

# ACADEMIC YEAR 2022/2023 DEVELOPMENT OF THE EUI SCHOOL OF TRANSNATIONAL GOVERNANCE



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# INTRODUCTION

The academic year that is now drawing to a close is the sixth since the establishment of the EUI School of Transnational Governance. As these annual reports have documented since its foundation in 2017, the school has had a rapid growth followed by an ongoing consolidation. We have closely adhered to the indications provided first by the High Level group chaired by Mario Monti and then by the School's own business and development plan. We have also gradually refined and consolidated our operations around a range of managerial and programmatic teams equipping us to meet the ambitious financial and recruitment targets that we had set out to achieve.

Three main developments of broad strategic importance over the past year stand out. First, the school has completed the selection of five new full-time professors, with recruitment to follow in the coming weeks and arrivals foreseen in autumn. The new professors will focus on leadership, comparative politics, economics, digital governance and security studies. The disciplinary range and expertise is intended to cater to emerging needs of our students and fellows and more broadly to the expectations placed on a school of applied public policy. In the cases of digital governance and security studies, the new professors will enable the school to address major **societal, economic and political developments** for transnational governance.

Second, after last autumn's decisions of this High Council, the school has made ever greater strides in consolidating its executive education offer across the whole institute. Under the leadership of the new Dean of Executive Education, a specialised team has been assembled to prepare for the recruitment throughout the next year and the subsequent launch of the Global Executive Master in autumn 2024. This EUI-wide process is the most systematic and concrete effort to date fulfilling the promise of integrating expertise and resources that the STG was intended to foster.

Third, the EUI and the school continue to accompany the works of renovation of the Palazzo Buontalenti in the heart of Florence. On 22 May 2023, a landmark development occurs in this regard with the inauguration of the school's new auditorium, in the former courtroom of the Florence court of appeals, while the preparations for the next phase of renovations proceed apace to address the need for dedicated spaces for executive education as well as for accommodation.

Beyond these highlights, the report that follows will give a richer flavour of our activities this year across our pillars of operation, thematic programmes and main organisational developments. We trust it will convey an overall message of continuity and consolidation about the school's objectives and deliverables.

**Alexander Stubb, Director and Fabrizio Tassinari, Executive Director**

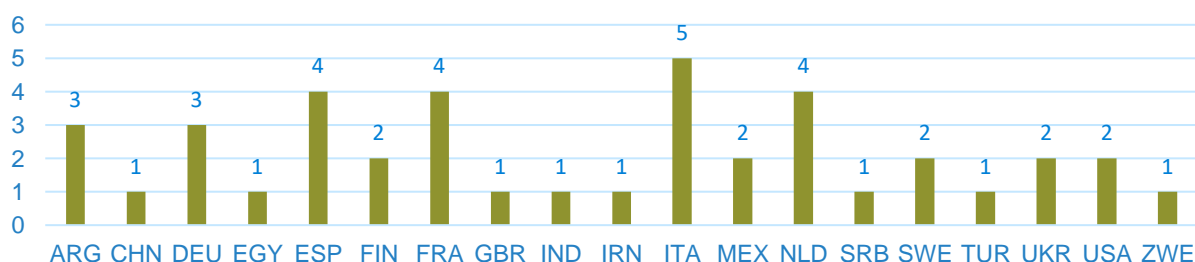
# PART 1: PILLARS

## Master of Arts in Transnational Governance

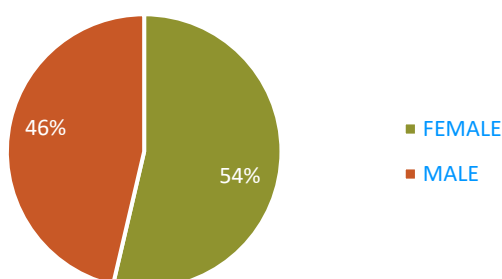
The Master in Transnational Governance is a two-year programme training and empowering future leaders on issues of governance beyond the state. Our graduates find employment in different walks of public life, in multinational corporations and in non-governmental bodies. Many decide to continue their studies.

In September 2022, the third cohort arrived at Palazzo Buontalenti. This class, named after American political scientist and senior diplomat John Ruggie, started with a two-week induction —preparing the students for their academic training, but also introducing them to the EUI community and the city of Florence. The school thus welcomed 41 new students from around the world (see figures 1 and 2 below for geographic and gender breakdown). Nineteen of these students are self-financed, six are 50% fee-waivers and two are 100% fee-waivers. Fourteen students are scholarship holders. Four of them received their financial aid from the Fondazione Cassa di Risparmio di Firenze; one from the Calouste Gulbenkian Foundation; four from the European Media and Information fund; and five from the STG. In addition, we welcomed several mobility students joining the programme from our partner policy schools.

**Ruggie cohort: distribution by first nationality**



**Ruggie cohort: gender distribution**



The first and foundational year was further improved based on the experiences of the previous academic year. Regular mid- and end-term evaluations and clear channels of communication with the cohorts and the student representatives allowed for positive feedback. Students enjoy

an interactive learning experience and the intellectual and social integration. A cohort as culturally and academically diverse as the STG student body provides richness and depth to academic life at Palazzo Buontalenti. **As an interdisciplinary programme, substantial energy has been invested in bringing students up to a comparable level of preparation.** We balance the expectations of those with excellence in particular areas (be it international political economy, law, or methods) with less-proficient students by offering advanced courses in methodological training as well as in economics.

The second year of the degree allows students to specialise and enhance the depth of their knowledge in six tracks: digitalisation, technology and media; environment and climate; international political economy and regulation; migration; peace, conflict and security; and politics, democracy and citizenship. In addition to the curricular activities, networking and career development events facilitated the students' way to the labour market.

The curricular internship programme, compulsory between the first and second year, runs through the spring and summer months. Building on existing partnerships at the EUI, and adding more institutional partners mainly from international organisations, think tanks, NGOs, and UN agencies, all students were placed within 25 different public and private institutions in Europe and worldwide, ranging from the European Parliament, the Organization for Economic Cooperation and Development, the World Bank, several United Nations Agencies, Oxfam, think tanks, research centres, and international civil society organisations.

In 2022-2023, the opportunity to study abroad for a semester has continued inspiring students to explore STG's partner institutions. Ten STG students spent the autumn 2022 semester abroad, attending courses at Central European University, Hertie School, Graduate Institute in Geneva, Keio Law School and Bocconi. During the same period, the STG welcomed seven incoming master's students from Bocconi, Hertie School, Graduate Institute, Central European University and Universidad Torcuato Di Tella. Outgoing students were, in general, satisfied with the programme at partner schools. The students from our partners joining our specialisation classes rated their experience at the STG as very good. They particularly appreciated the close supervision from instructors and interaction with STG faculty.

All activities related to the master's programme are coordinated by the new Office for Academic Affairs. This team is managed by Professor Emma Lees, Academic Director of the Master in Transnational Governance.

*"The master's programme is a fertile ground to grow as an independent researcher with a deep understanding of transnational and institutional dynamics, and as a policy innovator engaged in academia through the various conferences and trainings. Most importantly, it made me fall in love with a research topic and start a PhD upon completion, which is something I could have never imagined coming into the STG."*

**Zakaria Al Shmaly**

Doctoral Fellow, United Nations University, Class of 2022



## 2022 MTNG Alumni – Careers survey

Data collected so far in an ongoing MTNG alumni survey shows that all the respondents (24 out of 31 graduates) were occupied within 10 months after graduation. Alumni took up either full-time jobs or fixed-term contracts and in a few cases paid internships (for example Bluebook traineeship of the European Commission). 43% of survey respondents so far are non-EU citizens.

