funding from projects with accounting obligations awarded under national and international calls, the percentage of the overhead charged to the project shall be that stated in the call.

By contrast, no overhead will be charged or percentage allocated to the Director of the Center in relation to:

- funds intended for doctoral and research scholarships, for research grants and the like;
- sponsorships and memberships for amounts up to € 5,000 and donations;
- incentivizing prizes that the Center may qualify for to be reinvested in research activities and defined in the annex hereto on "Incentives".

### **TITLE IV – TERM AND DISSOLUTION**

#### **Article 17 – Term and Dissolution**

A Center's term shall be indefinite.

Any decision to dissolve a Center is a matter for the University's Executive Committee, adopting a resolution to that end after consultation with the Academic Senate, acting on a proposal from the Rector after consultation with the Deputy Rector for Research and Third Mission.

A Center shall be dissolved as of right if it does not fulfill the minimum academic and economic requirements laid down in the annex hereto on "Requirements, Monitoring and Evaluation" within the timeframe established therein.

In the event that a Center is dissolved before completing its research commitments made to third parties (through agreements, contracts, tendering procedures or other forms of formal commitment), the research commitment in question will be completed as part of the activities of another Center designated by the Executive Committee.



## Incentives

### Annex No. 1 to the Luiss University Research Centers Regulations

A Center that counts among its members a permanent Luiss faculty member in charge of a research project that has been granted funding on foot of a European or national call may qualify for specific incentivizing prizes and reinvestment in research activities.<sup>1</sup>

The amount of the prizes is taken from the overhead of the project winning the funding allocated to the University. Its value is fixed and is calculated taking into account the line of funding involved and the University’s role in the project proposal indicated in the table below:

Funding Program		Luiss Role	Amount
European Union Framework Programme for Research and Innovation (Horizon Europe)	European Research Council (ERC): Starting Grant (StG), Consolidator Grant (CoG), Advanced Grant (AdG), Synergy Grant (SyG), and Proof of Concept (PoC)	Host institution	€ 10,000.00
	Research Innovation Action (RIA); Innovation Action (IA); Coordination and Support Action (CSA); Marie Skłodowska-Curie Doctoral Networks and Staff Exchange Actions	Collaborative project coordinator	€ 6,000.00
	Marie Skłodowska-Curie Postdoctoral Fellowships Actions	Collaborative project partner	€ 2,000.00
		Host institution	€ 3,000.00
Other programs of Directorates General of the European Commission		Coordinator or single beneficiary	€ 3,000.00
		Partner	€ 1,000.00
Italian Fund for Science (FIS)	Starting Grant; Advanced Grant	Host institution	€ 4,000.00
Research Projects of National Interest (PRIN)		Project leader	€ 2,000.00
		Partner	€ 1,000.00

The amount of the prize, disbursed following the signing of the funding agreement, may be used to fund the following types of initiatives to incentivize and promote the Center’s research:

- contribution to the Center’s academic publication activities;

<sup>1</sup> The awarding of these prizes is envisaged for project proposals submitted starting from 1 January 2022.



- support for dissemination and promotion of the Center's research activities, such as the organization of events and maintenance and updating of the Center's website;
- funding of research activities on specific topics of interest to the Center by groups or individuals, including through the establishment of research grants;
- purchase of instrumentation necessary for the Center's research activities.

The use to which the prize is to be put is decided jointly by the Director of the Center and the Luiss faculty member in charge of the funded project.



## Requirements, Monitoring and Evaluation

### Annex No. 2 to the Luiss University Research Centers Regulations

#### REQUIREMENTS

##### Academic Requirements

Academic output represents an important aspect to be considered in a process of rationalization of the Research Centers of Luiss University (hereinafter the “Centers”). The quality of the results of academic research is assessed on the basis of a faculty member’s formal affiliation with the University. This fact has implications for both the composition of the membership of each Center and the evaluation of the results of the academic research conducted by the Center concerned.

A Center must also have an adequate size in terms of members to ensure its ability to meet demands of increasing complexity. Therefore, apportionment and subject matter overlap should be avoided. To this end, Centers should have and fulfill the following characteristics and requirements:

- Each Center must consist of at least 5 Luiss permanent faculty (full professors, fixed-term full professors, associate professors, fixed-term researchers, tenure-track researchers and associate professors research) or assistant professors research, of which:
  - at least 2 Luiss full or associate professors;
  - at least 1 Luiss fixed-term researcher, tenure-track researcher or assistant professor research.

Please note that each permanent Luiss faculty member or assistant professor research may be affiliated with just one Center, as provided in Article 11 of the Research Centers Regulations.

For Centers established in cooperation with other institutions, the permanent personnel of the partner institutions can also be counted among the 5 members.

- Research Center members assessed for internal evaluation of research (VIR) purposes (Luiss permanent faculty and assistant professors research) must produce, over a three-year period, an average of at least 2 research products in the A/A+ and B VIR bands per faculty member evaluated. The reference is the results of the last VIR period ending on the date of the evaluation of the requirements. The publications of all Luiss faculty members collaborating in the Center’s activities, including those whose primary affiliation was with another Center, are considered for the purposes of the calculation.



## Economic Requirements

In order to ensure both the financial self-sufficiency of Research Centers and an operating margin for Luiss (as provided for in Article 14 of the Research Centers Regulations), consistent with the University's Strategic Plan, starting with the 2025/2027 three-year evaluation period, the funding received by a Center from public and private entities must amount to at least a total of € 350,000 over the entire three-year period. This amount can be reduced to € 200,000 for Centers newly established during the three-year period. For the 2025/2027 three-year evaluation period, 50% of revenues earned in 2024, which would otherwise be excluded from any evaluation cycle, may also be counted on a transitional basis.

Specifically, the following **count towards** fulfillment of the requirement:

- funding for carrying out activities for third parties as described in Article 3 of the Research Centers Regulations;
- funding for the establishment of scholarships for study and research within the Center on topics of interest to clients;
- sponsorships, memberships and donations.

In the case of contracts the training component of which is awarded to a Postgraduate School, that component **does not count** toward the requirement and nor do any incentivizing prizes from which the Center benefits as specified in the "Incentives" annex to the Research Centers Regulations.

Should the aforementioned minimum economic requirement not be fulfilled, the threshold may be reduced to € 200,000 against at least an additional € 400,000 of competitive funding awarded in the three-year evaluation period under national and international calls, excluding individual grants (e.g. ERC and the like). Such funding **can count towards** attaining the above-mentioned minimum economic requirement if the involvement of the Center is substantiated in the project proposal, i.e. when the PI and the research team are tenured faculty members belonging to the Center itself.

## THREE-YEAR EVALUATION OF REQUIREMENTS

### Three-Year Planning

At the beginning of his or her term of office (and at each renewal thereof, if any) the Director of the Center shall prepare a three-year planning document, valid as a plan of activities, in which the Center sets out its planned lines of research and governance.

