

Bocconi

Strategic Plan 2026-2030 and Vision 2035

January 2026

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EMBRACING NEW KNOWLEDGE THAT MATTERS

Over the past quarter century, globalization, demographic changes, technological innovation and socioeconomic transformation have reshaped higher education worldwide. Bocconi University has consistently responded to these shifts, guided by its enduring values — independence, integrity, openness, pluralism, inclusion, merit and responsibility. Its future strategic direction is shaped by **three long-standing pillars**:

Global Reach.

MAINTAINING AND STRENGTHENING BOCCONI'S GLOBAL REPUTATION THROUGH EXCELLENCE IN RESEARCH, INTERNATIONALIZATION OF FACULTY, STAFF AND STUDENTS, AND ENHANCEMENT OF NETWORKS OF ALUMNI, EMPLOYERS AND ACADEMIC PARTNERS.

Social Mobility.

EXPANDING SCHOLARSHIPS AND FINANCIAL AID TO ATTRACT TALENTED STUDENTS REGARDLESS OF BACKGROUND, REINFORCING BOCCONI'S COMMITMENT TO MERIT AND INCLUSION.

Diversification of Academic Fields.

EXTENDING INTERDISCIPLINARITY BEYOND ECONOMICS AND MANAGEMENT TO ENCOMPASS LEGAL, SOCIAL AND POLITICAL SCIENCES, APPLIED MATHEMATICS AND DATA SCIENCE, COMPUTING SCIENCES, AND NOW, COGNITIVE SCIENCES, ADDRESSING THE CHALLENGES POSED BY NEW KNOWLEDGE REVOLUTIONS AND THEIR IMPACT ON TEACHING, RESEARCH AND SOCIAL ENGAGEMENT.

Our 2035 Vision

Together, these drivers form the foundation for the Bocconi Vision 2035:

Be a world leading independent and free University focused on data-driven social sciences and embracing other sciences, where interdisciplinary research and learning are empowered by human-centered technology to foster ethical leadership, inclusion and societal impact.

Rationale of the Bocconi Strategic Plan 2026–2030

The Bocconi Strategic Plan 2026–2030 is set against a backdrop of heightened geopolitical tensions, with **global developments** increasingly threatening academic freedom, international cooperation and researcher mobility. In this context, Bocconi reaffirms its commitment to independence and academic freedom as core European values. Europe remains a strategic arena for talent, research funding and academic partnerships, with initiatives such as CIVICA (The European University of the Social Sciences) and the introduction of the European Degree playing a central role.

At the same time, **new technological developments**, such as the rapid and pervasive rise of artificial intelligence (AI), are reshaping research, teaching and the labor market. Bocconi sees these transformations not as predetermined outcomes, but as strategic choices. Whether these technologies become enablers of human progress or drivers of cognitive atrophy depends on the choices we make as individuals, as a society and, in our case, as a University. The Strategic Plan 2026–2030 aims to position the University as a leader in the ethical, human-centered integration of AI, reinforcing the role of education and human intelligence as essential complements to new technologies.

Students are at the heart of our efforts, as they must be equipped with knowledge and capabilities needed to navigate rapidly evolving skill demands. Our objectives place a strong emphasis on the pivotal role of education and human intelligence, driving the redesign of curricula to stay ahead of what new technologies can automate while strengthening analytical competences alongside creative, critical and socioemotional skills. At the same time, we are committed to promoting inclusion and reducing inequalities, including those generated by new technologies, by ensuring equitable access to learning and skill development for all stakeholders. Through these efforts, we aim to generate meaningful societal impact by producing knowledge that supports both immediate needs and the development of valuable lifelong skills.



The University as a leader in the ethical, human-centered integration of AI, reinforcing the role of education and human intelligence as essential complements to new technologies.

The Strategic Plan 2026–2030 lays the groundwork for Bocconi through the following **major priorities**:

Human Capital.

WE AIM TO ATTRACT AND RETAIN TOP-TIER RESEARCHERS, ESPECIALLY AT THE INTERSECTION OF OUR CORE DISCIPLINES AND AI, WHILE STRENGTHENING STAFF QUALITY AND COMMITMENT, AND EQUIPPING STUDENTS WITH THE SKILLS TO RESPONSIBLY LEVERAGE NEW TECHNOLOGIES.

Research.

WE AIM TO CONTINUE TO FOSTER INTERDISCIPLINARY RESEARCH AND SUPPORT THE CREATION OF RESEARCH CENTERS AND LABS THAT BRIDGE AI/DATA SCIENCE AND THE SOCIAL SCIENCES. WE ALSO AIM TO ENHANCE OUR PHD PROGRAMS, INCREASING THE NUMBER OF STUDENTS IN FIELDS AT THE INTERSECTION WITH AI/DATA SCIENCE.

Social Mobility.

WE AIM TO ENSURE THAT TALENTED STUDENTS FROM ALL BACKGROUNDS CAN ATTEND BOCCONI AND EXPERIENCE A LIFE-CHANGING EDUCATIONAL PATH AT A MERIT-BASED, EQUITABLE AND INCLUSIVE INSTITUTION.

Technological Infrastructure.

WE AIM TO STRENGTHEN HIGH-PERFORMANCE COMPUTING CAPABILITIES, AI-POWERED LEARNING PLATFORMS AND DIGITAL RESOURCES.

Physical Infrastructure.

WE AIM TO EXPAND AND MODERNIZE THE CAMPUS TO SUPPORT AI-DRIVEN RESEARCH, INNOVATIVE TEACHING AND COLLABORATIVE/ COMMUNITY SPACES, WHILE IMPROVING SUSTAINABILITY AND ACCESSIBILITY.

Entrepreneurship.

WE AIM TO FOSTER A SHARED ENTREPRENEURIAL CULTURE AND SUPPORT THE CREATION OF NEW VENTURES LINKED TO FRONTIER RESEARCH, IN COLLABORATION WITH TECH EUROPE FOUNDATION (TEF).

The Strategic Plan also recognizes the unpredictability of our times and introduces strategic milestones ('fitness checks') to assess progress, allowing flexible reallocation of resources and timely recalibration of goals.



Global Context and Higher Education Trends

The global context in which Bocconi operates is undergoing significant transformations.



In this increasingly complex landscape, the higher education system is evolving into a highly competitive global industry.

The **geopolitical landscape** is becoming increasingly fragmented, putting academic freedom and international collaboration under pressure. European universities must respond by acting as safe havens for talent and free inquiry. Europe's **demographic trends**, with a shrinking young and working-age population intensifies competition for graduates but also creates opportunities to recruit students from younger regions (such as Africa). **Technology and AI** are transforming research, education and work, requiring universities to integrate digital skills while safeguarding critical and creative human abilities and ensuring equitable access. Finally, escalating **climate risks** demand that universities lead on sustainability through research, education, reduced emissions and active policy engagement.

In this increasingly complex landscape, the **higher education system** is evolving into a highly competitive global industry. It is being challenged by online providers and technology firms, while top research universities continue to pull further ahead. To remain competitive, leading universities must strengthen their reputation, attract top talent and invest in interdisciplinary, AI-enabled and research-driven learning environments.

At the same time, universities face growing pressures on the demand side: uneven secondary-school performance raises concerns about student preparedness, while Generation Z increasingly demands flexible, personalized and value-driven learning experiences. Meeting these expectations requires more active teaching approaches, while continuing to foster critical thinking and leadership development. In parallel, global student mobility continues to expand but is increasingly shaped by geopolitical dynamics and visa policies, pushing universities to diversify recruitment strategies and adopt hybrid and digital mobility models to remain adaptable.

Rising demand from emerging economies contrasts with affordability pressures in Western countries. Universities must balance international recruitment with strong financial aid strategies to avoid perceptions of exclusivity. Lifelong learning is becoming central, with large-scale reskilling needs by 2030. Universities must expand modular programs, micro-credentials and employer partnerships, engaging alumni as continuous learners.

Finally, AI and digital transformation are reshaping the labor market, increasing demand for cross-disciplinary and technological skills. Universities must integrate these competencies into curricula and experiential learning to prepare graduates for evolving careers.



HIGHLIGHT: Community and Stakeholder Involvement

In spring 2025, Bocconi launched a **community-wide** survey to inform the development of its new Strategic Plan. The survey engaged undergraduate and graduate students, postgraduate students, faculty and staff, and members of the Bocconi Alumni Community Board through open-ended questions on future priorities and concrete proposals.