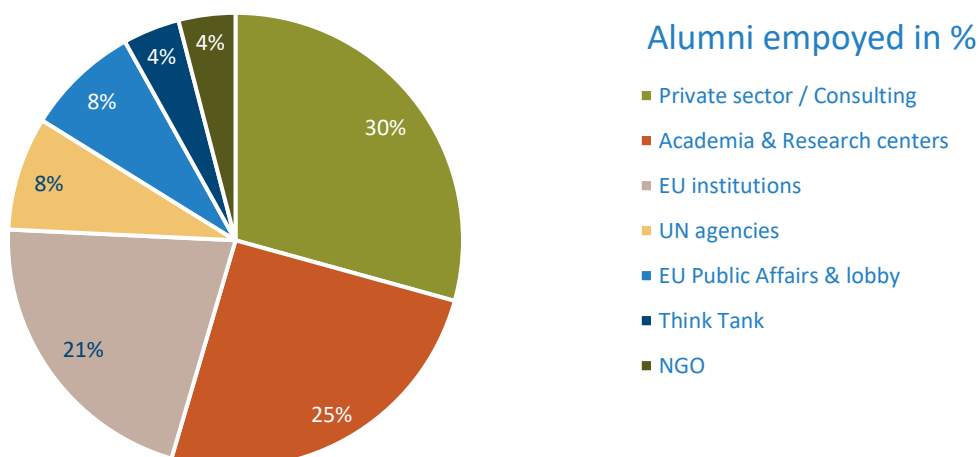
- 29% of respondents have joined the private sector in the EU and beyond, particularly in consulting in ESG (Deloitte, KMPG, Kreab, TerraCycle)
- 25% of the graduates are successfully employed as Ph.D. candidates in reputed universities and research centres (among which Cambridge, United Nations University-MERIT, University of Amsterdam).
- 21% of the employed graduates joined the European Institutions
- Other post-graduation destinations include UN agencies and public affairs / lobby industry (8%), think tanks and the NGO sector (4%)

Our graduates are employed mainly in the EU, but also in Norway, the UK, Canada, Turkey, and China.

With further analysis based on the survey's complementary results to come up soon, we will be able to better assess the general career satisfaction of the graduates and understand how they think STG contributed to preparing them for their professional life.

Career services (also see annex 4) for master's students have been introduced gradually from December 2021, in the second year of the first edition of the master programme. The expanding number of services includes activities such as individual coaching sessions, workshops about CV writing, job interviews skills and other soft/professional skills, HR info sessions, online resources, and a weekly jobs letter.

### Provisional results 2022 MTNG Alumni survey (data until April 2023)



## Executive Education

During the academic year 2022-2023, the STG's executive education programme worked towards consolidating its open-call courses offer, while also exploring new themes, partnerships, and projects.

Out of ten open-call courses offered in this period, seven are now courses offered on a yearly basis. Successful courses are repeated with the aim of maximising return on investment, but also to establish the STG's Executive Education offer in the broader European and global market by making the STG a reference point for governance training. A few examples of these repeat courses are the residential course on migration management organised in cooperation with the Migration Policy Centre (October 2022), the hybrid seminar on the successful implementation of the National Recovery and Resilience Plans (November 2022), which attracted 50 participants thanks to the generous support of the European Commission's DG ECFIN, and the seminar on sanctions (April 2023). Moreover, in view of the launch of the EUI's Global Executive Master (GEM) in October 2024 (see below), the school piloted an online ECTS-bearing course on Policy Communications (February - March 2023), which will be included in the GEM programme.

In the framework of the [European and Transnational Governance Network](#) (ETGN), the STG organised and hosted the second edition of the ETGN Summer School on Agile Governance in June 2023, which also brought together trainers from the network. Within this reporting period, the ETGN Advisory Board met in Bruges and decided on renewing and revising its memorandum of understanding. Moreover, a website for the network, its certificate and summer school was put in place.

The STG has continued **to work with and for partners from the public sector, including European institutions and other international organisations:**

- The STG continued its cooperation with the Italian Ministry of Foreign Affairs for the capacity building programme for **Western Balkan diplomats**. In a two-week training in May 2023 junior diplomats will build skills and knowledge to effectively analyse, act and negotiate as representatives of countries aspiring to join the EU.
- A tailor-made programme on financing innovation was developed for Romanian officials, funded by the **World Bank**.
- The STG was awarded a DG BUDG framework contract for the delivery of residential training courses on gender budgeting. Within this framework it delivered four runs of the course in Brussels in autumn 2022 and two hybrid editions in spring 2023.
- The STG is also collaborating with Expertise France within the framework of a project on **gender mainstreaming** financed by DG REFORM. After a [kick-off conference](#) at EUI premises, the STG designed two [online training modules](#) (one on gender responsive budgeting and one on gender impact assessment) and ran them twice each. Two workshops follow the online training: one took place in Lisbon in April 2023 and one will take place in Athens in June 2023.
- The STG worked with **DG REFORM** also for the delivery of a tailor-made programme for its staff in Greece. The online course on migration management took place in January 2023.
- A new collaboration between STG Executive Education, UNICEF and the LKY School of Public Policy of the University of Singapore resulted in the organisation of a two-week course for **evaluation leaders** – ExCEL.

Finally, the STG has continued leading the process of harmonising Executive Education across the EUI. Professor Georgios Papakonstantinou was appointed **Dean of Executive**

**Education.** In spring and summer 2023, Papakonstantinou convened and chaired the first meetings of the **Executive Education Committee**. Under the guidance of the new Dean, a new **working group on digital infrastructure** with representatives from across the institute addresses three main areas: CRM & database management; GEM website development and launch; website harmonisation and integration with regard to executive education for all EUI units.

The further development of EUI Executive Education includes the design and delivery of an **EUI Global Executive Master (GEM)**. Its need, recognised already in the 2017 High-Level Group report on the STG, comes from the acknowledgement of a trend in educational activities aimed at providing structured life-long learning experiences for executive professionals in the context of achieving further qualification and career advancement.

The development of GEM draws on a number of strengths: the institute's uniqueness as a European intergovernmental institution; the characteristics of the School of Transnational Governance as a public policy school with a transnational outlook, global reach and access to policy-making communities, thematic work across a wide range of policy areas; the extensive expertise of specialised schools within the Robert Schuman Centre, in fields such as banking and finance, energy regulation, competition and sustainability; and the academic excellence within the EUI departments.

The GEM proposal was approved by the EUI High Council in December 2022 and concrete steps forward were taken throughout 2022-2023. First of all, a survey among 100 people who could fit the profile of a GEM student showed an interest for such a product and have guided and will guide decisions such as pricing, duration, topic names as well as timing of synchronous classes. In spring 2023, the core team consisting of a Programme Coordinator (in charge of administrative management of the programme), a Scientific Coordinator (in charge of overseeing the scientific content and academic side of the programme) and a Recruiter (in charge of the recruitment campaigns and the generation and management of leads) was put in place.