The three-year planning document shall be prepared on the basis of the template proposed in the "Templates for the Preparation of Documents" annex to the Research Centers Regulations and shall:

- describe the governance choices of the Center, specifying the composition of its bodies, its officers and the existence of any observatories and/or laboratories, and also give details of the Center's establishment and its address;
- list the members of the Center, distinguishing Luiss permanent faculty and assistant professors research – who count towards fulfilling the academic requirements – from Luiss non-permanent faculty, specifying their roles and their affiliation, if other than Luiss;
- clearly outline the Center's purposes and areas of research;



- list the activities that the Center maintains it will carry out in order to meet both academic and economic objectives during the three-year planning period;
- explicitly indicate in the description of activities the public and private, national and international, entities that are potential research and consultancy clients in the three-year planning period.

If a new Center is established during the three-year period, the planning document must be prepared with reference to the remaining period until the conclusion of the three-year period, solely if that remaining period is longer than 12 months.

The Director of the Center submits the planning document – after sharing it with the Management Committee – within two months after his or her appointment in the manner and by the deadlines specified by the Deputy Rector for Research and Third Mission (through the Research and Third Mission Office) in a communication given for that purpose. Within one month after the specified deadline, the Deputy Rector for Research and Third Mission may, subject to consulting with the Rector, request the Director of the Center for clarifications and request the latter to make changes to the document. Finally, the Research Centers Commission is informed by the Deputy Rector for Research and Third Mission about the contents of the Centers’ planning documents.

### **Three-Year Evaluation of a Center’s Activities**

At the end of the third year of each three-year period, within two months after the end of his or her term of office, the Director of the Center must draw up – in the manner and by the deadlines specified by the Deputy Rector for Research and Third Mission (through the Research and Third Mission Office) in a communication given for that purpose – a final report describing the activities carried out and self-evaluation of the results achieved by the Center in the three-year period concerned. In so doing, the Director of the Center shall make use of the monitoring data provided by the Research and Third Mission Office and adopt the template proposed in the “Templates for the Preparation of Documents” annex to the Research Centers Regulations.

Following the deadline for submission of the report, an Evaluation Commission will meet composed of:

- the Rector or the latter’s representative;
- the General Manager or the latter’s representative;
- the Deputy Rector for Research and Third Mission.

The Evaluation Commission is tasked with evaluating, for each Center that has submitted a final report, whether the prescribed academic and economic requirements have been fulfilled and whether the three-year planning is consistent with the activities carried out and with the attainment of the requirements themselves. At the end of the evaluation process, the Deputy Rector for Research and Third Mission will make the results known to the Research Centers Commission and the Directors of the Centers. The Centers that have not fulfilled the requirements will be closed down.

Centers in in cooperation with other institutions are evaluated by the Evaluation Commission considering their overall activity, i.e. of the whole Center and not only the Luiss component thereof and taking into account the added value brought to the University by interinstitutional collaboration.





## ANNUAL MONITORING OF ACTIVITIES AND REQUIREMENTS

During each three-year period, Centers' activities and the fulfillment of requirements are monitored periodically in the following ways:

### **Contribution for the Purposes of the Budget Report**

In the third quarter of every year, each Center provides the Research and Third Mission Office with any information required for budget reporting purposes, which is forwarded to the Planning, Controlling & ESG Office in accordance with the procedures and deadlines that the latter specifies.

### **Annual Report for the Purposes of the Integrated Financial Statements**

At the end of each year – by 15 January of the following year or other deadline set by the Research and Third Mission Office through a communication given for that purpose – the Director of each Center produces an annual report on the activities carried out by the Center both in terms of academic activity and economic results. The report must also include an update regarding the membership of the Center itself and adopt the template proposed in the “Templates for the Preparation of Documents” annex to the Research Centers Regulations.

The annual reports are collected by the Research and Third Mission Office, and the information they contain is also used for the purposes of preparing the University's integrated financial statements in accordance with the methods and deadlines specified by the Planning, Controlling & ESG Office.

### **Monitoring Requirements**

The Research and Third Mission Office annually monitors each Center's performance for the purposes of checking attainment of the prescribed requirements. The resulting document is forwarded to the Director of the Center to be used in the preparation of the annual reports and the final report and is copied for information purposes to the Deputy Rector for Research and Third Mission.

In June of the second and third years of the three-year evaluation period, the Research and Third Mission Office requests an update from the Director of the Center regarding its membership (for the first year, the membership indicated by the Directors in the planning document is considered).

In July of each year, the Research and Third Mission Office informs the Director of the Center:

- of the average number of research products published in the A/A+ and B VIR bands by the Center's members in the previous three years (VIR period ending on the previous 31 December);
- whether the reported membership of the Center meets the minimum requirement: if not, the Director of the Center will be requested to ensure as soon as possible that the Center has the members necessary to meet the requirement and to notify the Office of the changes;
- of the total amount of funding received by the Center for carrying out activities for third party since the beginning of the three-year evaluation period up to 30 June of the then current year; in the third year of the three-year period, if the total amount is still less than the set requirement, a forecast of revenue for the subsequent months will be requested.



# Templates for the Preparation of Documents

## Annex No. 3 to the Luiss University Research Centers Regulations

### PROPOSAL TO ESTABLISH A NEW RESEARCH CENTER

Should the Rector maintain that a project or an area of research is of significant interest to the University and to civil society and that its development would be best served by the establishment of a new research center, the Luiss tenured faculty member that the Rector identifies as the possible director of the new center shall prepare – in agreement with the Rector and the Deputy Rector for Research and Third Mission – a document in support of the proposal for establishment, to be forwarded to the Academic Senate and to the Executive Committee.

That document shall incorporate the following table or, in any case, at the very least contain the following information:

<b>Name of the Center</b>	
<b>Acronym (if any)</b>	
<b>Director(s)</b>	
<b>Possible location</b>	<i>Luiss location at which preferably the Center would be based (must possibly be agreed upon with the Rector and the General Manager).</i>
<b>Center in cooperation with other institutions</b>	Yes: specify / No.
<b>Possible affiliated personnel</b>	<i>Give the names of at least 4 permanent faculty members or assistant professors research – in addition to the Director – who would be willing to participate in the Center’s activities (principal affiliation), so as to meet the minimum requirement regarding membership numbers. If already identified, also specify any other personnel (Luiss or external) who would be interested in working with the Center.</i>
<b>Description of research topics and core activities</b>	<i>Description of the core research topics and types of activities that the Center intends to promote. Also explain why the establishment of the new Center would be of significant interest to the University and civil society.</i>
<b>Potential clients</b>	<i>Give the names some public and private entities that are potential research and consultancy clients for the Center within the first year of its establishment.</i>




---

	<input checked="" type="checkbox"/> I hereby declare that I have read the Luiss University Research Centers Regulations and the annexes thereto and that I accept the provisions thereof.
<b>Further declaration</b>	<input checked="" type="checkbox"/> I declare that I have verified that the research topics indicated above are not already a topic of core interest of another Luiss research center.