Responses were translated into a structured “SP Dashboard,” combining an AI-supported synthesis of key insights with manual review and tagging; a cross-theme matrix based on tag co-occurrence; an interactive section enabling filtering and exploration of verbatim responses by theme, question and respondent group; and a keyword-frequency snapshot capturing the language used by participants. Overall, the process provided a base for integrating community voices into strategic decisions for the next five years.

In May–June 2025, Bocconi interviewed senior HR leaders to complement a survey of about 110 graduate employers, focusing on AI’s impact on roles, evolving skills, and implications for higher education.

Role of AI and its impact on work:

AI is transforming all sectors at varying speeds, with service and consulting firms focusing on its impact on operational and entry-level tasks; despite differing adoption strategies, there is broad agreement that AI will challenge early career pathways and how junior talent gains experience.

Emerging cross-cutting competencies:

With AI’s rise, employers increasingly prioritize transversal skills, including learning agility, critical and problem-finding abilities, relational skills and empathy, along with resilience and adaptability; data literacy and AI fluency are now essential even in non-technical roles, while an entrepreneurial and collaborative mindset signals strong potential.

Attracting and retaining new generations:

New graduates value flexibility, work–life balance, and continuous learning, but employers note concerns around realism, resilience and organizational commitment; as a result, flexible work models, mental health support and personalized career paths are key levers for attracting and retaining top talent.

Employers see **universities as strategic actors** in this evolving world and call for a holistic transformation that embeds AI not just as content, but as a collaborative tool integrated throughout the educational experience, that strengthens transversal skills, with particular emphasis on complex problem-solving, critical thinking, adaptability and relational skills, promotes collaboration with companies through applied learning labs, and prepares students for organizational life and workplace norms.



Bocconi Today: Highlights from the Past Five Years

The number of English-taught undergraduate programs expanded, alongside the launch of new STEM and data-driven offerings.



Educational Offer

Bocconi's **educational portfolio** spans the full academic continuum, from pre-university summer programs to undergraduate, graduate, MBA, Executive and PhD levels, providing breadth and resilience across market segments.

Over the past five years, Bocconi has accelerated internationalization efforts and expanded significantly into STEM fields such as **data science, mathematics and computing sciences, complementing its traditional strength**. This integration positions the University advantageously in a labor market increasingly driven by technology and analytics.

The number of **English-taught undergraduate programs** expanded, alongside the launch of **new STEM and data-driven offerings**. Global law education was strengthened through the introduction of new Bachelor and Master programs. **All Graduate School programs transitioned to English**, and several MSc programs were redesigned to better align with evolving skill demands. The portfolio of Specialized Master and PhD programs was streamlined and enhanced through expanded scholarships, updated curricula and broader international placement opportunities.

To attract global talent, Bocconi strengthened its recruitment outreach, **improved admissions processes and timelines** and expanded its **Summer School** offerings. It also introduced **flat tuition fees** for Bachelor programs, in line with international best practices, and launched a major financial support initiative for students (**Bocconi4Access**). Despite the expansion of academic programs, the overall student population has been kept at around **15,000**, with increased intake in Undergraduate and Law School programs and a smaller MSc cohort. Today, Bocconi students' **placement rates exceed 95% within one year of graduation**.

International Partnerships and Rankings

Students' **international mobility** has long been a distinctive part of the Bocconi experience. After the Covid-19 pause, mobility rebounded in 2022–2023, supported by an expanded and refined network of academic partners, including new collaborations in emerging fields and adjustments to geopolitical constraints. Bocconi's position in **international rankings** continues to play an important role in signaling the University's reputation to outside stakeholders. Bocconi ranks 4th in Europe and 12th worldwide in the QS 2025 rankings for Social Sciences and Management and consistently appears among the top performers in Financial Times program rankings. Competition, however, is becoming increasingly fierce. Moreover, the University's expansion into new scientific domains increases the number of subjects in which Bocconi is ranked, introducing a high risk for Bocconi's position in disciplines in which the scale of operations is still small relative to other institutions in the same (STEM-related) disciplines.

Faculty and Research

During the Strategic Plan 2021–2025, Bocconi significantly strengthened its ability to **attract, develop, and retain talented faculty**, including through the update and expansion of the MRB 2.0 model, which links salary, teaching load and research funding to a three-year performance cycle. Support for international faculty was also expanded, with enhanced services for visas, relocation, housing and family integration.

Bocconi further reinforced its profile as a **research university** by investing heavily in the recruitment of top scholars and in the development of a supportive research environment. A new Department of Computing Sciences was established, and all Departments received resources to advance their research objectives. International grant funding has increased sharply, with Bocconi now leading Europe in ERC SH1 grants (Individuals, Markets and Organizations) and maintaining a strong performance across other social science fields. Research has become increasingly central to all academic programs, supported by expanded research internships, additional PhD scholarships and strengthened administrative support, alongside growing investments in high-performance computing to enable AI-driven research.

Research structures were streamlined through the reorganization of Research Centers and the launch of new Labs, including the ION Management Science Lab. A major milestone was the creation of the Institute for European Policymaking (IEP), which promotes interdisciplinary research and contributes to improving the quality of EU policymaking.

Administrative Staff

Over the past five years, Bocconi has expanded its administrative staff to support growing teaching, research and innovation activities, while increasing international diversity and gender balance, and lowering the average age of employees.

Bocconi Cares and Shares

Since 2020, Bocconi has strengthened its commitment to **diversity, inclusion and sustainability** through a dedicated Deanship, specialized committees and an Inclusion Service Office. Key actions include major improvements in physical and digital accessibility, anti-discrimination services, expanded support for students with disabilities, enhanced mental-health resources and initiatives promoting multiculturalism, gender equality and community awareness. Sustainability has also become a strategic priority. Bocconi is pursuing carbon neutrality, reporting progress through annual Sustainability Reports and implementing measures such as energy-efficient systems, green mobility initiatives, reduced plastic use, improved waste management and smoke-free campus policies.

Alumni engagement and fundraising also expanded, with deeper Alumni involvement in governance and strategic initiatives. The Alumni network grew to 75 Chapters worldwide, reactivated many previously inactive groups and exceeded engagement targets, supported by new flagship events and stronger intergenerational connections. Fundraising progressed as well, with a broader donor base, increased individual giving and major contributions supporting students, research and campus development – including the largest donation in Bocconi’s history.



Bocconi has strengthened its role as a hub for startups, corporates and investors, with Bocconi for Innovation (B4i) at the core of its entrepreneurship strategy. By 2025, **B4i** had supported over 635 entrepreneurs, accelerated 68 startups, guided an additional 172 through pre-acceleration and helped startups raise more than €58 million, well above original targets. Applications exceeded 4,100, with strong participation from the Bocconi Community. Bocconi also reinforced its position within the innovation ecosystem by co-founding the **Tech Europe Foundation** with key partners, with the aim of supporting research and new founders, and contributing to the development of a dynamic innovation hub in Milan.

In line with the Strategic Plan 2021–2025, Bocconi undertook major **infrastructure projects** to enhance campus quality, functionality and sustainability. Key achievements include the renovation of core teaching spaces, the installation of photovoltaic panels and large-scale LED systems, and energy-efficiency upgrades to HVAC systems and student residences. Improvements in accessibility and urban integration strengthened safety and community engagement. The University also launched the first phase of Campus 2030, including the redevelopment of the Via Bocconi 6/8 complex and planning for a new on-campus nursery school.

STRATEGIC PLAN 2026–2030: Map of Goals

Strategic Pillars

Educational Offer

Bocconi's educational strategy rests on three pillars: AI literacy, deep knowledge of its core disciplines, and critical and creative thinking supported by social and emotional intelligence. Grounded in our core disciplines and expanding into cognitive and behavioral sciences, our approach equips students to understand both the benefits and risks of AI. The goal is to ensure that Bocconi graduates are not passive users of new technologies, but informed and responsible leaders in their design and application. Students will master AI foundations across our disciplines, integrate ethical and legal perspectives into decision-making, and apply human judgment to ensure technology serves society. In this way, Bocconi prepares future professionals to lead innovation responsibly and help shape a more equitable, sustainable and human-centered digital economy.