## STG Executive Trainings in 2022-2023



*"The experience at the STG was enlightening and widened my knowledge on transnational networks and governance, sustainable business and data as soft power. It was a privilege to learn from and interact with the highly qualified professors with diverse experiences. I am hopeful that the lessons learnt here will enable me to be a better diplomat and a global citizen."*

### **Jigme Wangmao, UN Hope Fellow 2022**

Programme: HOPE Fellowship, the UN's fellowship for Harnessing Opportunities for Promoting Empowerment of youth)



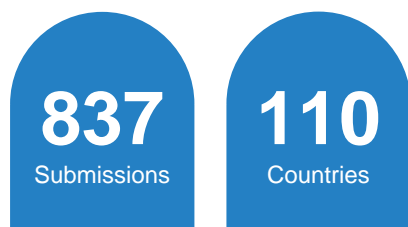
## Fellowships

Each academic year, the STG welcomes around 70 fellows across all of its fellowship programmes: Policy Leader fellows (PLFs), Young African Leaders (YALPs) and visiting and senior fellows. From 2023-24 academic year, the school will also join the EUI Max Weber Programme, welcoming three Max Weber fellows. During 2022, the STG Fellowship programmes were brought under a single umbrella marked by the launch of [a new webpage](#) and [a joint brochure](#). Strong emphasis was placed on cross-fellowships networking as well as fellows' integration into the rest of STG programmes and initiatives to ensure the best use of internal expertise at the school. All fellows actively contribute their hands-on practitioner experiences and knowledge to STG events, trainings and publications. Hence, the fellows' on campus presence directly speaks to STG's core mission of bringing the worlds of academia and policymaking closer together.

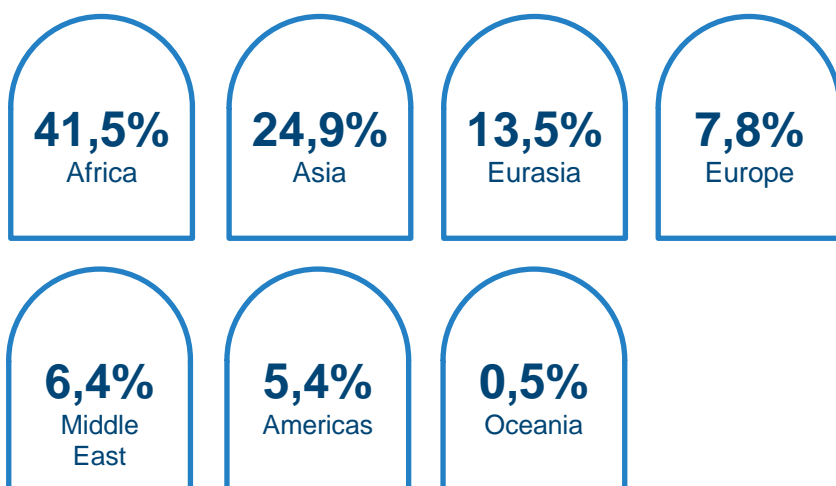
## Policy Leaders

The STG has been running its Policy Leader Fellowship programme since 2017. Each year, the school selects approximately 30 early- and mid-career professionals from politics, civil service, media and nongovernmental organisations for a fellowship in Florence of five to ten months. Since its launch, the programme has registered steady interest with high application numbers. However, certain regions are better represented than others with higher overall application numbers (e.g. Africa and Asia), while others produce stronger applicants with fewer applicants but higher success rates (e.g. Europe and Latin America).

### 2022 call for applications



### Regional spread PLF applications



In September 2022, the STG welcomed its sixth cohort of Policy Leaders. The fellows broadly work in the following policy areas: anti-corruption and regulation, climate and health, diversity and inclusivity, civic engagement and democracy, media and data, as well as cross-cutting policy evaluation.

### **2022-2023 PLF cohort**

23 fellows (16 female, 7 male)

22 countries

### **PLF outputs in 2022-2023**

24 STG policy papers

8 EUIdeas blog posts

6 STG Case Studies

The current cohort has been encouraged to contribute to STG life and its programmes through a variety of channels. The fellows have provided submissions for [STG Policy Paper series](#), [EUIdeas blog](#) as well as the newest initiative, the STG Case Studies library, which will be used for internal teaching and training purposes. Besides written contributions, the fellows have also produced [a podcast series, called Sandals](#), which aims to narrate a mix of fellows' personal and professional stories and make the fellowship programme more visible both to internal audiences at the EUI but also externally, for example, to prospective applicants.

The weekly seminar series led by the fellows were re-launched as [STG Talks in October 2022 with a programme of 11 sessions](#) entirely developed and led by the STG fellows. As part of integration efforts across the fellowship programmes, the Young African Leaders contributed to several panels. In the spring semester, an additional [10 STG Talks](#) were organised with contributions from part-time faculty, students and alumni. The STG Talks have thus evolved into a standing weekly gathering for the entire community to exchange ideas and questions about some of the most pertinent policy issues.

The PLFs audited some of the master's courses as well as the executive trainings for their professional development, but they also contributed to teaching and training at the STG. Among others, three PLFs independently developed and taught professional skills modules in the STG master's programme and contributed case studies to several STG executive education trainings.

Starting from 2022, the STG visiting and senior fellows community was included under the joint umbrella of STG Fellowships. Visiting and senior fellows represent an important constituency at the STG which, with dedicated attention, can produce important networking opportunities and yield new institutional partnerships. Visiting fellow Philip Stephens, contributing of the Financial Times, organised a successful event on geopolitics in Spring 2023. In 'The World we Share', a panel of academics and policymakers explored the emerging shape of the global geopolitical landscape, its flaws, values and prospects.

In early March 2022, as part of [the EUI-wide solidary effort](#), the STG made a decision to re-open the call for applications for candidates affected by the war in **Ukraine** and to “fast track” any applications already submitted by Ukrainian nationals. As a result, [the STG nominated three Policy Leader Fellows from Ukraine](#) to join the Policy Leaders Fellowship programme. However, due to personal circumstances, only one candidate was able to join the STG as part of the new cohort, Dr Mariana Barchuk-Halyk. One additional fellow deferred his enrolment until further notice due to martial law enforcement for male nationals in Ukraine

## Young African Leaders

After a successful pilot phase, a Young African Leaders Programme (YALP) in 2021, the European Commission’s Directorate-General for International Partnerships (DG INTPA) assigned the STG a two-year contract (August 2022 to August 2024) for the full roll out of the YALP. YALP is the first EU-funded fellowship programme targeting young African leaders responding to the need of African countries for highly trained young leaders able to implement ambitious blueprint development policies aimed at the transformation of Africa.

The fact that 10,661 individuals started their YALP application online during the 2023 call confirms the existing training needs in Africa relating to leadership and transnational governance issues. The large number of applicants shows also the great interest of African young professionals to train in Europe, as well as the relevance of continued investment in young people and their empowerment, as proposed in the Joint Communication “Towards a comprehensive Strategy with Africa” and in the subsequent Council’s Conclusions.

## Call for applications 2022 and 2023

### 2022

7133 expressions of interest  
1706 applications

### 2023

10,661 expressions of interest  
1925 applications

On 1 September 2022, 25 fellows from 17 countries (five fellows had to renounce because of health and work-related issues) started their three-month training programme at the STG. The African fellows were exposed to high-profile trainers and speakers from academia and the world of practice in Africa and in Europe, as well as study visits (in Brussels and Rome this year) and soft skills training.

The wider network of longlisted applicants (consisting of about 500 over a two-year period) was invited to attend a select number of events, which featured high-level speakers including the likes of Ambassador Monica Juma (National Security Advisor to the President, Kenya), Ambassador Prof Francis Deng, Former Undersecretary General of UN, Amb Alexander Randos, former EU Envoy to the Horn of Africa Mrs Phumizle Mlambo, Former UN Women Director, Ahunna Eziakonwa, UNDP Assistance Administrator, and Abdul Mohammed (Chief of Staff and Senior Political Advisor, AU High-Level Implementation Panel for Sudan and South Sudan).

YALP fellow Silindile Mlilo developed the STG YouTube series [“Africa Answers”](#). In candid interviews with their peer Silindile Mlilo, fellows share their views on Africa’s challenges and

opportunities, contributing to a better understanding of the African continent in terms of governance and beyond.

## Regional outreach events

The STG is committed to organising outreach events in the African region, both in relation to YALP and to the EUI's broader Africa strategy.