---

## PROPOSAL TO ESTABLISH A NEW OBSERVATORY/LABORATORY.

A Director who wishes to establish a new observatory or laboratory within his or her Center shall prepare – in agreement with the Deputy Rector for Research and Third Mission – a document in support of the proposal for establishment, to be forwarded to the Research Centers Commission, incorporating the following table or, in any case, at the very least contain the following information:

<b>Name of the structure</b>	_____
<b>Acronym (if any)</b>	_____
<b>Coordinator, if any</b>	_____
<b>Research Center of affiliation</b>	_____
<b>Typology (see Research Centers Regulations, Article 12)</b>	Permanent observatory / temporary observatory / laboratory.
<b>Partner/funding institution, if any</b>	<i>Mandatory in the case of a temporary observatory.</i>
<b>Possible affiliated personnel</b>	<i>Give the names of the Center members who would participate in the observatory/laboratory activities.</i>
<b>Description of research topics or core activities</b>	<i>Also explain why the establishment of the new observatory/laboratory would be of significant interest to the University and civil society. The economic capacity of the new observatory/laboratory to develop its research activity and contribute to the Center's financial sustainability should be clear from the description.</i>
<b>Further declarations</b>	<input checked="" type="checkbox"/> I hereby declare that I have verified that the research topics and activities indicated above have not already been developed by another Luiss Research Center, observatory or laboratory.

---



## THREE-YEAR PLANNING DOCUMENT, ANNUAL REPORT AND END-OF-THREE-YEAR PERIOD REPORT

**SECTIONS 1-6 ARE COMMON TO ALL DOCUMENTS:**

### 1. Research Center

**Name of the Center** \_\_\_\_\_

**Acronym** \_\_\_\_\_

**Establishment** \_\_\_\_\_ *(insert details of the resolution establishing it)*

**Headquarters** \_\_\_\_\_

**Website** \_\_\_\_\_

**E-mail address** \_\_\_\_\_

**Center in cooperation with other institutions** \_\_\_\_\_ *Yes: specify / No.*

**Description** \_\_\_\_\_

### 2. Governance (Academic Senate resolutions **dd/mm/yyyy**) *(in the case of a center in cooperation with other institutions, amend the table depending on which bodies and officers are envisaged by the agreement establishing the center)*

Office	Name	Position	Affiliation
President	_____	_____	_____
Director(s)	_____	_____	_____
Executive Director (if appointed)	_____	_____	_____
Management Committee	_____	_____	_____
Academic Board (if established)	_____	_____	_____

Any supporting figures, appointed by the Director:

**Deputy Director** \_\_\_\_\_

**Representatives for specific activities or research areas** \_\_\_\_\_



### 3. Affiliated personnel

#### 3.1. Luiss personnel *(for centers in cooperation with other institutions, also the personnel of the partner institution)*

	Name	Position	Structure of affiliation
<b>Luiss permanent faculty and assistant professors research</b>			
<i>(Partner institution permanent faculty)</i>			
<b>Luiss permanent faculty and assistant professors research affiliated with other Centers</b>			
<b>Luiss doctoral students, post-docs and lecturers</b>			
<b>Other Luiss personnel</b>			
<i>(Other partner institution personnel)</i>			

#### 3.1. External personnel

	Name	Position/Role.	Institution of affiliation
<b>Academic staff</b>			
<b>Non-academic staff</b>			

### 4. Any substructures established within the Center

<b>Name</b>	
<b>Typology (see Research Centers Regulations, Article 12)</b>	Permanent observatory / Temporary observatory / laboratory
<b>Year of establishment</b>	<i>If there is one, please also indicate the resolution</i>
<b>In cooperation with other institutions</b>	<i>Yes: specify (in case of a temporary observatory, indicate the funder of the agreement) / No</i>
<b>Website</b>	
<b>Coordinator</b>	
<b>Staff</b>	
<b>Description</b>	



## 5. Purposes and areas of research

In accordance with the General University Regulations and Research Centers Regulations, the purpose of Luiss University Research Centers is the production of research and its transfer to society as a whole and to public and private institutions in particular.

*Depending on the needs of the Center, the next section can be configured as follows:*

The Center's specific purposes are: .....

Within the scope of its purposes, the Center undertakes academic research and consultancy work and promotes the development of research in the following areas: .....

## 6. Journals, series and other publications that the Center is responsible for

<b>Name</b>	_____
<b>ISSN</b>	_____
<b>Website</b>	_____
<b>Person(s) in charge</b>	_____
<b>Description</b>	_____

### **TO CONTINUE AS FOLLOWS, DEPENDING ON THE DOCUMENT:**

- a) **FOR THE THREE-YEAR PLANNING DOCUMENT: example for 2025-2027 (to be drawn up at the start of 2025)**

## 7. Planning of activities for the three-year period 2025-2027

### **Annual report 2024**

*Free text field. Since, on a transitional basis for the three-year period 2025-2027, revenues earned in 2024 will also be considered, the text of the 2024 annual report already provided by the Director of the Center for the purposes of the 2024 integrated financial statements will be preinserted here. That text may be modified.*

### **Planning of activities 2025-2027**

*Free text field. Depending on the needs of the Center, this section can be filled out as follows:*

**Goals** – For the three-year period 2025-2027, the Center has the following academic and economic goals:

- ...
- ...

**General Activities** – In order to meet those goals, the Center intends to carry out the following activities:



- ...
- ...

**Specific activities** – The following activities have already been planned:

- ...
- ...

**b) FOR THE ANNUAL REPORT: example for 2025 and 2026 (to be drawn up at the end of the year)**

### 7. Annual report 2025 [or 2026]

Free text field. Report on the activities carried out in 2025 [or 2026] both in terms of academic activity and economic results (in addition to projects, matters like new partnerships, publications of particular note, events, etc., must be mentioned, including briefly giving an account of the activities of any observatories and laboratories).

**c) FOR THE END-OF-THREE-YEAR PERIOD REPORT: example for 2025-2027 (to be drawn up at the end of 2027)**

### 7. Requirements for the three-year period 2025-2027

#### Academic requirements

- **Composition**

	Affiliated with the Research Center (see point 3)	Requirements
<b>Total Luiss permanent faculty and assistant professors research</b> (and those of partner university)		at least 5
<b>Luiss full and associate professors</b> (and those of partner university)		at least 2
<b>Luiss fixed-term researchers / tenure-track researchers / assistant professors research</b> and those of partner university		at least 1

- **Publications**

	Total publications (all members)	Average per faculty member	Requirements
<b>Publications 2024 in A/A+ and B (VIR 2027)</b>			
<b>Publications 2025 in A/A+ and B (VIR 2027)</b>			
<b>Publications 2026 in A/A+ and B (VIR 2027)</b>			
<b>Overall</b>			at least 2 in a three-year period



**Economic requirements**

	Funding from activities carried out for third parties	Prerequisite
50% of the funding awarded in 2024 (on a transitional basis)		
Funding awarded in 2025		
Funding awarded in 2026		
Funding awarded in 2027		
<b>Total</b>		at least € 350,000 in the three-year period

Details:

Year of signing	Project title	Person in charge	Funding body	Amount awarded
2024				
2025				
2026				
2027				

**8. Report of the activities of the three-year period 2025-2027**

**8.1. Annual report 2024**

Free text field. The text of the 2024 annual report already provided by the Director of the Center for the purposes of the 2024 integrated financial statements will be preinserted here. That text may be modified.