EDUCATIONAL OFFER

STRATEGIC GOAL 1:

Embed AI and cognitive sciences in the Bocconi educational offer

OUR AIM IS TO UPDATE PROGRAMS, COURSES AND STUDY PLANS IN ALL BOCCONI SCHOOLS TO PROGRESSIVELY EMBED INTO OUR CORE COURSES NEW KNOWLEDGE BASED ON AI AND OTHER EMERGING TECHNOLOGIES, TOGETHER WITH COGNITIVE AND BEHAVIORAL SCIENCES FOUNDATIONS. SPECIFICALLY, WE WILL:

Ensure that all students possess the foundational knowledge needed to succeed in courses that embed AI and cognitive sciences, despite heterogeneous backgrounds. The goal is to create a shared foundational knowledge (common core) that enables all students to benefit from advanced technological and interdisciplinary content.

Enhance the ethical and human-centered approach in applying AI and other emerging technologies to core disciplines across all Schools. Students should be enabled to anticipate consequences, weigh trade-offs and deploy technology to advance fairness, accountability, economic and social value. An expert Advisory Committee will develop guidelines for ethical technology use. Ethical principles will be embedded across curricula through dedicated modules.



Gradually include AI-based content and cognitive/behavioral science insights in core courses. Bocconi will integrate AI and cognitive/behavioral science across all programs, piloting new electives that combine emerging technologies with traditional disciplines. In the Graduate School, key initiatives include establishing a Future Skills and Technologies Lab and launching a compulsory Job-Market Bootcamp centered on new professional roles and AI-related skills.

Continuously improve the existing educational offer across all Schools. Bocconi will continue to systematically review the educational offering against clear academic and market benchmarks.



EDUCATIONAL OFFER

STRATEGIC GOAL 2:

Update the teaching model in line with AI evolution

AS AI RESHAPES KNOWLEDGE, BOCCONI MUST MOVE BEYOND CONTENT DELIVERY AND FOCUS ON BUILDING STUDENTS’ ABILITY TO QUESTION, EVALUATE AND USE AI RESPONSIBLY. THIS APPROACH REQUIRES BOCCONI TO:

Shift the teaching model towards discussion-based teaching (aimed at enhancing creative, critical and contrarian thinking and other core socioemotional skills) and more prevalent continuous assessment without compromising academic rigor. Bocconi will enhance teaching by piloting blended discussion-based and asynchronous formats, developing tools to support active learning even in large classes. The Teaching Assistant (TA) role will be redefined to better facilitate discussions, feedback and AI-supported teaching.

Promote the use of AI tools to foster innovation in teaching, the assessment process and learning, and revise assessment methods. Bocconi will support AI adoption in teaching by identifying institution-approved tools, providing systematic faculty training and appointing departmental AI leads to guide implementation.

EDUCATIONAL OFFER

STRATEGIC GOAL 3:

Increase effort to attract and select talented students

BOCCONI AIMS TO STRENGTHEN ITS ABILITY TO ATTRACT AND SELECT TALENTED STUDENTS REGARDLESS OF THEIR SOCIOECONOMIC BACKGROUND. IDENTIFYING AND DEVELOPING HIGH-POTENTIAL STUDENTS IS ESSENTIAL, AS THEY ARE BEST EQUIPPED TO ENGAGE CRITICALLY WITH EMERGING TECHNOLOGIES, QUESTION THEIR OUTPUT AND DRIVE INNOVATION. WE WILL:

Ensure that the most talented students (from Italy and all over the world) can access Bocconi, regardless of their socioeconomic background. Bocconi faces rising competition for top students and will respond by closely monitoring application trends, strengthening recruitment and expanding access for talented candidates from all backgrounds. Key actions include creating a Scientific Committee that analyzes data and guides admissions, increasing outreach in disadvantaged areas and improving financial aid.

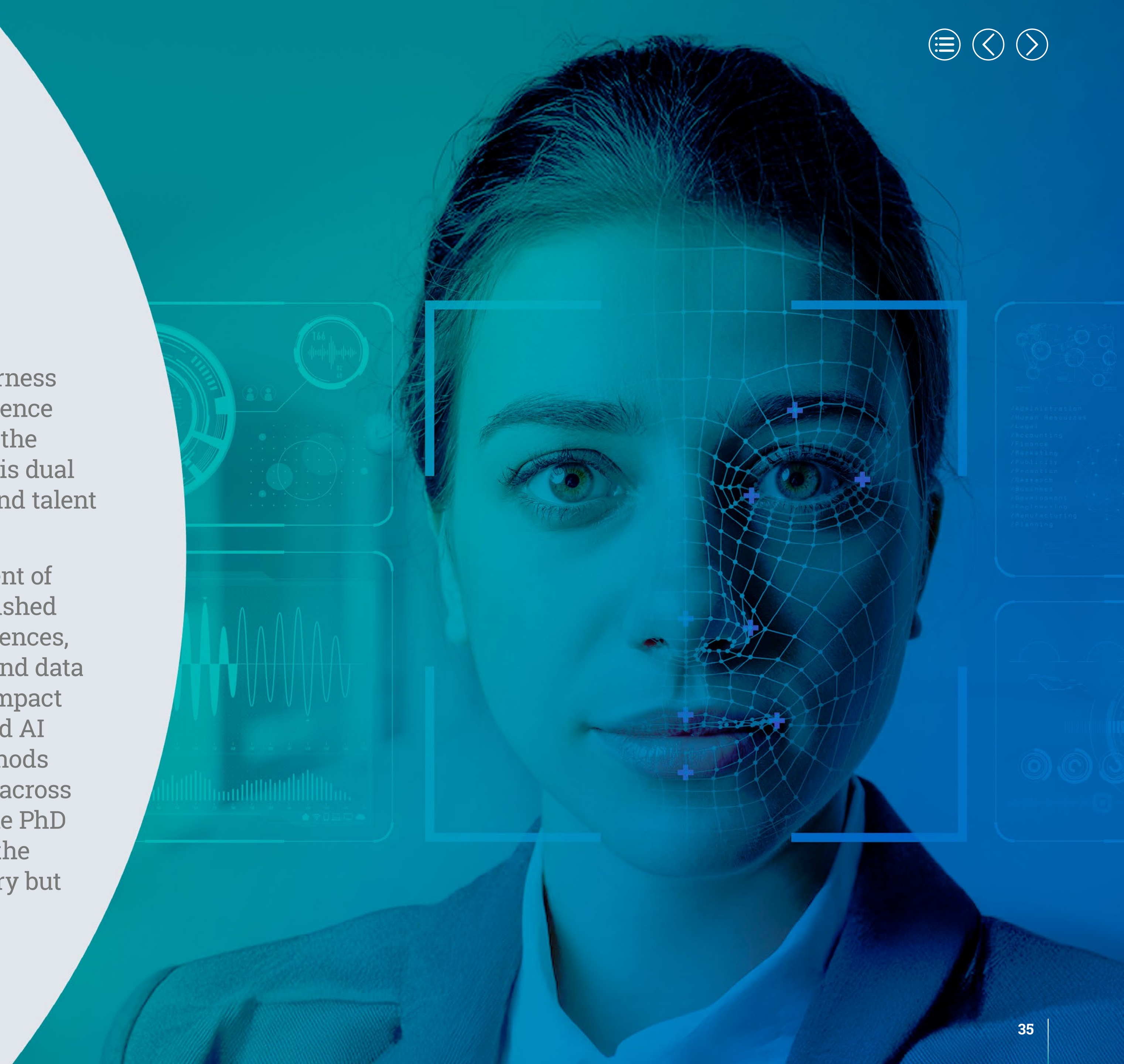
Enable a 360° enhancement of the student experience/academic journey for an evolving student body, making it more inclusive and attentive to students' physical and mental wellbeing. As Bocconi's global Gen Z student body brings new expectations, the University will strengthen guidance and recruitment services, campus life activities, international programs and opportunities, career services and financial support, supported by staff with international expertise.



Research and Human Capital

Bocconi enters the 2026–2030 period with the ambition to harness the transformative potential of new technologies and data science in our traditional social science disciplines, while deepening the understanding of human cognition and social interaction. This dual focus defines the University's integrated vision for research and talent development.

At the heart of this vision lies the creation of a new Department of Cognitive Sciences, designed to complement Bocconi's established strengths in business, economics, legal studies and social sciences, and to connect these with computing, applied mathematics and data science disciplines. A new Research Center in Social Policy Impact Evaluation and two new Research Labs in Collaborative AI and AI in the Social Sciences will further embed advanced new methods into Bocconi's research ecosystem, stimulating collaboration across Departments and disciplines. Together with strengthening the PhD School, these initiatives will ensure that Bocconi remains at the frontier of knowledge generation that not only advances theory but also informs practice and policy for societal impact.