The first regional outreach event, organised by the STG and the EUI's Migration Policy Centre (MPC), in collaboration with the Uganda Council of Foreign Relations, was the high-level capacity-building event on mobility and migration, that took place in Kampala, Uganda, on 21-22 July 2022. In addition to capacity building training, the outreach activities aim to reconnect with the YALP alumni in the region and enhance this network at regional level.

After the visit to East Africa, preparations started for a July 2023 visit to Ghana with an event and training taking place in Accra between 5 – 7 July 2023. With support from the European Commission, and in partnership with the University of Ghana, the Africa Capacity Building Foundation and the Africa School of Regulation, the STG invites West-African mid-career and senior professionals to delve into financing sustainable energy transitions in Africa during a conference and an executive training programme.

In November 2022, the STG's Executive Director Fabrizio Tassinari and Professor Mehari Taddele Maru, YALP Academic Coordinator, conducted a mission to Washington DC, USA where they met the Coordinator of the Young African Leaders Initiative (YALI) at the U.S. Department of State, as well as representatives from the Africa Centre for Strategic Studies of the National Defense University implementing parts of the programme. YALI is a US government initiative, created by President Barack Obama, aimed at empowering young African leaders. The purpose of their meetings was to discuss the lessons learned from the experience of YALI and to mould and establish the STG's YALP, as the only EU funded programme on African leadership, as the European equivalent of YALI.

*"I think this programme is designed for someone that really knows what they want to do. And it's a thin balance, you really know what you want to do, so you can come here and really look for the resources that will help in your path. But at the same time, you need to be open-minded to reshape your idea that you have already before coming here and add new elements and come with something that is better than what you have already planned."*

**Juan Lucero Zelada, Policy Leader Fellow, 2021-22, Guatemala**

*"The main impact that Florence had on me is that I now think in a more Africa-oriented way. Before I would do my day-to-day work and always think 'Kenya, Kenya, Kenya'. Now I have this perspective: it's one thing to do something for your country, but it's a whole other thing to do it for your continent."*

**Mwathi Kitonga, YALP21 fellow, Kenya**

## Impactful events on the verge between academia and policy

The STG is committed to sharing knowledge across the traditional boundaries of academia and policymaking. Our regular events – spanning the school's programmes, projects and initiatives - are a major point of contact for academics, policy leaders, businesspeople, journalists and members of civil society to share their perspectives on today's international challenges.

A fundamental part of the school's intellectual environment, the STG webinars, panel discussions, debates, and book presentations offer direct interaction with inspiring experts from around the globe. Many events are available online, giving members of the public and the school's growing alumni community access to expert discussions, while others cater to a more specific audience, such as the Policy Dialogues. Held in accordance with the Chatham House rule, the Policy Dialogues allow experts to debate their ideas free from the constraints of traditional decision-making environments.

The academic year 2022-2023 kicked off with a number of stimulating discussions and high-profile speakers. In the course of the academic year, the STG welcomed Antonio Tajani (Deputy Prime Minister of Italy and Minister of Foreign Affairs) to deliver a keynote speech on the foreign policy priorities of the new Italian government. The school also hosted the Journal of Common Market Studies Annual Review Lecture with Professor Claudio Radaelli as the keynote speaker. The Giorgio La Pira Lecture, a joint initiative with Fondazione CR Firenze, returned with Romano Prodi (Former Italian Prime Minister and Former European Commission President) as the distinguished speaker. We welcomed a number of high-level speakers in the context of the Young African Leaders Programme's "Conversations with high level leaders" series on "Africa's potential", as well as hosting the first EIB Climate Chair Lecture with Jos Delbeke, the first Chair Lecture of the Chair in AI and Democracy with Helga Nowotny, and a keynote speech by George Yeo in the occasion of the inauguration of the new courtroom in Palazzo Buontalenti.

We continued our partnership with the EU Cyber Direct Project of the European Union Institute for Security Studies, with the school hosting the fourth edition of the European Cyber Diplomacy Dialogue (ECDD). The school also ran a number of Policy Dialogues to include a continuation of our work on the Rule of Law, a dialogue co-organised with the EUI Department of Law and the European Ombudsman on the evolving role of the Ombudsman, a high-level workshop on impact measurement in development finance in collaboration with the European Bank for Reconstruction and Development, a policy dialogue on the future of blockchain and the EU Single Market, as well as a continuation of a number of policy dialogues in the context of the school's work on climate.

The school also hosted a number of panel discussions, guest lectures, workshops and conferences, to include the annual events for Global Peace Tech, EDMO, EMIF and others.



## STG Policy Papers - actionable knowledge for policymaking

The [STG Policy Papers Collection](#) has continued to grow since its launch. The collection aims to further the school's goal of creating a bridge between the worlds of academic and policy, by providing actionable knowledge for policymaking. The contributions, authored by STG members and guest authors, provide timely and policy-oriented perspectives on a variety of issues, including an analysis of non-state actors as agents of change, the challenges of a democratic AI, an examination on the African Union response to the pandemic, and an analysis of whether new European sustainable finance rules can improve the integrity of voluntary carbon markets.

(See annex 5 for a list of publications)



 Publications

## Research

STG faculty engages in a variety of research activities at the EUI, including participating in large European research grant applications, as well as producing a range of scholarly products. In crude numbers for the 2022-23 academic year, scholarly publications included one single authored monograph plus one co-authored book, three edited collections, 12 peer reviewed articles, **and** 19 book chapters. These figures do not include the scholarly contributions of STG part-time professors.

In addition, the eight full time professors perform a range of research training including supervising doctoral students at the EUI as well as in other universities. Aside from hosting visiting research fellows at the STG, all professors serve on the editorial boards of journals or the advisory boards of research consortia, think tanks or other knowledge producers or work as reviewers for journals and research granting bodies. Professor Emma Lees is one of the editors of *Conveyancer and Property Lawyer*. Professor Claudio Radaelli is the Editor in Chief of the *International Review of Public Policy*. Radaelli also received a coveted invitation to give the Annual Lecture of *the Journal of Common Market Studies*. In March 2023, STG was successful in securing a competitive research award, a Marie Curie Skłodowska fellowship for Marina Cino Pagliarino to be supervised by Professor Diane Stone. Professor Kalypso Nicolaidis is a Principal Investigator for the Global PeaceTech project and she was awarded a grant of € 400,000 from the Berggruen foundation for the Transnational Democracy Programme.



## PART 2: PROGRAMMES

### STG Climate

Established in 2019, STG Climate has become a European and global hub of excellence in knowledge-exchange, research and education on climate change policies and governance. Building on decades of EU leadership, the team engages with the most pressing issues in the climate policy debate and offers teaching and training on a wide range of climate-related issues.

October 2022 saw the first EIB Climate Chair Lecture take place at Palazzo Buontalenti, where Professor Jos Delbeke spoke about the challenges facing the Green Deal in light of the Russian invasion of Ukraine. In addition to teaching two master's seminars, STG Climate organised several Policy Dialogues on the industrial transition, the ECB's Climate Stress Test and voluntary carbon markets. The climate team sent a [delegation to COP27](#) in Egypt and hosted an event on carbon markets at the EU Pavilion. Professor Delbeke also spoke at several events hosted by the UNFCCC and Japan. The team also contributes to the July 2023 training in Ghana on financing the energy transition.

During the year, the STG Climate continued producing impactful Policy Briefs on a number of pressing issues including voluntary carbon markets, the EU's sustainable finance rules as well as the Carbon Border Adjustment Measure.

The high point of the year came in May when Palazzo Buontalenti hosted the second [EUI Climate Week](#), in the days before the annual The State of the Union Conference. EUI Climate Week, led by STG Climate, brought together almost 200 climate professionals for a series of events in cooperation with the Florence School of Regulation and the Robert Schuman Centre for Advanced Studies. It also included the seventh edition of the European Commission's Florence Process on Carbon Markets, and a number of sessions taking place under the umbrella of The State of the Union.