**8.2. Annual report 2025**

Free text field. The text of the 2025 annual report already provided by the Director of the Center for the purposes of the 2025 integrated financial statements will be preinserted here. That text may be modified.

**8.3. Annual report 2026**

Free text field. The text of the 2026 annual report already provided by the Director of the Center for the purposes of the 2026 integrated financial statements will be preinserted here. That text may be modified.

**8.4. Annual report 2027**

Free text field. Annual report on the activities carried out in 2027 by the Center, including those of any observatories and laboratories.

**8.5. Self-evaluation of the activities of the three-year period**

Free text field. Taking into account what was set in the three-year planning document, the Director of the Center briefly explains how the results achieved in the three-year period were consistent with the planning, maintaining the academic requirements and achieving the economic ones.





**TEMPLATE FOR CONTRACT FOR ACTIVITIES CARRIED OUT FOR THIRD PARTIES**

**Private Agreement in Writing**

**between**

**Luiss Libera Università Internazionale degli Studi Sociali Guido Carli**, with headquarters at Viale Pola 12 in Rome, Italy, Tax Identification No. 02508710585 and VAT No. 01067231009, represented by its General Manager ....., by virtue of the special power of attorney of ..... drawn up by the ..... notary ..... and bearing file no. .... (hereinafter referred to as “Luiss”);

**and**

....., with headquarters at ....., Tax Identification No. ....., VAT No. ...., represented by ..... in the latter’s capacity as ..... (hereinafter referred to as “.....”);

hereinafter jointly referred to as the “Parties”.

**WHEREAS**

- a. Luiss is an independent university whose primary purpose is the creation and imparting of knowledge in the sciences, technology and the humanities, the promotion and organization of research, cultural and professional education and the transfer of innovation.
- b. The ..... Research Center is part of Luiss.
- c. .... (client details)
- d. ....

**NOW THEREFORE THE PARTIES AGREE AND STIPULATE AND FOLLOWS.**

**Article 1 (Recitals)** The recitals [and the annexes] form an integral part of this agreement.

**Article 2 (Subject Matter)** The subject matter of this agreement is to carry out the research project entitled: “.....”. In exchange for the consideration referred to in Article 4 below, Luiss undertakes to carry out the activities specified below:

- a. ....
- b. ....
- c. ....



**Article 3 (Liability)** Luiss is solely responsible for the proper carrying out of the activities, analysis and reporting stemming from this agreement. Acknowledging its interest in the provision of the scientific knowledge contained in the above activities requested of Luiss, ..... declares that it is aware and accepts that all the obligations assumed by Luiss under this agreement constitute obligations of means and not of result. Therefore Luiss shall bear no liability for losses or failure to obtain benefits, economic or otherwise, arising out of in connection with the adoption by ..... of the activities referred to in Article 2 above as well as other activities related thereto.

**Article 4 (Consideration and Means of Payment)** ..... undertakes to pay Luiss, as consideration for the obligations assumed as a whole, the amount of € ..... (..... euros and zero cents) plus VAT if due. The sum will be paid in ..... installments of .....

..... undertakes to disburse the agreed sum, upon submission of an appropriate invoice, by crediting the amount to the bank account denoted by IBAN IT37U0306905060100000300001 held in the name of Luiss Guido Carli at Sanpaolo S.p.A. The unique/recipient code (SDI) of ..... for electronic invoicing purposes is .....

**and/or** The certified e-mail address for sending invoices is .....

**Article 5 (Procedure for Implementation of the Agreement)** Luiss appoints Professor ..... as the person in charge of the activities incumbent on it under this agreement. For its part, ..... appoints Mr. .... as the person in charge of the activities incumbent on it under this agreement.

**Article 6 (Term and Renewal)** This agreement is valid and effective from the date of signing until ..... There shall be no implied renewal.

**Article 7 (Withdrawal)** The Parties may withdraw from this agreement at any time upon giving 90 days' notice to be communicated by registered letter with return receipt or certified e-mail. Such without prejudice to the expenses already incurred and commitments assumed up to the date of communication of the withdrawal. The notice period shall run from the date of receipt of the said communication.

**Art. 8 (Express Termination Clause)** Without prejudice to damages for the loss occasioned, Luiss may terminate this agreement early by notice in writing given by registered letter with return receipt or certified e-mail should the other party breach the obligations incumbent on it under Articles 2, 4, 10, 11 and 13 hereof, pursuant to and for the purposes of Article 1456 of the Civil Code.

**Article 9 (Jurisdiction and Venue)** The Parties undertake to amicably settle any dispute that may arise relating to the interpretation, performance and termination of this agreement before commencing any legal proceedings. Notwithstanding the foregoing, the Courts of Rome shall have exclusive jurisdiction over any dispute concerning the interpretation, performance and termination of this agreement.



**Article 10 (Processing of Personal Data)** The Parties, as independent data controllers, shall process the personal data of the data subjects exclusively for the purposes that may be necessary within the context of the agreement and, in any case, in accordance with the law in force, including Regulation (EU) 2016/679 and Legislative Decree No. 196/2003 as amended, complying with their statutory obligations. Each Party, in performing this agreement, undertakes to apply security measures apt to protect the personal data received from the other Party against the risks of destruction or loss (including accidental) of the data as well as any unauthorized access or impermissible processing incompatible with the purposes for which the data was collected or the purposes stated in this agreement. The data may be communicated to third parties (for example, public authorities or companies belonging to the Party’s own group upon prior communication to the other party) in relation to the above-mentioned purposes and may come to their knowledge in their capacity as persons in charge of processing or data processors.

The data subjects may exercise their rights under Regulation (EU) 2016/679 by turning to the respective data controller. The Parties undertake to lend the maximum mutual cooperation in the event that either of them receives requests for the exercise of data subjects’ rights under Article 12 *et seq.* of Regulation (EU) 2016/679 or requests originating from supervisory authorities that concern areas of processing falling within the other Party’s remit.

The Parties, each to the extent of its own responsibilities within the scope of this agreement, hereby undertake to indemnify the other in respect of any objection, action or claim made against them by data subjects and/or any other person and/or authority as a result of any non-compliance with the applicable data protection laws and regulations.