RESEARCH AND HUMAN CAPITAL

STRATEGIC GOAL 1:

Strengthen Bocconi's position as a leading knowledge powerhouse in data-driven social sciences and expand in new fields

BOCCONI AIMS TO STRENGTHEN ITS GLOBAL LEADERSHIP IN THE SOCIAL SCIENCES BY INTEGRATING DATA-DRIVEN RESEARCH AND AI ACROSS ITS ACADEMIC ECOSYSTEM. THIS INCLUDES CREATING A NEW DEPARTMENT OF COGNITIVE SCIENCES AND EXPANDING AI AND DATA SCIENCE THROUGHOUT ALL DEPARTMENTS.

Establish a new Department of Cognitive Sciences. Bocconi will establish a Department of Cognitive Sciences that will integrate cognitive science, neuroscience, behavioral economics and social psychology to understand how people think, decide and interact. This expansion will enable the University to bridge the study of artificial and natural intelligence, fostering interdisciplinary exploration at the intersection of technology and human behavior. The Department will also collaborate with SDA Bocconi to apply cognitive science insights to executive education.

Integrate AI and data science in all Departments. AI and data science have now cut across all disciplines, becoming essential tools for economists, managers, legal scholars and social scientists. Bocconi will embed these capabilities across all Departments through a coordinated cluster hire of new faculty members (APs and Lectures) with combined expertise in our core disciplines and AI, enabling the University to produce new impactful research and innovate in teaching. An *AI in Social Sciences Lab* (see below) will support interdisciplinary projects and knowledge dissemination.

To foster integration with SDA Bocconi, 10 positions will be funded by SDA Bocconi for joint appointments between SDA and Bocconi's Departments.



RESEARCH AND HUMAN CAPITAL

STRATEGIC GOAL 2:

Consolidate Bocconi’s research mission and promote cross-disciplinary collaboration

TO ADDRESS INCREASINGLY COMPLEX SCIENTIFIC AND SOCIETAL CHALLENGES, BOCCONI WILL STRENGTHEN ITS COMMITMENT TO INTERDISCIPLINARITY BY CREATING NEW RESEARCH CENTERS AND LABS AND ENHANCING EXISTING ONES. THESE PLATFORMS WILL CONNECT DISCIPLINES AND EXTERNAL PARTNERS, ENABLING CUTTING-EDGE, IMPACTFUL RESEARCH.

Empower Research Centers and Labs to drive innovation. We will create a new Research Center in Social Policy Impact Evaluation to support policymaking with evidence-based impact evaluation, and two new Research Labs: one is the Lab in Collaborative AI, which integrates academic excellence with real-world challenges, fostering a dynamic environment in which the academic community and industrial partners collaborate on innovative AI projects; the second one is a lab for AI in the Social Sciences, which harnesses the transformative potential of AI in social science research. Moreover, we will foster entrepreneurship and knowledge transfer, bridging the gap between academic research and the startup ecosystem.

Strengthen Research Centers and Labs as key hubs for academic excellence and societal engagement. Research Centers and Labs will be redesigned as dynamic, interdisciplinary platforms that blend academic rigor with societal engagement. The Bocconi Shares initiative will expand the accessibility of scientific results and strengthen ties with institutions, companies and civil society. New professional roles (i.e. Research Officers and technical experts) will support faculty in project development, grant management and research dissemination, improving efficiency and impact. Fundraising strategies will be aligned with research priorities to ensure sustained innovation, excellence and societal relevance.

Enhance the role of the PhD as a driver of Bocconi’s research and to educate future generations of scholars. The PhD School will expand its intake, launch new programs and strengthen funding, placement support and research partnerships. These measures will align Bocconi with top global research universities and support the development of the next generation of academic leaders.



RESEARCH AND HUMAN CAPITAL

STRATEGIC GOAL 3:

Enhance Bocconi human capital (faculty and staff) and improve organizational effectiveness

BOCCONI WILL CONTINUE INVESTING IN FACULTY, RESEARCHERS AND STAFF THROUGH TARGETED RECRUITMENT, RETENTION AND PROFESSIONAL DEVELOPMENT. ENHANCED WELLBEING INITIATIVES, DIGITAL AND AI UPSKILLING AND NEW HYBRID ACADEMIC-PROFESSIONAL ROLES WILL STRENGTHEN ORGANIZATIONAL CAPACITY AND SUPPORT LONG-TERM SUSTAINABILITY.

Attract, manage, engage and retain top-tier academic talent. Bocconi will strengthen its ability to attract, support and retain world-class scholars through improved hiring, expanded PhD programs and enhanced research conditions, including better administrative and teaching support. It will invest in teaching innovation and redesign the Teaching Assistant model to align with the new teaching approach. Procedures will be updated to accommodate a larger and more diverse faculty, with improved evaluation processes and cross-departmental oversight.



Improve the overall Bocconi organization. Bocconi will strengthen its organization by creating greater synergies between Core Faculty and SDA to maximize academic and operational impact, exploiting synergies between their operational structures. Hybrid professional profiles will be introduced to bridge academic and staff roles, and Research Centers and Labs will gain IT/technical experts and Research Officers to support projects, partnerships and grant activities.

Continue to enhance the quality of Bocconi staff, value commitment and competence. Key actions include managing generational renewal, with senior staff mentoring and junior staff driving digital transformation, as well as preparing for the impact of AI by adding tech-skilled profiles and upskilling staff through structured training. Bocconi will also recruit more globally oriented professionals, strengthen international readiness in middle management and support staff wellbeing through targeted initiatives.

Technological and Physical Infrastructures

Bocconi will invest in infrastructure (technology, data and physical infrastructures), people (skills and roles) and governance (policies and processes) related to AI and technological capabilities, and it will establish strategic partnerships that accelerate adoption and safeguard trust, while protecting institutional autonomy.

TECHNOLOGICAL AND PHYSICAL INFRASTRUCTURES

STRATEGIC GOAL 1:

Leverage new technologies and data

Foster an AI- and data-empowered University. Bocconi aims to make AI and data as routine and reliable as email by giving everyone access to clean data, tools and support. Campus-wide, privacy-safe LLMs will be integrated into existing platforms for seamless use. A centralized data model and clear governance will ensure data quality and usability. HPC capacity will continue to grow, supported by a research data repository and a cross-functional team helping faculty adopt advanced tools. Periodic external assessments of AI and data readiness and use will be employed to benchmark our capabilities.

Further develop a secure, modern and AI-ready tech stack. Bocconi will modernize its technology foundations to be fast, resilient and AI-ready, without compromising security or user experience. Core systems will move further to the cloud, a new digital workplace – with improved faculty agendas, a staff intranet and a clearer tech website – will simplify daily workflows. Cybersecurity and resilience will be strengthened through continuous monitoring, testing and robust recovery plans. Service quality will improve with a more efficient service desk, proactive communication and better self-service tools.

To accommodate this evolution, Bocconi will invest in AI and data training for staff and faculty and hire key experts in AI research, data science, HPC and cybersecurity. Clear policies for ethical AI and data use, along with strong security and continuity measures, will ensure innovation remains responsible and resilient.





TECHNOLOGICAL AND PHYSICAL INFRASTRUCTURES

STRATEGIC GOAL 2:

Consolidate a top-class campus aligned with the needs of its communities – sustainable and accessible

BOCCONI WILL STRENGTHEN ITS CAMPUS AS A TOP-CLASS, SUSTAINABLE AND ACCESSIBLE ENVIRONMENT THAT MEETS THE NEEDS OF ALL COMMUNITY MEMBERS. THE GOAL IS PURSUED THROUGH TWO PRIORITIES:

Design and develop appropriate and accessible physical spaces to meet all stakeholders' demands.

Campus 2030 will add new classrooms, study spaces, offices, green areas and a student center. Bocconi will upgrade to smart building systems and open a new nursery school (pending approval). Student housing will grow, remaining physical barriers will be removed, and safety, security and wellbeing will be enhanced through new technologies, new certifications and regular health screenings.

Actively pursue carbon neutrality through sustained and measurable emission reductions. Bocconi will advance sustainability through a decarbonization plan toward carbon neutrality and stricter ESG-based procurement. Resource efficiency, waste reduction, circular practices, sustainable mobility and healthier food options will be expanded.