### Open2Health

The Open2Health (O2H) programme, funded by the Open Society foundation, is a two-year executive training programme with an overall funding of € 730,000. With a special focus on low- and middle-income countries, O2H aims at strengthening crisis resilience and health systems preparedness. The courses are designed by the STG and O2H partners: the Universidad de los Andes in Bogotá, Colombia, and BRAC James P. Grant School of Public Health in Dhaka, Bangladesh. The aim of these courses is to train the next generation of professionals, enabling them to navigate intersectoral issues that pertain to health governance, and to craft policy relevant advice.

In March 2023, Professor Pasi Penttinen, Chief Executive Officer of the new Gulf Center for Disease Prevention and Control (CDC) in Riyadh, joined O2H as the new academic lead of the STG's work on public health, in parttime capacity.

## Chair Artificial Intelligence and Democracy

The [Chair “Artificial Intelligence and Democracy”](#) was created to reflect on the impact of artificial intelligence (AI) systems on democratic politics. The Chair is funded by the Spanish Secretary of Digitalisation and Artificial Intelligence and the European Union’s NextGenerationEU for a period of four years (2021-2025). The Chair’s priorities include an Annual High-Level Policy Dialogue on the democratic challenges of AI, research and publications, events and external engagement, executive training, and the fostering of an Ibero-American network for democracy and AI.

The academic year 2022-2023 started with an [online event](#) to launch the Ibero-American Network for Democracy and Artificial Intelligence (REDemocracIA). REDemocracIA serves as a platform for governments, regulators, academics, judges, civil society, companies, and other actors to discuss the impact of AI on democratic systems and to foster the exchange of knowledge, experiences, and best practices on both sides of the Atlantic. Since its launch in October 2022, REDemocracIA organised a series of bi-monthly online discussions with leading experts from different sectors and countries, addressing regulatory sandboxes, biases and AI, the use of AI in the judicial system and the protection of neuro-rights.

In January 2023, Helga Nowotny, former President of the European Research Council, Professor Emeritus of Science and Technology Studies at ETH Zurich, and Senior Fellow of the Chair in AI and Democracy, delivered the first Chair lecture “[Will Democracy survive Artificial Intelligence?](#)”.

## Tackling online disinformation

### EDMO

The [European Digital Media Observatory](#) (EDMO) is based on a consortium that is led by the School of Transnational Governance and has been renewed for a [second mandate](#) in January 2023 with an overall funding of € 4 million for 30 months.

Addressing one of the crucial items of the political agenda of our time, EDMO is a multi-stakeholder and independent platform gathering fact-checkers, media literacy experts, and academic researchers and collaborating with media organisations, policymakers, online platforms, and media literacy practitioners. The purpose of this network is to deliver a deeper understanding of online disinformation, its mechanisms and actors, its challenges, and its impact on society. The [governance body](#) of EDMO is composed of an Executive Board and an Advisory Council.

EDMO activities cover four main aspects of countering online disinformation: fact-checking, research, media literacy, and policy research and analysis. Residential and online [training](#) on understanding and tackling disinformation are also regularly organised to respond to the most pressing training needs and recent trends in the disinformation field and fact-checking practices.

[National and multinational hubs](#) implement EDMO’s activities at the level of EU member states, increasing its capacity to tackle disinformation. The EDMO network now covers all 27 EU Member States as well as Norway, in the EEA with 14 Hubs. Every hub provides specific knowledge of local information environments so as to strengthen the detection and analysis of disinformation campaigns, improve public awareness, and design effective responses for national audiences.

Finally, EDMO engages actively with the community tackling disinformation and with civil society. This engagement is in constant evolution with the contemporary challenges as previously shown by the creation of the [EDMO Taskforce on Disinformation and the War in Ukraine](#) in March 2022. In view of the upcoming European elections, a taskforce on the 2024 European Parliament elections will be announced at the [EDMO 2023 Annual Conference](#) in Brussels. Its purpose will be to collect and sort relevant material covering various aspects such as fact-checking, investigations, rapid analysis, and research on disinformation campaigns, as well as specific media literacy initiatives. The group also aims to identify relevant datasets needed to understand disinformation campaigns related to the elections.

## EMIF

The [European Media and Information Fund](#) (EMIF) was established as a partnership between the European University Institute (EUI) and the Calouste Gulbenkian Foundation (CGF) in March 2021. The fund provides targeted financial support to fact-checking organisations, news media, research institutions, media literacy practitioners and civil society actors, for projects designed to foster a more trustworthy and resilient digital information ecosystem in Europe. This is made possible by an inaugural contribution from Google, to the amount of €25 million granted by this donor to the Fund. The donor will not profit or benefit from the intellectual property on any ideas or projects funded through EMIF.

The fund has [four areas of intervention](#), each addressing specific needs to better understand and fight disinformation in Europe: *fact-checking*, to correct disinformation in Europe; *multi-disciplinary investigations of disinformation*, to understand and limit the effects of specific instances of disinformation; *research*, to better understand the causes and effects of disinformation; and *media literacy*, to enhance digital media and information literacy skills in targeted countries. EDMO provides the fund with [scientific guidance](#) in the process.

So far, EMIF has committed over € 6.1 million to 40 projects fighting disinformation in Europe, covering 23 countries. The fund's support for fact-checking included a [special](#) urgent action funding round dedicated to countering disinformation narratives spread in light of the Russian invasion of Ukraine last year.

EMIF's efforts to counter disinformation also extend to the STG, where it supports those who are interested in studying disinformation, through funding the scholarships of two Policy Leader Fellows and five students enrolled in the Master of Arts in Transnational Governance.

## Transnational democracy

The [STG Transnational Democracy Programme](#) began in 2022 by deepening its previous analysis of the Conference on the Future of Europe (CoFoE) and in particular its work evaluating the flagship transnational citizens' panels through, the [EUI-STG Democracy Forum](#).

In addition to key institutional actors, the programme also worked closely with previous participants in the CoFoE panels – so-called “veteran citizens” – who were eager to share their evaluations and experience in a structured environment. These exchanges provided valuable qualitative insights which the Programme continues to pursue as part of the EUI's horizontal Interdisciplinary Research Cluster on “[Transnational Democracy in the 21<sup>st</sup> Century](#)”.

In December 2022, on the back of this draft paper, [and other publications by forum members](#), the initiative applied for and secured a € 400,000 grant from the Berggruen Institute with a remit to develop the CoFoE evaluation into a design for a new blueprint (and ultimately a proof of concept) of a transnational citizens' assembly in Europe.