**Article 11 (Duty of Confidentiality)** The Parties undertake for themselves and their employees and/or collaborators not to disclose, reveal or use in any way, for reasons other those in connection with the performance of this agreement, the information, data and knowledge acquired as a result hereof without the written consent of the other Party.

**Article 12 (Contact Persons)** Any correspondence between the Parties shall be addressed as follows:

Luiss University	..... (client’s data)
attn. Professor .....	attn. ....
Viale Romania 32, 00197 Rome	via .....
tel.: 06 .....	tel.: .....
e-mail: .....	e-mail: .....

**Article 13 (Assignment of the Agreement)** This agreement and its effects, including economic, may not be assigned in whole or in part on pain of nullity of the relevant deeds so doing and on pain of termination as of right of the agreement itself pursuant to and for the purposes of Article 1456 of the Civil Code.



**Article 14 (Exclusivity)** By means of this agreement the Parties do not intend to create any relationship of dependence, agency, association, consortium, joint venture or other form of permanent establishment. The agreement is not exclusive for any of the Parties.

**Article 15 (Amendments)** In order to be valid any amendment to this agreement shall have to be reduced to writing and signed by both Parties.

**Article 16 (Registration)** This agreement shall be registered by the Party who so wishes solely in case of use, in accordance with the law in force. The costs, including stamp duty, shall be borne by the Party applying for registration.

**Article 17 (Organizational Model pursuant to Legislative Decree 231/01 and Code of Ethics)** ..... declares that it has read the Organizational, Management and Controls Model (hereinafter the “Model”) and the Code of Ethics adopted by Luiss, which can also be freely viewed on the University’s website.

..... voluntarily accepts to abide by the rules set out in the Model and undertakes to comply with the behavioral principles and the provisions specified therein, as well as to refrain from any conduct apt to constitute any of the offenses set forth in Legislative Decree 231/2001 as amended. It also undertakes to respond to any request for information from the Supervisory Body and in any case to lend its fullest cooperation to the said body.

..... declares that it is aware of and accepts the possible imposition of sanctions under Legislative Decree 231/2001 by Luiss should it breach the principles and provisions contained in the Model and/or Code of Ethics. In such a case, without prejudice to damages for the loss occasioned, Luiss may issue a warning to ..... to strictly comply with the provisions of the Model and/or Code of Ethics, may reduce the contractually stipulated consideration – to be donated in scholarships for deserving and needy students – or may immediately terminate the contractual relationship. The sanctions shall be tailored according to the seriousness of the violation.

Rome, .....

.....  
 Legal Representative  
 .....

Luiss University  
 The General Manager  
 .....

This agreement has been drafted by mutual accord between the Parties as a result of detailed negotiations between them. In any case, out of an abundance of caution, pursuant to and for the purposes of Articles 1341 and 1342 of the Civil Code the Parties sign the agreement again hereunder in order to specifically approve the clauses in the following articles: 4 (“Consideration”), 5 (“Procedure for Implementation of the Agreement”), 6 (“Term and Renewal”), 7 (“Withdrawal”), 8 (“Express Termination Clause”), 9 (“Jurisdiction and Venue”), 10 (“Processing of Personal Data”), 11 (“Duty of Confidentiality”), 13 (“Assignment of the Agreement”), 14 (“Exclusivity”) and 15 (“Amendments”).



Rome, .....

.....  
 Legal Representative  
 .....

Luiss University  
 The General Manager  
 .....

## STRUCTURE OF A RESEARCH CENTER WEBPAGE ON THE UNIVERSITY'S WEBSITE

.....  
**Research  
 Center**



First Name  
 Surname  
 Director



First Name  
 Surname  
 President



First Name  
 Surname  
 Deputy Director

**If appropriate:** Center in cooperation with: **Institution name** (link to partner institution)



*Brief description of the Research Center: history, goals, purposes, research areas, major activities, any serial publications edited by the Center (e.g., journals).*

### Substructures established under the Center

- **Observatory / Laboratory ...** (if it is a permanent observatory or laboratory, it is envisaged that it will have a dedicated webpage on the University's website as per the template below, and therefore only the link to that webpage is inserted here)
- **Observatory ... | Funding Body**  
 Director / Head / ... : **Professor Name Surname** (ncognome@luiss.it)  
*If it is a temporary observatory there will be no dedicated webpage on the University's website and a brief description is inserted directly here. If the observatory has its own dedicated webpage on an external website the link is inserted.*



**STRUCTURE OF A PERMANENT OBSERVATORY OR LABORATORY WEBPAGE ON THE UNIVERSITY'S WEBSITE**

## Observatory

.....



First Name

Surname

Director / Head / ...

Research Center of affiliation: **Research Center** (*link to the Center's webpage*)



*Brief description of the observatory/laboratory: history, goals, purposes, research areas, major activities, serial publications, if any.*



## APPENDIX

### Operation and Monitoring of Research Centers: Schedule and Regulatory References

The following schedule sets out, for each type of activity related to the operation and monitoring of the requirements of Research Centers, an initial summary that is described below through a brief explanation. References to the underlying regulatory provisions are also given. In particular, the table indicates the single “**Actions**” into which each type of activity is broken down, specifying for each:

- “**Proponent/Applicant**” means the body, officer or office, if any, that proposes, requests or communicates the intention to carry out or initiate the indicated action (e.g. the Director of the Center informs the Deputy Rector for Research and Third Mission of the intention to establish a new observatory within the Research Center);
- “**Implementer**”: the body, officer or office responsible for carrying out the indicated action (e.g. the Deputy Rector for Research and Third Mission approves the establishment of a new observatory);
- “**Addressee**”: the body, officer or office, if any, that receives the result of the action carried out by the Implementer, concludes the process (e.g. the Research Centers Commission is informed by the Deputy Rector for Research and Third Mission of the establishment of a new observatory and acknowledges it, thereby concluding the process for setting it up, and in parallel notice is given to the Research and Third Mission Office, which is in charge of supporting and monitoring the activities and preparing the webpage).

For actions with a set deadline during the year or the three-year period (further summarized in a calendar at the end of this document), the “**Timing**” is also specified.