Global Stance

Bocconi's global reputation has long relied on strong student quality and placement outcomes, impactful research and a robust network of academic partnerships, reflected in rising international rankings. The challenge ahead is to preserve this balance while expanding into new fields and adapting to a more complex global context marked by geopolitical tensions, mobility constraints, and intensified competition.



GLOBAL STANCE

STRATEGIC GOAL 1:
Protect and leverage traditional disciplines in international rankings while developing a broader future

Manage and continuously improve placement in international rankings. Bocconi will continue to invest in the student experience, international exposure and career opportunities. As expansion into new disciplines increases exposure in subject rankings, careful management is required to safeguard overall performance. To address this, Bocconi will establish an International and Ranking Committee, extend MBA-style student and Alumni engagement to MSc programs, and improve employer visibility in new disciplines.



GLOBAL STANCE

STRATEGIC GOAL 2:

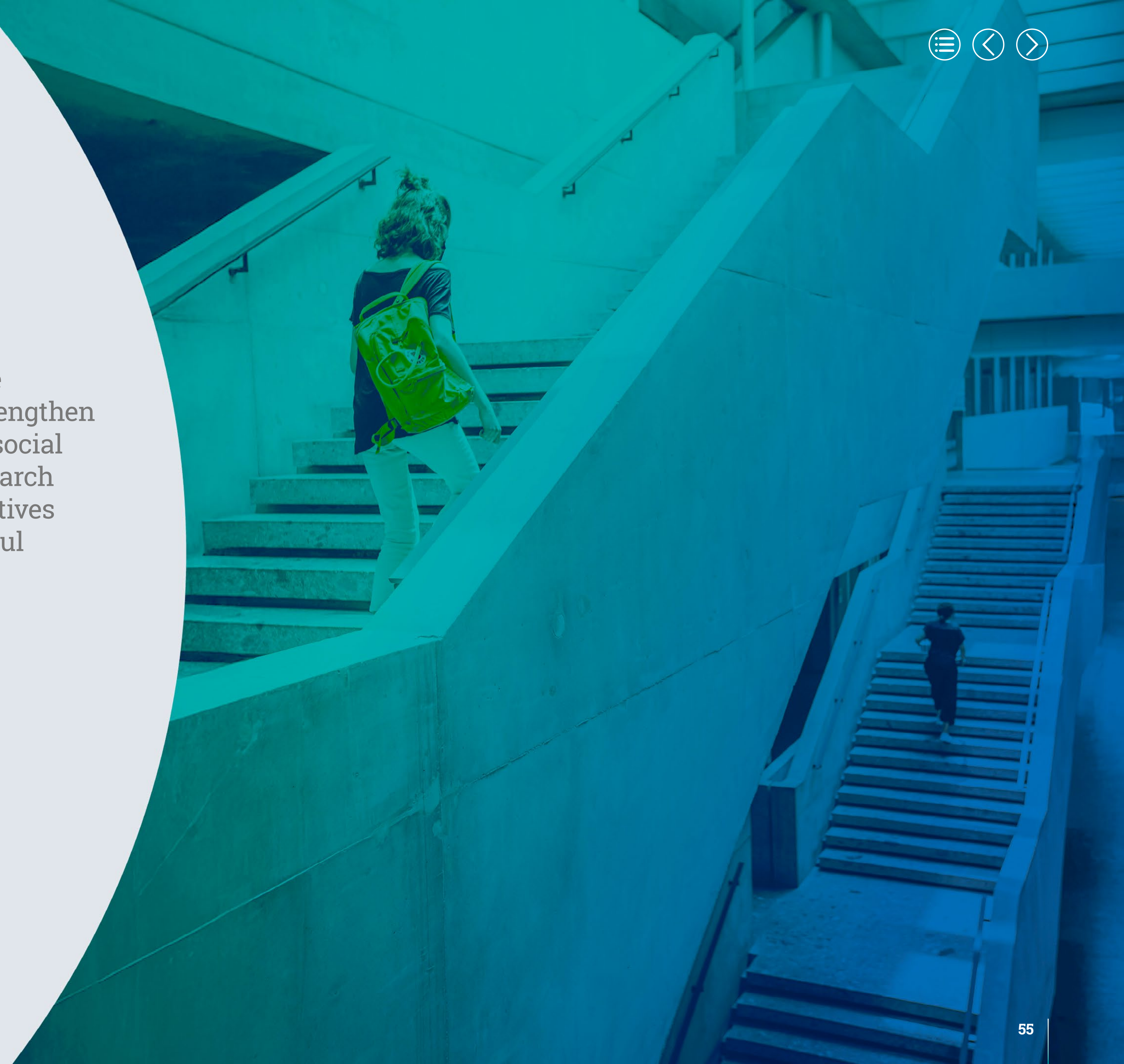
Expand international presence

Set up the governance and the process to drive the presence of Bocconi abroad. A structured international presence is increasingly central to global university strategies. Bocconi will evaluate overseas options by establishing an International and Ranking Committee to ensure alignment with long-term strategy and competitive positioning. Europe will remain Bocconi’s primary arena for talent, research and partnerships.



Social Engagement and Impact

Historically perceived as “ivory towers,” universities have evolved significantly, embracing the Third Mission to strengthen their roles as active societal actors. Bocconi approaches social engagement as an institutional strategy that shapes research agendas and curricula, while fostering community initiatives that involve diverse stakeholders and generate meaningful societal impact.



SOCIAL ENGAGEMENT AND IMPACT

STRATEGIC GOAL 1:

Expand knowledge dissemination and social inclusion

CENTRAL TO BOCCONI'S SOCIAL ENGAGEMENT STRATEGY ARE TWO INTERCONNECTED PILLARS: KNOWLEDGE DISSEMINATION AND EXPERIENTIAL LEARNING THROUGH **BOCCONI SHARES**, AND A COMMITMENT TO SUPPORT DISADVANTAGED INDIVIDUALS WHILE IDENTIFYING AND NURTURING UNDERRECOGNIZED TALENT THROUGH **BOCCONI CARES**.

Consolidate and rationalize the current portfolio of social engagement projects and initiatives.

Bocconi will streamline its social engagement initiatives based on impact, including the expansion of its successful Legal Clinics through the launch of a new clinic at the Beccaria Juvenile Detention Center.

Design and launch a new flagship project: Project 34. In line with Article 34 of the Italian Constitution, this multi-stakeholder initiative promotes higher education as a driver of social mobility in Italy, addressing cultural, economic and motivational barriers that prevent underrepresented groups from pursuing university studies. The project engages students, Alumni, NGOs and companies to generate lasting impact in local communities.

Design and implement a comprehensive communication plan for Bocconi Social Engagement activities. Communication will be key to maximizing the impact of Bocconi's social engagement, making its societal contributions and research more understandable and accessible. A coordinated communication plan under the Bocconi Cares and Shares labels will raise awareness, boost participation and foster long-term partnerships.



Entrepreneurship and Innovation

Bocconi aims to strengthen Europe’s innovation ecosystem by expanding research-driven entrepreneurship, building on its role in the Tech Europe Foundation. By integrating B4i and TEF, the University will support high-potential startups, expand STEM and innovation-focused PhD and postdoc positions, and create new pathways for students, researchers and Alumni to launch entrepreneurial ventures.



ENTREPRENEURSHIP AND INNOVATION

STRATEGIC GOAL 1:

Enhance entrepreneurship and innovation in education and research

BOCCONI WILL FOSTER A STRONG INNOVATION CULTURE BY EMBEDDING ENTREPRENEURSHIP ACROSS ITS CURRICULA, DEVELOPING LEADERS WHO COMBINE ANALYTICAL RIGOR WITH CREATIVITY AND INITIATIVE. THIS APPROACH CONNECTS RESEARCH WITH REAL-WORLD INNOVATION, ENSURING THAT ACADEMIC DISCOVERIES TRANSLATE INTO TECHNOLOGICAL AND SOCIETAL PROGRESS.