## PART 3: DEVELOPMENT

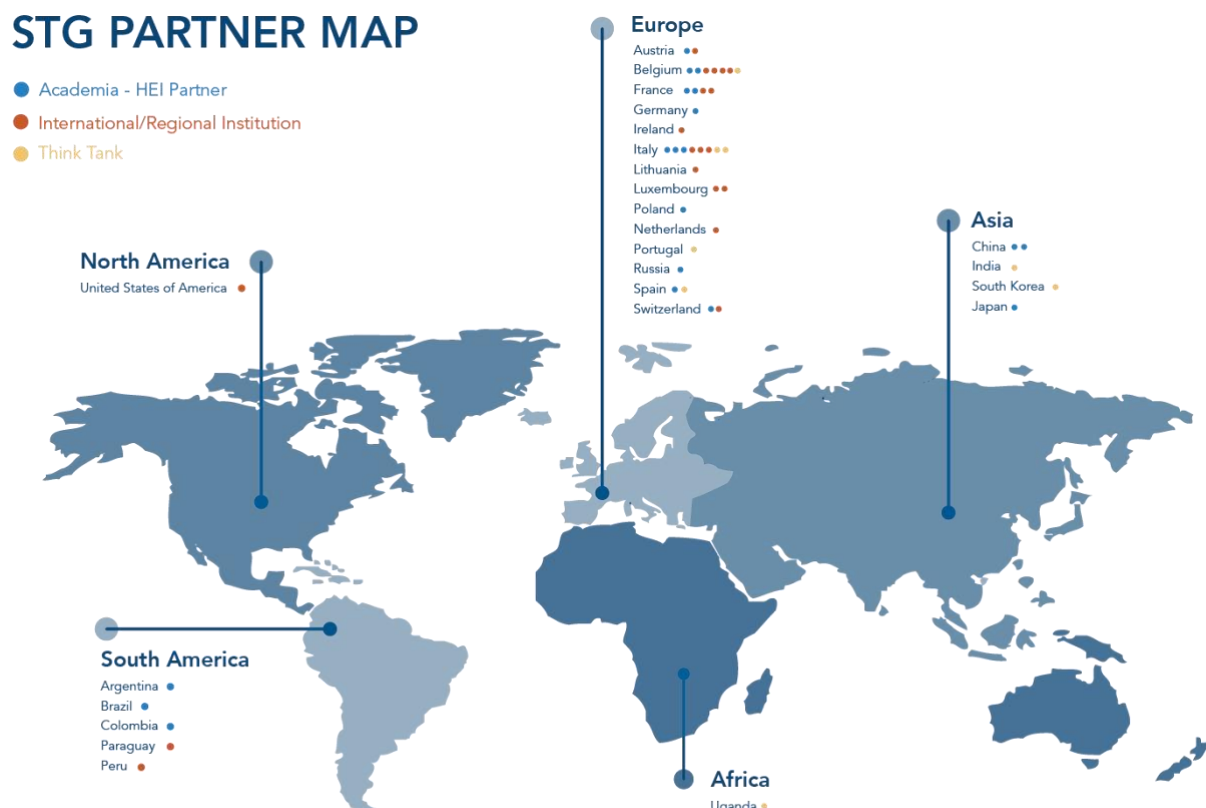
### Partnerships: External Relations, Fundraising, Alumni and EUI synergies

In the academic year 2022-2023, public and private partnerships continued to play a significant role in the institutional mission, activities and internationalisation of the STG, as the school operates in a network-based structure.

In terms of **external relations**, the STG enhanced its global engagement through joint activities with knowledge partners from academia and other stakeholders.

In 2022, the STG engaged with over 40 partners in 25 countries worldwide, which allowed for learning from other academic and non-academic institutions, sharing and creating knowledge together.

#### STG PARTNER MAP



The school also shaped its participation in the European University Alliance “[CIVICA - The European University of Social Sciences](#)”, which allows master’s students to participate in joint activities from master’s programme from other CIVICA partners.

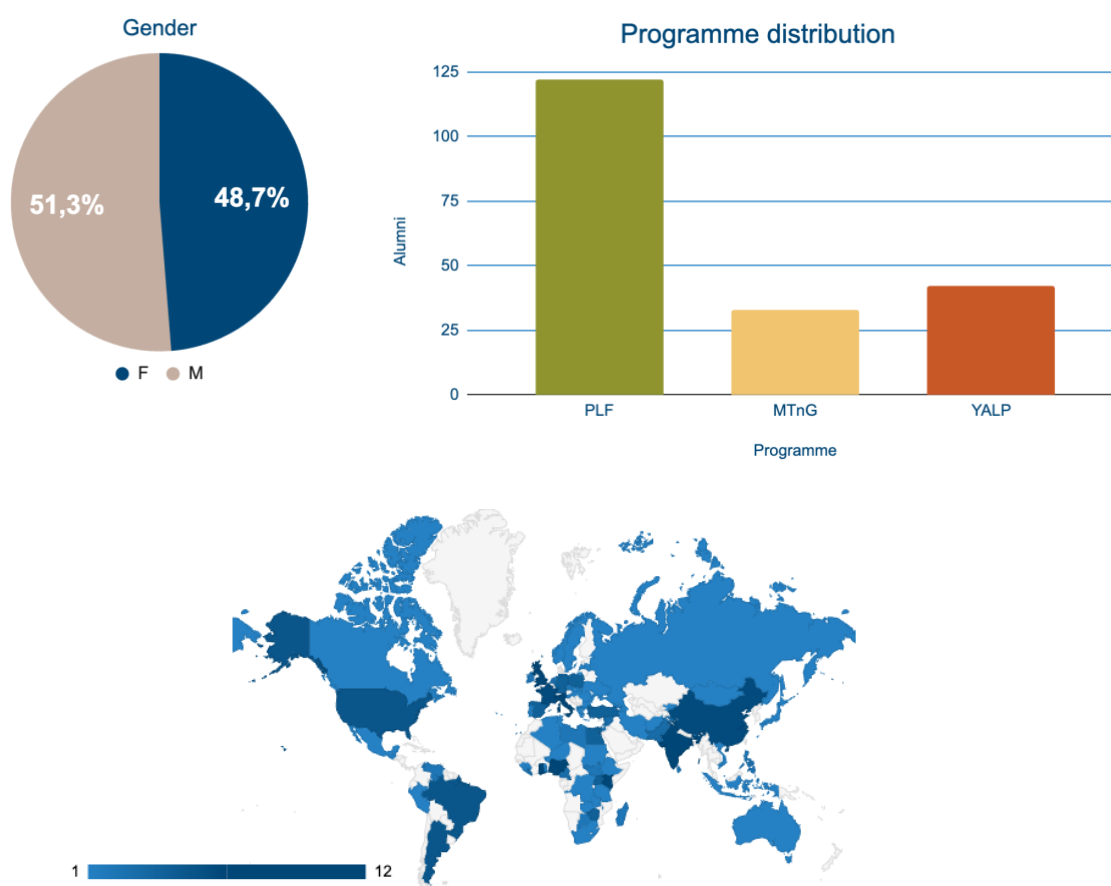
In 2022-2023, the STG also supported the [EUI outreach strategy to strengthen its relationships with higher education institutions and organisations in policymaking in Africa](#), including the African Union, Makerere University and University of Cape Town.

The STG also actively engaged to host students and fellows affected by the war in Ukraine, in a coordinated effort with the other EUI academic units.

The STG continues to be well on track to build a strong and sustainable **fundraising** programme, reaching the ambitious goal of 50% self-financing ahead of schedule. On top of the multiannual contributions mentioned in previous reports, which will continue to provide external stable financial support to the STG in the next years (namely EIB Chair Climate, Chair AI & Democracy, the European Media and Information Fund and the European Digital Media Observatory), new external funds have been secured. The school welcomed project contributions from among others the Algorand Foundation (approximately € 200,000), the Berggruen Foundation (€ 400,000), the Open Society Foundations (€ 318,000), the Ministry of Foreign Affairs of Italy (ca € 135,000); the European Commission; the European Bank for Reconstruction and Development, Expertise France and Dow Chemical Company.

The school also benefits from the continued support of the EUI's long-standing partner Fondazione CR Firenze for the "Giorgio La Pira" scholarship scheme (€ 150,000) and the Fundação Calouste Gulbenkian for full scholarships for master's students and Policy Leader Fellows. In addition, a generous donation of € 250,000 by Mr. John Lindfors covers full scholarships for master's students from European Nordic countries over the following three academic years. (See annex 3 for detailed financial figures)

Over the past year, the STG has designed and implemented a series of activities dedicated to creating a thriving **alumni** community, currently consisting of 197 members across its policy programmes representing 78 countries.