## 1. Organization and Operation of Research Centers

Action	Proponent/Applicant	Implementer	Addressee	Timing
Resolution to establish a Research Center	Rector, after consultation with Deputy Rector for Research and Third Mission, having already identified the Luiss tenured faculty member who will be the future Director of the Center	Academic Senate → Executive Committee	RTM Office	
Appointment of the Director and President of a Research Center	Rector, after consultation with Deputy Rector for Research and Third Mission	Academic Senate	RTM Office	Every three years (beginning of the first year of the three-year evaluation period) and if changes are needed
Appointment of the other officers and bodies of a Research Center	Deputy Rector for Research and Third Mission, after consultation with the Director of the Center and the Rector	Academic Senate	RTM Office	Every three years following the appointment of the Director of the Center (beginning of the first year of the three-year evaluation period) and if changes are needed
Termination of appointment of the officers and bodies of a Research Center	Rector, after consultation with Deputy Rector for Research and Third Mission	Academic Senate	RTM Office	
Resolution to dissolve a Research Center	Rector, after consultation with the Deputy Rector for Research and Third Mission and the Director of the Center	Academic Senate → Executive Committee	RTM Office	
Establishment, dissolution and appointment of coordinators of observatories and laboratories	Director of the Center to which the observatory or laboratory belongs	Deputy Rector for Research and Third Mission	Research Centers Commission and RTM Office	

### Description and/or relevant regulatory provisions

#### **Establishment and dissolution of research centers**

- **Establishment of Research Centers** – The Rector identifies the Luiss tenured faculty member it is intended to appoint as the Director of the Center. The latter, in agreement with the Rector and the Deputy Rector for Research and Third Mission, prepares a presentation document on the new Center – along the lines of the one set out in the “Templates for the Preparation of Documents”





annex to the Research Centers Regulations – in which he or she briefly highlights at the very least:

- how the Center’s activities would be of significant interest to the University and civil society;
- core research themes or activities, pointing out how they do not overlap with those of already existing Centers;
- the names of at least 4 Luiss faculty members willing to participate in the Center’s activities (so as to meet the minimum requirement regarding membership);
- a list of a number of potential public and private entities commissioning the Center to undertake research and consultancy work as early as the first year after start-up.

Once approved by the Rector and the Deputy Rector for Research and Third Mission, the document is submitted by the Rector to the Academic Senate at the same time as the proposal for the appointment of the Director and the President. The establishment of the Center is resolved on by the Executive Committee acting on a proposal from the Academic Senate, The appointment of the Director and the President is made in accordance with the process described below (→ subsection on “Center’s Governance Structure”). The Research and Third Mission Office is involved in all stages of the establishment procedure and provides the necessary administrative support.

Once the resolution on the establishment of the Center and the appointment of the Director has been passed, the Research and Third Mission Office also prepares the dedicated page on the University’s website on the basis of the template proposed in the “Templates for the Preparation of Documents” annex to the Research Centers Regulations using the information set out by the Director in the presentation document on the Center. Pursuant to Article 7 of the Research Centers Regulations, it is the Director’s responsibility to inform the Research and Third Mission Office of any subsequent changes that may be necessary.

- **Dissolution of Research Centers** – The Rector, after consultation with the Deputy Rector for Research and Third Mission and the Director of the Center, notifies the Academic Senate that he or she wishes to proceed with the dissolution of the Center. Thereafter, the dissolution of the Center is resolved on by the Executive Committee acting on a proposal from the Academic Senate. The Research and Third Mission Office is involved in all stages of the dissolution procedure and provides the necessary administrative support. Once the resolution on the dissolution of the Center has been passed, the Research and Third Mission Office also proceeds to remove the relevant webpage from the University’s website.

**Relevant regulatory provisions:**

- General University Regulations (2022), Article 13: “Research Centers and Observatories”.
- Research Centers Regulations (2024): Article 1 “Definition and Establishment” and Article 17 “Term and Dissolution”.
- Annexes to the Research Centers Regulations (2024): “Templates for the Preparation of Documents”.



## ***Establishment and dissolution of substructures***

- ***Establishment of Observatories and Laboratories*** – The Director of the Center notifies the Deputy Rector for Research and Third Mission of his or her intention to establish a new observatory or laboratory within his or her Research Center, accompanying the request with a presentation document – along the lines of the one set out in the “Templates for the Preparation of Documents” annex to the Research Centers Regulations – in which he or she briefly highlights at the very least:
  - how the observatory’s activities would be of significant interest to the University and civil society;
  - core research themes or activities, highlighting how they do not overlap with those of already existing research structures;
  - the possible coordinator (preferably a Luiss tenured faculty member) and the members already identified.

In the case of temporary observatories set up to undertake specific research or consulting work commissioned by third parties, the communication should precede the entering into of the contract with the funding body.

The request may also be made to the Deputy Rector for Research and Third Mission directly by the faculty member who will have a coordinating role in the observatory or laboratory, provided that there is evidence that the Director of the Center concurs. The Deputy Rector for Research and Third Mission evaluates the request and, in case of a positive opinion, informs the Research Centers Commission thereof, which acknowledges it and prepares appropriate minutes. The Research and Third Mission Office is involved in all stages of the establishment procedure and provides the necessary administrative support.

Once the observatory or laboratory has been established, the Research and Third Mission Office also prepares the dedicated page on the University’s website on the basis of the template proposed in the “Templates for the Preparation of Documents” annex to the Research Centers Regulations using the information set out by the Director in the presentation document on the observatory or laboratory. Pursuant to Article 7 of the Research Centers Regulations, it is the Director’s responsibility to inform the Research and Third Mission Office of any subsequent changes that may be necessary.

- ***Dissolution of Observatories and Laboratories*** – The Director of the Center notifies the Deputy Rector for Research and Third Mission of the intention to cease the activities of an observatory or laboratory established within his or her Research Center, or in the case of temporary observatories communicates that the activities provided for in the relevant funding contract have come to an end. The notification may also be sent to the Deputy Rector for Research and Third Mission directly by the faculty member who has a coordinating role in the observatory or laboratory, provided that there is evidence that the Director of the Center concurs. The Deputy Rector for Research and Third Mission in turn informs the Research Centers Commission thereof, which acknowledges it and prepares appropriate minutes. The Research and Third Mission Office is involved in all stages of the dissolution procedure and provides the necessary administrative



support. Once the observatory or laboratory has been dissolved, the Research and Third Mission Office also proceeds to remove the relevant webpage from the University’s website.

**Relevant regulatory provisions:**

- Research Centers Regulations (2024): Article 12 “Associated Substructures”.
- Annexes to the Research Centers Regulations (2024): “Requirements, Monitoring and Evaluation” and “Templates for the Preparation of Documents”.

**Center’s governance structure**

- **Appointment of Directors and the President** – At the time of the establishment of a new Research Center and at the beginning of each three-year evaluation period<sup>2</sup> the Rector, after consultation with the Deputy Rector for Research and Third Mission, may submit a proposal to the Academic Senate that it appoint or reappoint the Director, any Co-Directors, any Executive Director and the President (who, pursuant to Article 9 of the Research Centers Regulations, may be one and the same person as the Director). The appointment of the Directors and the President is resolved on by the Academic Senate. The Research and Third Mission Office is involved in all stages of the appointment process and provides the necessary administrative support.