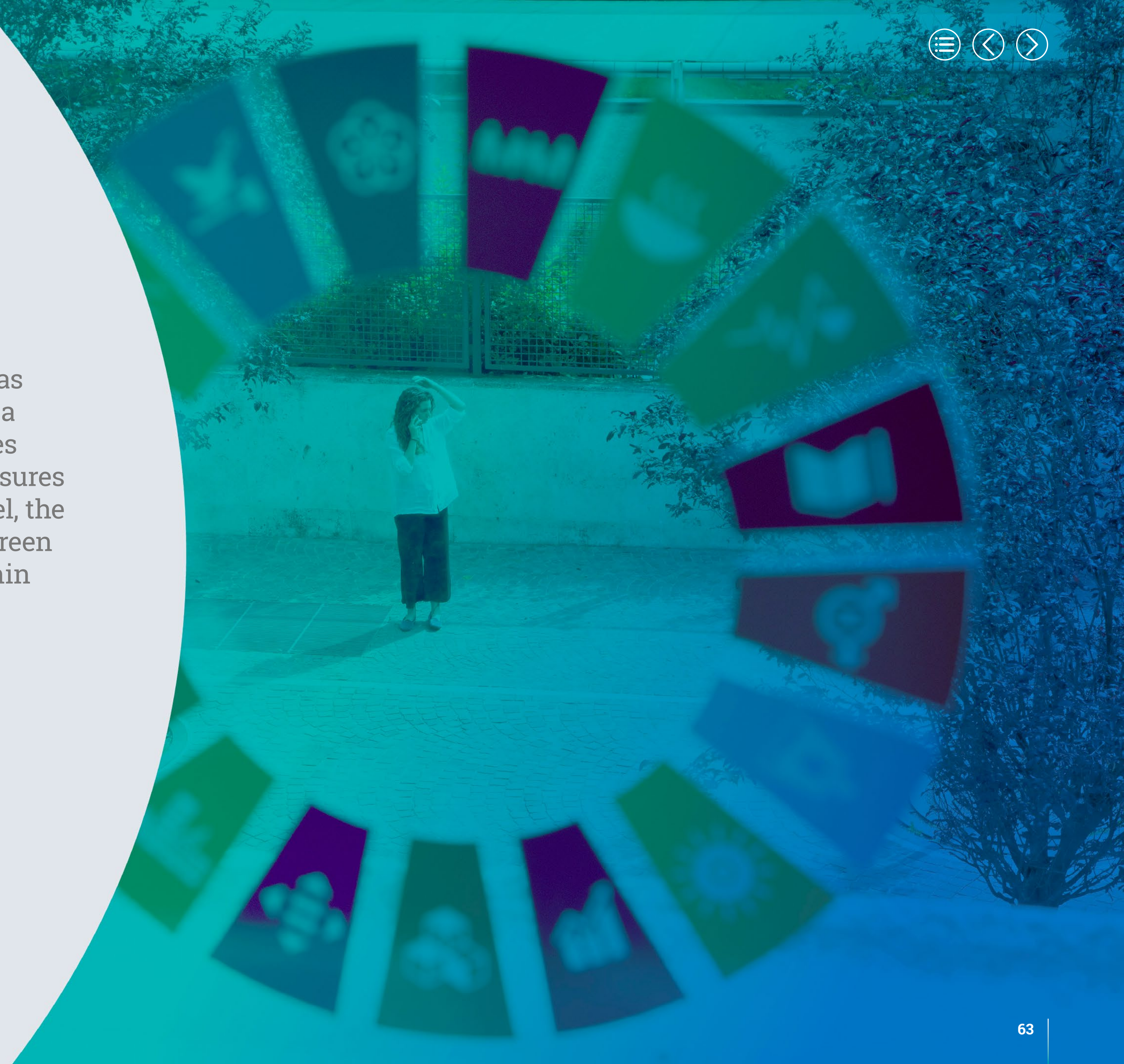
Gradually include more paths to study entrepreneurship Bocconi will strengthen entrepreneurial education by expanding experiential learning and embedding entrepreneurship across programs. A dedicated pathway will be created within the MSc in Innovation, Technology and Entrepreneurship will combine coursework with hands-on startup and innovation projects. Entrepreneurial thinking will also be reinforced through new courses, a stronger entrepreneurial orientation in the MBA curriculum and faculty recruitment aligned with innovation-focused fields.

Enhance entrepreneurial spirit across the University Bocconi will strengthen its entrepreneurial culture by recognizing student entrepreneurship as a legitimate academic pathway — granting credits and, where feasible and compliant, allowing startup projects to count as thesis work. The University will track Alumni entrepreneurial outcomes, consolidate the TEF Ignition sandbox for early-stage ideas, and create shared spaces and a legal framework to support spin-offs.



Diversity, Inclusion and Sustainability

Bocconi reaffirms diversity, inclusion and sustainability as core pillars of its identity. The University aims to remain a center of pluralism, where diverse voices and perspectives converge in a learning and working environment that ensures respect, inclusion and equal opportunity for all. In parallel, the Bocconi City Campus is envisioned as a benchmark for green development, energy efficiency and inclusive design within global higher education.



DIVERSITY, INCLUSION AND SUSTAINABILITY

STRATEGIC GOAL 1:
Enhance diversity and inclusion

Promote a sense of belonging. Through institutional policies, support services and awareness initiatives, Bocconi aims to ensure that every member of the Community feels supported and empowered to participate fully in university life.

Create a fully accessible and inclusive University. By adopting the “design for all” principle, expanding faculty training and introducing inclusive teaching methods, the University ensures that every student – regardless of background or ability – can access opportunities for learning and personal growth.

Foster social mobility. Through scholarships, partnerships and outreach programs, Bocconi aims to strengthen diversity in its student body and foster inclusion across all educational pathways.

Pursue gender equality. By implementing systematic monitoring, targeted initiatives and maintaining gender equality certifications, the University reinforces its commitment to equal opportunities across all levels and functions.

Guarantee better work-life balance. Through tailored programs and services, supporting policies for parenting, caregiving and personal wellbeing, Bocconi aims to foster an inclusive work culture where professional growth and personal fulfillment coexist.





The new
**NUMBER
THEORY** ♡/%

DIVERSITY, INCLUSION AND SUSTAINABILITY

STRATEGIC GOAL 2:
Improve sustainability

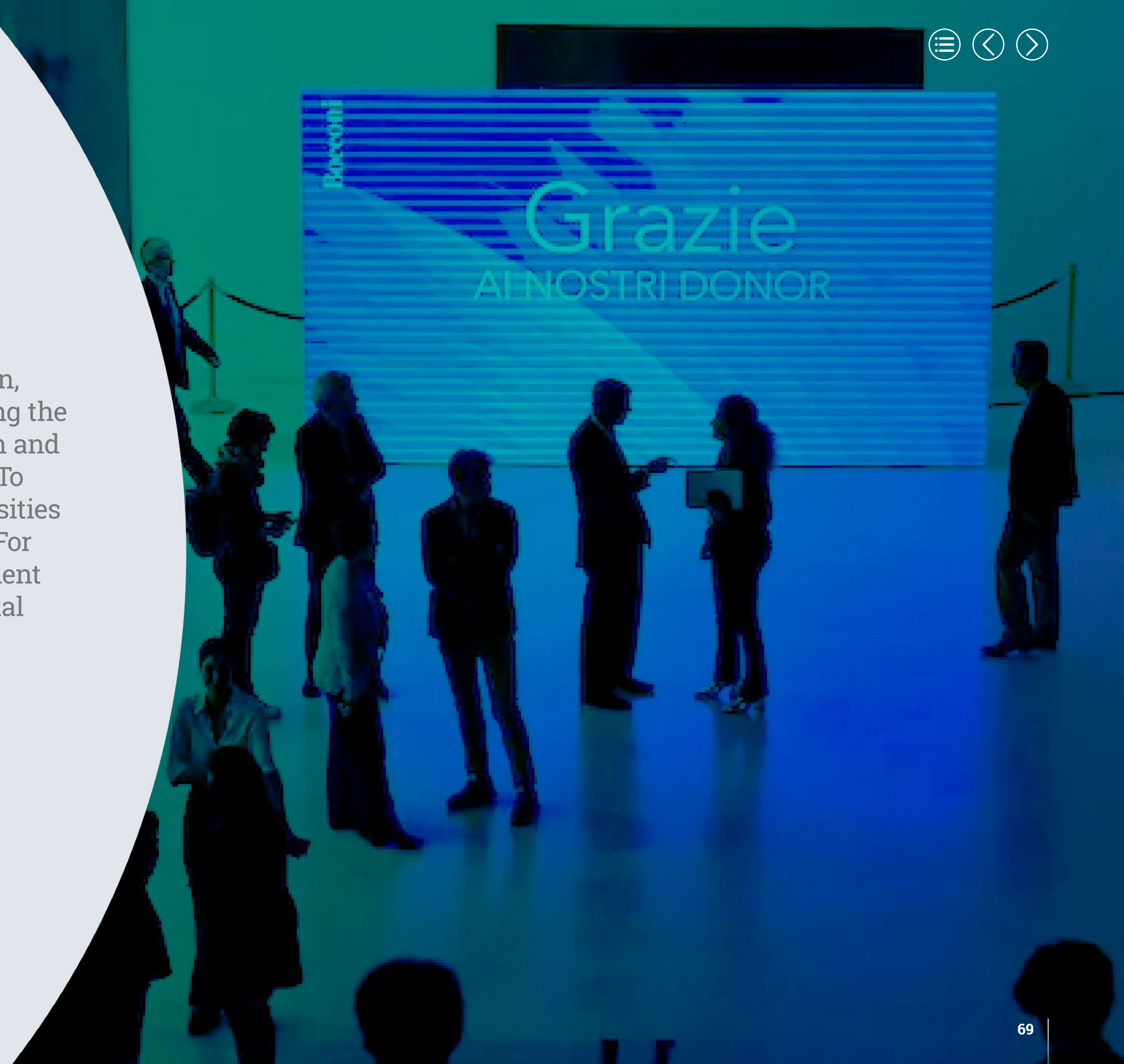
Pursue carbon neutrality through sustained and measurable emission reductions. Bocconi is advancing a comprehensive decarbonization plan, promoting circular-economy practices and encouraging sustainable mobility across its Community. Healthier, more sustainable food options further reflect the University’s holistic commitment to environmental impact and wellbeing.