In 2022-2023, the school organised for the first time a series of online career seminars for current students and alumni, where representatives from STG partners - including EU Institutions, the UN, and academic institutions – gave valuable information and resources on how to enter the job market. The STG also facilitated alumni meetings with current STG cohorts, fostering valuable connections. Finally, the school keeps alumni regularly informed through its newsletter.

As evidenced in several of our programmes and pillars of activities, the success of STG's initiatives and expertise avails itself and mobilises a whole range of resources available across the EUI as a whole. In the master's programme, colleagues from EUI Departments and the Robert Schuman Centre contribute to the design and delivery of specialised courses. Initiatives such as the EUI Climate Week create a platform bringing together scholars across different EUI academic units. The collaborative platform for all executive education programmes delivered by the EUI, including the School of Transnational Governance, Migration Policy Centre, the Florence School of Regulation, and the Florence School of Banking and Finance is arguable the most systematic of such efforts, as it aims at gradually integrating the executive education offer and the consequent establishment of the EUI Global Executive Master.

## Communications & Digital Marketing

The STG Communications and Digital Marketing team supports all the school's teaching, training, research and events, including the European Digital Media Observatory (EDMO) and the European Media and Information Fund (EMIF). The team offers expertise in (digital) marketing, data analysis, market research, media relations, social media, PR and events communications, audiovisual production and graphic design. Throughout the academic year 2022-2023, the STG ran multiple recruitment campaigns for STG master and executive education programmes, as well as for Policy Leader and Young African Leadership fellowships. The communications and marketing team delivered high- quality videos, podcasts and visuals for social media, events and course promotion, with all skills and tools at hand for in-house production.



**46.6K subscribers**

increase of more than  
36K subscribers in 12  
months

**3 million views**

increase of more than  
2 million in 12 months



**1527 followers**

with an increase of  
more than 500 followers  
in 12 months



**8709 followers**

Increase of more than 4177  
followers in 12 months



**17K followers**

Increase of more than 5000  
followers in 12 months

STG Communications & Digital Marketing works closely with the STG Events team for the communication, (social) media, and photography around events at the school. Promotional activities include web communications, (live) social media coverage, media relations, photography and the production of a [“Take Away” video](#). In this new series, an STG’s master’s student interviews a key speaker or panelist to get the key outcomes of an STG event.

STG Professors and fellows are regularly covered by top-tier media outlets around the world, both with comments on latest developments in governance and with opinion pieces.

In 2022-2023, the STG Communications and Digital Marketing team diversified the content on its successful YouTube channel.. In weekly [“Governance This Week”](#) episodes, STG experts take a look at what’s happening in the world of politics and policy around the world. The team produced 12 episodes of [“Africa Answers”](#) in which the 2022 Young African Leaders delve into Africa’s crucial challenges. A new series with Alex Stubb, “Geopolitics with Alex”, continues to attract many new viewers. The STG short film about the Young African Leaders Programme, [“African Renaissance”](#) won a Gold Award at the Hamburg World Media Festivals and a Special Award at the Montecatini International Short Film Festival.

## STG Campaigns 2022-2023



**30 million  
Views**



**1 million  
Clicks**



**2500 original  
visuals designed**



**3200 new  
Leads**

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## CONCLUSION

As this report has made clear, the School of Transnational Governance has achieved not only a mature level of organisational complexity but also a remarkable degree of specialisation and recognition around themes of relevance for governance beyond the state.

In six short years since the school’s foundation, marked as they have been by a pandemic, war, and hitherto unthinkable advances in digital technologies and artificial intelligence, we believe that this mission has only become more tangible and urgent. The next year will provide a new milestone, with the launch of the Global Executive Master and we look forward to keep the EUI High Council updated about its progress.

In the meanwhile, we trust that the report conveyed a sense of the momentum that the School of Transnational Governance has gathered, the enthusiasm that continues to surround it, and the trust and confidence we elicit from key partners and stakeholders.

## **Annex 1**

# **Overview of Chairs and Adjunct Professors**

## **Residential Faculty**

### **Kenneth Amaeshi**

Kenneth Amaeshi is Full-time Professor of Sustainable Finance and Governance. He is a leading scholar on sustainable business and finance in the global South. His research focuses on sustainable finance, financial market reforms and governance, as well as on sector-level policies for sustainability and sustainability strategy in organisations.

### **Michael Bauer**

Michael Bauer is Full-time Professor of Public Administration. His research and teaching focus on international bureaucracies and transnational public administration, democratic administration, European Union, and comparative policy analysis. He is the responsible editor of the STG paper series.

### **Emma Lees**

Emma Lees is Full-time Professor of Transnational Law. Lees is Academic Director of the Master in Transnational Governance. Her research focuses on environmental and land law, with a specific focus on the role of courts in adjudicating on environmental law issues, and on the national and European rules shaping this judicial role.

### **Kalypso Nicolaidis**

Kalypso Nicolaidis is Full-time Professor of Global Affairs. She has published widely on international relations, global governance, trade ethics, law and democracy promotion, as well as the internal and external aspects of European integration in numerous journals.

### **Georgios Papakonstantinou**

Georgios Papakonstantinou is Full-time Professor and EUI Dean of Executive Education. He is an Economist and has served as Greece's Minister of Finance and as Minister of Environment and Energy. Papakonstantinou was also a Member of the European Parliament.

### **Claudio Radaelli**

Claudio Radaelli is Full Time Professor of Comparative Public Policy and oversees the School's Policy Leader Fellowship programme. He is a political scientist specialised in public policy.

### **Diane Stone**

Diane Stone is Full Time Professor of International Public Policy and coordinates the STG's External Relations team. Her research interests include the influence of ideas and expertise on policy, the political economy of higher education, the 'new diplomacy', the study of policy networks; international philanthropy, policy transfer and translation, think tanks and policy advice.



### **Alexander Stubb**

Alexander Stubb is Full Time Professor and Director of the School of Transnational Governance. He served as Prime Minister of Finland. His background is in academia, civil service and politics.

### **Fabrizio Tassinari**

Fabrizio Tassinari is the Executive Director and Berggruen Fellow of the School of Transnational Governance. His expertise lies in questions of democracy, governance and international security, in and around Europe.

## **Adjunct Professors**

### **José Manuel Barroso**

Adjunct Professor José Manuel Barroso teaches an innovative leadership seminar for STG master's students. He is former President of the European Commission, former Prime Minister and member of the Portuguese Government in varying roles including Minister of Foreign Affairs. Barroso was appointed Chair of the Board of Gavi - the Vaccine Alliance in September 2020. Since 2016, he is Chairman and non-executive Director of Goldman Sachs International.

### **Carlos Closa**

Adjunct Professor Carlos Closa Montero is also Professor at the Spanish National Research Council (CSIC). His research focuses on European democracy and the rule of law.

### **Madeleine de Cock Buning**

Adjunct Professor Madeleine de Cock Buning is Chair of the Advisory Board of the European Digital Media Observatory (EDMO). De Cock Buning is furthermore appointed Professor at the Faculty of Law, Economy and Governance at the University of Utrecht with a chair in Copyright Law and Media and Communication Law and Vice President Public Policy EMEA at Netflix.

### **Jos Delbeke**

Adjunct Professor Jos Delbeke is the EUI's first European Investment Bank Chair on Climate Change Policy and International Carbon Markets ('EIB Climate Chair'). Jos Delbeke is the former Director-General of the European Commission's DG Climate Action (2010 until 2018).

### **Robert Cooper**

Adjunct Professor Robert Cooper is an experienced British diplomat who has written extensively on international relations. Cooper worked for two High Representatives, Javier Solana and Cathy Ashton on a range of EU foreign and security issues including Iran, the Balkans and Myanmar.