- **Appointment of other officers and members of bodies** – At the beginning of the Director’s term of office, the Deputy Rector for Research and Third Mission (possibly through the Research and Third Mission Office) requests the Director to propose nominees for the positions of members of the Management Committee and the Academic Board, if any, Deputy Director and representatives in charge of supervising specific activities or research areas of his or her Center by a specified deadline, preferably by the Academic Senate sitting following the one in which the Director was appointed. The Deputy Rector for Research and Third Mission and the Rector evaluate the proposed appointments and may request any changes from the Director. Thereafter, the Deputy Rector submits a proposal to the Academic Senate regarding the appointments or renewal of the offices concerned.

Subsequently, the Academic Senate resolves on the appointments. The approval of the Research Centers Commission alone is sufficient for the appointment of a Deputy Director or any representatives in charge of supervising specific activities or research areas, in accordance with the Research Centers Regulations. Should the intention be to submit those appointments for approval by the Academic Senate, there is no requirement to involve the Research Centers Commission. The Research and Third Mission Office is involved in all stages of the appointment process and provides the necessary administrative support.

- **Term, Changes and Termination of Appointments** – A Center’s officers and bodies are appointed at the beginning of the Director’s term, i.e. at the time of the establishment of a new center or at the beginning of each three-year evaluation period, and remain in office for a maximum of three years, i.e. until the end of the three-year evaluation period or until the prerequisites necessary to continue to hold office set forth in the Research Centers Regulations cease to be fulfilled (e.g. the Director must be a Luiss tenured faculty member). In any case, terms

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<sup>2</sup> For the three-year evaluation period 2025-2027, exceptionally, the appointment of Directors and the President is brought forward to December 2024.



of office expire in the month of December following the expiry of the mandate of the Academic Senate that appointed the officers and bodies concerned.

Moreover, should changes in the composition of the bodies or to the officers become necessary during the three-year period compared to what had been resolved on, the Director of the Center proposes such changes to the Deputy Rector for Research and Third Mission and to the Rector, who evaluate them and, if necessary, submit a proposal to the Academic Senate in accordance with the appointment process described in the previous point.

Finally, the Rector may, after consultation with the Deputy Rector for Research and Third Mission, submit a proposal to the Academic Senate that it terminate the appointment of the officers and members of a body of the Center if their actions are inconsistent with the University’s institutional purposes, strategy and operations. The Research and Third Mission Office is involved in all stages of the process and provides the necessary administrative support

**Relevant regulatory provisions:**

- General University Regulations (2022), Article 13: “Research Centers and Observatories”.
- Research Centers Regulations (2024): Article 6 “Governance Structure”, Article 7 “The Director”, Article 8 “The Management Committee”, Article 9 “The President” and Article 10 “The Academic Board”.

**2. Activity Planning and Reporting**

Action	Proponent/Applicant	Implementer	Addressee	Timing
Drafting of the three-year planning document	Deputy Rector for Research and Third Mission, through the RTM Office	Director of the Center	Deputy Rector for Research and Third Mission; Research Centers Commission	Every three years, within two months after the start of the term of office (May of the first year of the three-year evaluation period)
Comments on the planning document		Deputy Rector for Research and Third Mission, after consultation with the Rector	Director of the Center	Within one month after receiving the document
Data entry in Tagetik (current year’s preliminary figures and next year’s budget forecast)	Planning, Controlling & ESG Office	RTM Office, after consultation with the Directors of the Centers	Planning, Controlling & ESG Office	Every year, between July and September
Transmission of management information for the purposes of the following year’s budget	Planning, Controlling & ESG Office	RTM Office, after consultation with the Directors of the Centers	Planning, Controlling & ESG Office	Every year, between September and October



Action	Proponent/Applicant	Implementer	Addressee	Timing
Drafting of the annual report for the first and second years of the three-year period (after the year has ended)		Director of the Center	RTM Office	At the beginning of the second and third years of the three-year evaluation period, by 15 January
Drafting of the end-of-three-year period report on the Center's activities (includes the annual report for the third year of the three-year period that is drawing to an end)	Deputy Rector for Research and Third Mission, through RTM Office	Director of the Center and RTM Office	Evaluation Commission (Rector, General Manager and Deputy Rector for Research and Third Mission)	Every three years, within two months of the end of the term (November of the third year of the three-year evaluation period)
Transmission of management information for the purposes of the integrated financial statements (for the year that has just ended)	Planning, Controlling & ESG Office	RTM Office, also using the annual reports on the Centers' activities	Planning, Controlling & ESG Office	Every year, by the end of January

## Description and/or relevant regulatory provisions

### **Planning document**

- As soon as the Director of the Center is appointed by the Academic Senate, the Research and Third Mission Office, on behalf of the Deputy Rector for Research and Third Mission, communicates the procedures and deadlines for the preparation and submission of the planning document for the Center's activities, on the basis of the template proposed in the "Templates for the Preparation of Documents" annex to the Research Centers Regulations. Within one month after receiving the document, the Deputy Rector for Research and Third Mission may, after consultation with the Rector, request changes and additions from the Director. Once final, the content of the document is submitted by the Deputy Rector for Research and Third Mission to the Research Centers Commission.

### **Relevant regulatory provisions:**

- Research Centers Regulations (2024): Article 7 "The Director".
- Annexes to the Research Centers Regulations (2024): "Requirements, Monitoring and Evaluation" and "Templates for the Preparation of Documents".

### **Contribution for the purposes of the budget report**

- In July, the Planning, Controlling & ESG Office requests the Research and Third Mission Office to compile preliminary figures for the current year and budget forecast for the following year for all ongoing projects. After consulting, if necessary, with the Directors of the Centers, the Research



and Third Mission Office provides the information by entering the data into the Luiss Performance Management system (Tagetik) by the requested deadline.

- Between September and October each year, the Planning, Controlling & ESG Office requests the Research and Third Mission Office to provide it with management information useful for the budget report (list of active Centers and information on contracts awarded in the current year). The Research and Third Mission Office gathers the requested information, consulting, if necessary, with the Directors of the Centers, and transmits it to the Planning, Controlling & ESG Office by the deadline that the latter sets.

**Relevant regulatory provisions:**

- Research Centers Regulations (2024): Article 7 “The Director” and Article 14 “Principles of Autonomy of Centers”.
- Annexes to the Research Centers Regulations (2024): “Requirements, Monitoring and Evaluation”.

***Annual report for the purposes of the integrated financial statements***

- In December of the first and second years of the three-year evaluation period, the Research and Third Mission Office informs the Directors of the Centers of the procedures and deadlines for the preparation and submission of the annual report on the Center’s activities, to be concluded by the first half of the following January, on the basis of the template proposed in the “Templates for the Preparation of Documents” annex to the Research Centers Regulations. For the third year of the three-year period, the annual report is included in the end-of-three-year period report, which is compiled in accordance with a different deadline (→ next subsection).
- At the beginning of the year, the Planning, Controlling & ESG Office requests the Research and Third Mission Office to provide it with information and data useful for the purposes of preparing the University’s integrated financial statements for the year just ended. The Head of the Research and Third Mission Office collates the information provided by the Directors of the Centers in the annual reports, gathers the additional data requested, prepares the overall report on the Centers and transmits what is necessary to the Planning, Controlling & ESG Office by the deadline that the latter sets.