Pursue carbon neutrality through the promotion of sustainable procurement practices. Bocconi advances sustainable procurement and embeds sustainability education across all programs, preparing students for future environmental, social and governance challenges. By tracking progress through measurable actions, the University reinforces its commitment to responsible growth and leadership in sustainable higher education.



Alumni and Fundraising

Alumni are strategic partners in strengthening reputation, recruitment and philanthropy. Global changes — including the “great wealth transfer” and the rising influence of women and younger, impact-focused Donors — are reshaping giving. To capture this potential and generate social impact, universities must broaden engagement and modernize stewardship. For Bocconi, this means aligning philanthropy and engagement to advance inclusion, research excellence and institutional independence.



ALUMNI AND FUNDRAISING

STRATEGIC GOAL 1:

Pursue a societal impact within and beyond the Bocconi Community through the engagement of all its stakeholders

BOCCONI WILL STRENGTHEN ITS ALUMNI ECOSYSTEM BY TRANSFORMING ENGAGEMENT INTO A LIFELONG RELATIONSHIP THAT SUPPORTS COLLABORATION, MENTORSHIP AND COMMUNITY PARTICIPATION.

Strengthen engagement of students, young Alumni and SDA participants in Alumni Community initiatives. Bocconi will integrate Alumni stories, mentoring and role models throughout the student journey to build early identity and lifelong connection. Initiatives like Open Days, From Student to Alumnus events and an expanded Mentorship Program will foster engagement, awareness and long-term commitment.

Strengthen engagement of the global Community to enhance Bocconi's reputation and impact on a global scale. As Bocconi's global presence grows, it will build a more structured international Alumni network that supports lifelong career development and strengthens recruitment, placement and visibility. This includes reinforcing key Chapters worldwide, expanding communities in strategic regions and enhancing the role of Friends of Bocconi in the United States.

Develop engagement of all stakeholders, also in the new academic disciplines and research areas. As Bocconi expands into new fields, Alumni engagement must evolve to match new career paths and industry trends.



**MATTEO
SCARANO**
Beneficiario

Inclusion

SFOGLIA IL
Donor IMPACT
REPORT 2024



LA SFIDA POLITICA:
VINCITORI E PERDENTI,
SPESSO TRA I PIÙ
VULNERABILI

Bocconi

INIZIO FUTURO

DONOR EVENT 2024

INIZIO
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ALUMNI AND FUNDRAISING

STRATEGIC GOAL 2:

Foster a culture of philanthropy across all audiences

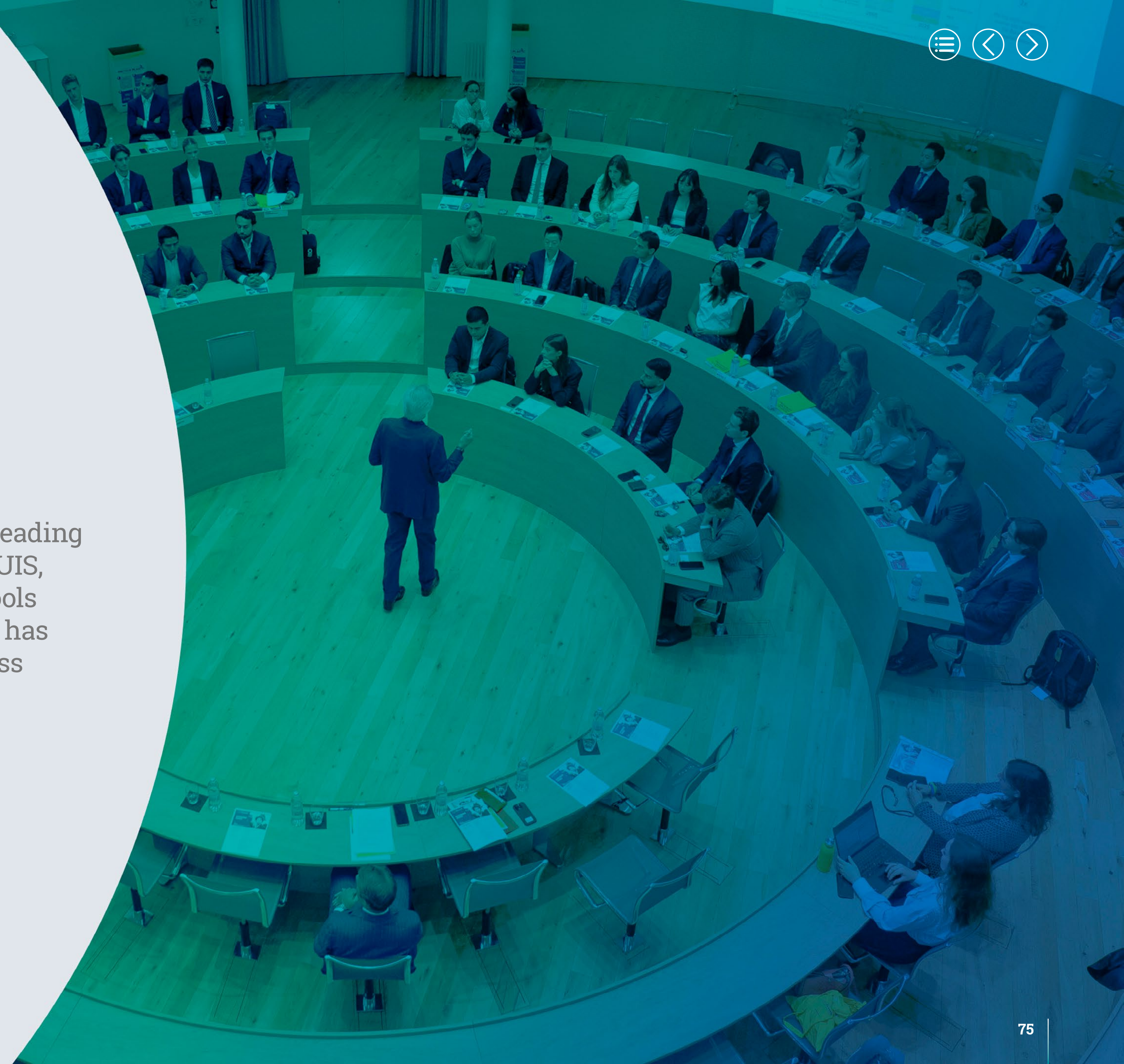
Bocconi recently launched the public phase of its 2021–2030 Fundraising Campaign, with a target of €200 million, to be achieved through regular, major and traditional giving while diversifying its donor base.

Implement a multi-dimensional fundraising strategy. Bocconi will implement a comprehensive fundraising strategy aligned with its Strategic Plan to broaden the donor base, increase contributions and strengthen major-Donor engagement. The Campaign will diversify revenues, expand participation and support students, faculty, research and campus development through regular, major and traditional giving.