**Relevant regulatory provisions:**

- Research Centers Regulations (2024): Article 7 “The Director” and Article 14 “Principles of Autonomy of Centers”.
- Annexes to the Research Centers Regulations (2024): “Requirements, Monitoring and Evaluation” and “Templates for the Preparation of Documents”.

***End-of-three-year period report***

- In October of the third year of the three-year evaluation period, the Research and Third Mission Office, on behalf of the Deputy Rector for Research and Third Mission, informs the Director of the procedures and deadlines for the preparation and submission of the end-of-three-year period report regarding the Center’s activities and the attainment of the minimum requirements, to be compiled by the month of November on the basis of the template proposed in the “Templates for



the Preparation of Documents” annex to the Research Centers Regulations. Subsequently, the document is forwarded to the Evaluation Commission (consisting of the Rector, the General Manager and the Deputy Rector for Research and Third Mission), which is tasked with evaluating the Centers’ activities and their attainment of the prescribed requirements. The contents of the reports are also used by the Research and Third Mission Office to compile the general report on the activities of the Centers, drawn up to support the work of the Evaluation Commission (→ next subsection).

**Relevant regulatory provisions:**

- Research Centers Regulations (2024): Article 7 “The Director”.
- Annexes to the Research Centers Regulations (2024): “Requirements, Monitoring and Evaluation” and “Templates for the Preparation of Documents”.

**3. Monitoring and Evaluation of Requirements**

Action	Proponent/Applicant	Implementer	Addressee	Timing
Communication of the membership of the Research Center	RTM Office	Director of the Center	RTM Office	Every year, in January and in June
Annual monitoring of fulfillment of requirements		RTM Office	Director of the Center	Every year, in July
Final evaluation of requirements and dissolution of Research Centers that do not fulfil them	Director of the Center (via submission of the end-of-three-year period report)	Evaluation Commission (Rector, General Manager and Deputy Rector for Research and Third Mission)	Research Centers Commission, Director of the Center and Academic Senate → Executive Committee	Every three years, at the end of the three-year evaluation period

**Description and/or relevant regulatory provisions**

**Annual monitoring**

- In the context of the annual report (→ previous subsection) prepared between December and January, Directors report the membership of their Center as of 31 December of the year ended. In June, the Research and Third Mission Office requests Directors for an update as of 30 June of the membership reported at the beginning of the year, for the purpose of monitoring academic requirements.
- By the end of July, the Research and Third Mission Office will notify each Director and, for information purposes, the Deputy Rector for Research and Third Mission, of the status of his or her Center in relation to the attainment of the academic and economic requirements set out in the “Requirements, Monitoring and Evaluation” annex to the Research Centers Regulations.

**Relevant regulatory provisions:**

- Research Centers Regulations (2024): Article 7 “The Director” and Article 11 “Affiliated Personnel”.



- Annexes to the Research Centers Regulations (2024): “Requirements, Monitoring and Evaluation”.

**Final evaluation**

- At the end of the third year of the three-year evaluation period, between December and January, the Research and Third Mission Office prepares the general report on the activities of the Centers based on the content of the Directors’ final reports (→ previous subsection) and monitoring data related to the three-year period that has just ended. By January, the Research and Third Mission Office sends the general report and the end-of-three-year reports of all Centers to the Evaluation Commission (consisting of the Rector, the General Manager and the Deputy Rector for Research and Third Mission), which is tasked with evaluating the Centers’ activities and their attainment of the prescribed requirements. Upon completion of the evaluation work, the Deputy Rector for Research and Third Mission reports the results to the Research Centers Commission and the Directors. Following the evaluation, by the March sitting of the Academic Senate, the Centers that have not fulfilled the requirements are dissolved, while for the others, the appointments of Directors and Presidents are renewed and, subsequently, the other officers and members of the bodies of the Centers, in accordance with the procedures described in Section 1 “Organization and Operation of Research Centers” above

**Relevant regulatory provisions:**

- Research Centers Regulations (2024): Article 11 “Affiliated Personnel”, Article 14 “Principles of Autonomy of Centers” and Article 17 “Term and Dissolution”.
- Annexes to the Research Centers Regulations (2024): “Requirements, Monitoring and Evaluation”.





## CALENDAR OF PERIODIC ACTIVITIES

Month	Operation of the Centers	Activity Planning and Reporting	Monitoring Requirements
January		<p><i>RTM Office</i>: collection and transmission of management information useful for the integrated financial statements (previous year).</p> <p><b>Second and third years of the three-year period only</b> – <i>Directors of the Centers</i>: drafting of the annual report on the Center’s activities during the year that has just ended (= first and second years of the three-year period. The report for the third year is required at the end of that same year and incorporated into the end-of-three-year period report and on membership as of 31 December).</p>	<p><b>First year of the three-year period only</b> – <i>Evaluation Commission (Rector, Deputy Rector for Research and Third Mission and General Manager)</i>: final evaluation of fulfillment of the requirements in the previous three-year period that has just ended.</p>
February			
March	<p><b>First year of the three-year period only</b> – Appointment / renewal of the term of office of Directors/Presidents for the three-year period just commencing. Closure of Centers that did not meet requirements in the previous three-year period that has just ended.</p>		
April	<p><b>First year of the three-year period only</b> – Appointment / renewal of the term of office of the other officers and members of bodies for the three-year period just commencing.</p>		
May		<p><b>First year of the three-year period only</b> – <i>Directors of the Centers</i>: deadline for drafting the planning document for the three-year period that is just commencing.</p>	
June		<p><b>First year of the three-year period only</b> – <i>Deputy Rector for Research and Third Mission</i>: deadline to request changes to planning documents.  <i>Research Centers Commission</i>: approval of planning documents.</p>	<p><b>Second and third years of the three-year period only</b> – <i>Directors of the Centers</i>: communication of updated membership of the Center as of 30 June, in view of monitoring requirements. <b>For the first year</b> the membership reported in the planning document is considered.</p>



Month	Operation of the Centers	Activity Planning and Reporting	Monitoring Requirements
July			<i>RTM Office</i> : annual monitoring of the fulfillment of requirements.
August		<i>RTM Office</i> : data entry into Tagetik (current year's preliminary figures and next year's budget forecast).	
September			
October		<i>RTM Office</i> : collection and transmission of management information useful for the budget report (next year's budget forecast).	
November		<b>Third year of the three-year period only</b> – <i>Directors of the Centers</i> : drafting of the final report on the Center's activities in the three-year period that is drawing to an end.	
December			<b>Third year of the three-year period only</b> – <i>RTM Office</i> : preparation of the Centers' overall end-of-three-year period report to support the final evaluation of fulfillment of requirements.