Enhance donor care and stewardship. Bocconi will focus not only on acquiring Donors but also on deepening relationships through personalized donor care, storytelling and meaningful recognition, supported by Alumni and student ambassadors. By cultivating a global culture of philanthropy, engagement and shared responsibility, Bocconi seeks to transform the relationship between the University, SDA Bocconi School of Management and its Alumni Community – turning belonging into active participation and collective impact.

SDA Bocconi 2026-2030 Strategic Plan Highlights

Founded in 1971, SDA Bocconi is part of a small group of leading institutions that hold the Triple Crown Accreditation (EQUIS, AMBA and AACSB), a distinction shared by only 129 schools out of more than 12,000 worldwide. Over the past years, it has consistently ranked among the leading European business schools in both the Financial Times and QS rankings.



SDA BOCCONI 2026-2030 STRATEGIC PLAN HIGHLIGHTS

The School’s structure reflects its broad and diversified mission. It includes eight Knowledge Areas. Its educational offer spans custom and open executive programs, online learning, MBA and Executive Master programs, and practice-oriented research. Serving both individuals and organizations, SDA works with corporations, financial institutions, governments, healthcare systems and non-profits to develop talent and strengthen institutional capacity. SDA Bocconi serves over 250 corporate clients annually through 500+ custom programs and delivers 100+ open and 65 online programs to more than 12,800 learners. Its MBA and Executive Master programs engage more than 800 participants from 70+ countries, with total Master enrollment up 24% since 2020. A strong research ecosystem – 20 Labs, 12 Monitors and six Observatories – supports 250+ initiatives each year, with about 40% of activity delivered in English and internationally.

From 2022 to 2025, SDA Bocconi implemented major reforms, including a new Faculty Handbook, a streamlined compensation system and a strengthened Rome Campus with modular programs. Revenues and average daily prices grew significantly, reflecting improved international market positioning.

The SDA 2026–2030 Strategic Plan is grounded in a thorough analysis of the competitive landscape. Its overarching goal is to position SDA Bocconi permanently among the top six European business schools with strong global outreach in reputation, recognition and influence, alongside Europe’s leading institutions (IESE, HEC, INSEAD, LBS, IMD) while clearly expressing the School’s distinct identity.

This vision is articulated through **six strategic pillars**:

Human Capital Plan

SDA BOCCONI’S FUTURE DEPENDS ON THE QUALITY, MOTIVATION AND EVOLUTION OF ITS PEOPLE, WHO DRIVE ITS REPUTATION, INNOVATION AND IMPACT.

Faculty development. Faculty renewal will focus on selectivity, visibility, accountability and support, with the aim to attract international scholars and reward the most impactful internal faculty members, and an expansion of the Professors of Practice and Associate Professors of Practice network. A closer relationship with Bocconi Departments to promote joint recruitment and a stronger Faculty HR function will align recruitment, evaluation and development with the School’s strategic goals.

Staff development and organizational culture. Staff evolution will emphasize customer centricity and continuous learning, supported by new roles, AI-enabled systems and improved faculty–staff ratios. Wellbeing, diversity and leadership development will be central, with mentoring, coaching and succession planning fostering a cohesive and purpose-driven Community.



SDA BOCCONI 2026-2030 STRATEGIC PLAN HIGHLIGHTS

Global Stance

SDA Bocconi's next phase requires being strategically international through targeted presence, partnerships and positioning. SDA will strengthen global partnerships through GNAM and CEMS memberships to co-develop high-impact joint programs. .

Executive Education and Master Programs

OVER THE NEXT FIVE YEARS, SDA AIMS TO EXPAND ITS REACH WHILE ELEVATING QUALITY, BECOMING A EUROPEAN BENCHMARK FOR RIGOROUS, HUMAN-CENTERED AND INNOVATIVE EXECUTIVE LEARNING.

Strategic principles. Growth will be guided by right-sizing the portfolio, rigorous quality reviews, continuous market listening, client segmentation and a refined balance of in-person, blended and online formats.

Key initiatives. SDA will expand custom programs in new markets addressing the largest corporates, also strengthen the Rome Campus and innovate in reskilling, lifelong learning and experiential formats. New flagship programs, international strategic alliances and an annual Executive Education Summit will reinforce SDA Bocconi's role as a laboratory for leadership and managerial innovation.



SDA BOCCONI 2026-2030 STRATEGIC PLAN HIGHLIGHTS

Learning Without Limits

“LEARNING WITHOUT LIMITS” EXPRESSES SDA BOCCONI’S BELIEF THAT EDUCATION IS NOT CONFINED TO A PHASE OF LIFE, A CLASSROOM OR A PROFESSIONAL TITLE.

A culture of lifelong learning. SDA will build an ecosystem where learning continues after formal programs through new tools, connections and mindsets. A key pillar is the Learning Radar, a digital platform giving each learner a lifelong educational identity, with a personalized portfolio of learning experiences and micro-credentials.

Accessibility and inclusion. A Learning Without Limits Fund will expand access to executive education for underrepresented groups, small entrepreneurs and women in leadership transition.

The Alumni connection. The strategy will transform Alumni engagement into a network of opportunities, with structured collaboration through events, mentoring and shared learning. Stronger links with Alumni Chapters and a permanent Alumni role in governance will help create a seamless learning continuum across generations.



Research

RESEARCH IS THE FOUNDATION OF SDA BOCCONI’S INTELLECTUAL AUTHORITY, DRIVING KNOWLEDGE CREATION AND REAL-WORLD IMPACT.

Ecosystems and impact. SDA will shift from individual research efforts to ecosystem-based models that connect faculty, companies, policy makers and international organizations. Labs, Monitors and Observatories will be consolidated into strategic clusters, with new Impact Research Projects translating academic insights into actionable solutions.

Visibility and thought leadership. Flagship Indexes and Monitors will strengthen SDA’s voice in global debates by providing authoritative data on key societal and managerial issues. This will enhance the School’s role as a rigorous and influential contributor to policy and management discourse.

Integration and support. The Knowledge and Content Factory will curate and disseminate research outputs, while human-capital reforms – such as Faculty HR and the Endowed Chairs Program – will incentivize excellence and collaboration.



SDA BOCCONI 2026-2030 STRATEGIC PLAN HIGHLIGHTS

Organizational Design

SDA BOCCONI WILL IMPROVE ITS ORGANIZATION TO BECOME MORE AGILE, COORDINATED AND INNOVATIVE.

Knowledge and Content Factory. A new cross-divisional Knowledge and Content Factory will curate, update and disseminate learning and research materials, drive digital and AI innovation and ensure quality and consistency across programs. It will also capture best practices, enabling internal benchmarking and continuous improvement.

Governance and structure. SDA Bocconi will strengthen governance by clarifying roles, enhancing coordination across divisions and national and international campuses, involving Alumni more systematically. Faculty and staff development frameworks will ensure transparent, merit-based career paths and consistent standards across all locations.

Culture and change. SDA Bocconi will foster a culture of responsibility, collaboration and innovation, empowering faculty and staff as mission-driven leaders. Digital transformation – including ethical AI adoption – will enhance workflows and decision-making while preserving the School’s human-centered identity.



KPI	ACTUAL - 2025	TARGET - 2030/2035
Number of students	~ 15,000	Unchanged
% class groups in English – Undergraduate School (Graduate and PhD School already 100%)	71%	80%
% total enrolled students from the least represented gender	44%	> 45%
Overall investment in financial aid (scholarships, tuition waivers, etc.) - all Schools	€57M (2025)	Over €350M (2026-2030)
Funds pledged since 2021 (cumulated)	€90M (2021-2025)	€200M (2021-2030)
Placement - % MSc graduates employed 1 year after graduation	95%	Unchanged
Placement - % MSc graduates working abroad (out of total employed)	36%	Unchanged

KPI	ACTUAL - 2025	TARGET - 2030/2035
Bocconi Core Faculty size (excl. SDA)	440	~ 500
% Core Faculty from the least represented gender	32%	> 35%
Staff size	750	~ 800
% staff from the least represented gender	27%	30%
Active HPC users	200	> 600
% LLM usage (faculty and staff)	65%	80%-85%
% LLM usage (students)	~ 75%	90%-95%
Number of beds in student housing	~ 2,000	~ 2,500
Production of renewable energy (kW/h)	1,471	1,957
Current Rankings	Top 5 in EU, top 20 worldwide	Top 5 in EU, top 20 worldwide



Bocconi. Knowledge that matters.