### **Maria Demertzis**

Adjunct Professor Maria Demertzis strengthens STG teaching and research on economic issues. Demertzis is the Deputy Director at Bruegel, a Brussels-based economic think-tank that specialises in European policy.

### **Florian Eder**

Adjunct Professor Florian Eder develops the STG's work on the role of the media in democratic societies. Previously Politico's Executive Editor Germany, Eder moved to the Süddeutsche Zeitung in June 2023 where he will set up and run a new editorial unit on digital political journalism.

### **Arrancha González Laya**

Adjunct Professor Arrancha González Laya is Dean of Politics and International Studies at Sciences Po. González was Spain's Minister of Foreign Affairs, European Union and Cooperation in 2020-2021. Her career spans the European Commission and international organisations with a strong focus on trade, including a seven-year stint as Executive Director of the UN International Trade Center, which will also reflect in her STG professorship.

### **Bengt Holmström**

Adjunct Professor Bengt Holmström is one of the world's most influential economists and a long-time faculty member at the MIT in the United States. In 2016, the Finnish economist received the Nobel prize in Economics for his work on contract theory.

### **Daniel Innerarity**

Adjunct Professor Daniel Innerarity is Chair of AI & Democracy. Innerarity is also Professor of Political and Social Philosophy at the University of the Basque Country and the Ikerbasque Foundation for Science, Spain. He is also director of the Instituto de Gobernanza Democrática.

### **Daniela Iorio**

Adjunct Professor Daniela Iorio's research and teaching focuses on Political Economy, Public Economics, Health Economics and Policy Evaluation. Iorio is also a Professor at the University of Bologna.

### **Miroslav Lajčák**

Adjunct Professor Miroslav Lajčák is the EU Special Representative for the Belgrade-Pristina Dialogue and other Western Balkan regional issues. Among many other previous international roles, Lajčák served as Minister of Foreign and European Affairs of the Slovak Republic from 2009 to 2010 and from 2012 to 2020. Lajčák and STG Executive Director Fabrizio Tassinari co-convene a course on "European foreign and security policy in a post-Western world" as part of the master's specialization track on peace and security.

### **Alain Lempereur**

Adjunct Professor Alain Lempereur advances responsible negotiation and mediation research, executive education and consulting. Lempereur is the Alan B. Slifka Professor of Conflict Resolution at Brandeis University's Heller School for Social Policy and Management. He is

also an executive committee member and an affiliate faculty of the Program on Negotiation (PON) at Harvard Law School, where he delivers PON Global executive seminars.

### **Stefano Manservigi**

Adjunct Professor Stefano Manservigi has held several key positions in EU policymaking and international relations, including recently the one of Special Advisor to Commissioner Paolo Gentiloni. Manservigi is Chair of the Global Community Engagement and Resilience Fund (GCERF). He also teaches at Sciences-Po/ Paris School for International Affairs.

### **Miguel Poiares Maduro**

Adjunct Professor Miguel Poiares Maduro is the former Director of the School of Transnational Governance. He is also Chair of the Executive Board of the European Digital Media Observatory (EDMO), an STG-led project on online disinformation, funded by the European Commission.

### **Andrew Moravcsik**

Adjunct Professor Andrew Moravcsik of Princeton University is renowned for his academic research and policy writing on European integration, international organisations, human rights, and other topics. He developed the theory of liberal intergovernmentalism to explain EU politics. His teaching and training in Florence will have a strong transatlantic dimension, looking at how EU-US relations develop.

### **Ruth Rubio Marín**

Adjunct Professor Ruth Rubio Marín leads the work on gender governance. She is also Professor of Constitutional Law at the University of Sevilla, as well as member of the Faculty of The Hauser Global Law School Program at New York University.

### **Pasi Penttinen**

Adjunct Professor Pasi Penttinen leads the STG's work on global health, including the Open 2 Health executive training programme. Penttinen is currently Chief Executive Officer of the new Gulf Center for Disease Prevention and Control in Riyadh, Saudia Arabia, established as a technical agency of the Gulf health Council.

### **Andrea Renda**

The research interests of Adjunct Professor Andrea Renda include regulation and policy evaluation, regulatory governance, innovation and competition policies, and the ethical and policy challenges of emerging digital technologies, in particular Artificial Intelligence. Renda is also a Senior Research Fellow and Head of the CEPS Unit on Global Governance, Regulation, Innovation and the Digital Economy (GRID).

### **Olivier Roy**

Adjunct Professor Olivier Roy is a respected scholar on religion and identity. Roy is also Joint Chair at the EUl's Robert Schuman Centre and Department of Social and Political Sciences.

### **Anne-Marie Slaughter**

Adjunct Professor Anne-Marie Slaughter is CEO of the think-tank 'New America'. Among her many previous roles, she was the first woman to serve as Director of Policy Planning during the Obama administration and was Dean of Princeton's School of Public and International Affairs from 2002-2009. An international lawyer and foreign policy analyst, Slaughter is an acclaimed author on European Union politics, network theories of world politics and gender equality. Her latest book "Renewal" (2021) is a story of crisis and change weaving together personal reflections with insights from social science research.

### **Mehari Taddele Maru**

Adjunct Professor Mehari Taddele Maru is the Academic Coordinator of the Young African Leaders Programme at the STG. Mehari is also a Professor at the School of Transnational Governance and Migration Policy Centre at the European University Institute. Mehari is also a Fellow at the United Nations University Institute on Comparative Regional Integration Studies (UNU-CRIS), Bruges, and a senior expert at the Mercator Dialogue on Asylum and Migration.

### **Nathalie Tocci**

Adjunct Professor Nathalie Tocci focuses on peace and security. Tocci is Director of the Istituto Affari Internazionali, Honorary Professor at the University of Tübingen, independent and non-executive board member of the energy company Eni and Europe's Futures fellow at the Institute for Human Sciences (Institut für die Wissenschaften vom Menschen, IWM).

### **Claudius Wagemann**

Adjunct Professor Claudius Wagemann is most known for his methodological work, above all with regard to Qualitative Comparative Analysis (QCA). Wagemann is a Professor of political science methods at the Goethe University Frankfurt, Germany.

## Annex 2: STG Organigram

# STG STAFF STRUCTURE

### MANAGEMENT, HR AND ADMINISTRATION

**Alexander Stubb** Director  
**Fabrizio Tassinari** Executive Director

**Peter Ivanov** Administrator  
**Patrizia Musina** Administrative Coordinator  
**Giovanna Rainò** Financial Coordinator  
**Lucia Matteucci** HR Business Partner (part time)  
**Susanna Bergman** Assistant to the Director (on leave)  
**Johanna Litzen** Assistant to the Director  
**Veronika Uhlirova** Administrative Officer assisting the Executive Director and Professor George Papakonstantinou  
**Victor Giraudeau** (on leave)  
**Karolina Klimiuk** Assistant to Professors, Kalypso Nicolaidis, Kenneth Amaeshi, Michael Bauer  
**Agnes Hegedus** Assisting Diane Stone, Emma Lees and Claudio Radaelli  
**Adrian Bradley** Administrative Assistant to part time Professors  
**Jonas Brendebach** Project Associate (Special Projects)

### FELLOWSHIPS

**Policy Leaders Fellowship (PLF)**  
**Claudio Radaelli** Full-time Professor and Academic Coordinator  
**Evgenia Markvardt** Programme Coordinator\*  
**Alice Pineschi** Project Associate  
**Rami Hatoom** Project Associate

**Young African Leaders Programme (YALP)**  
**Mehari Maru** Part-time Professor and Academic Coordinator  
**Kenneth Amaeshi** Full-time Professor  
**Tristan Roeven** Project Associate  
**Matilda Mahne** Project Associate  
**Emilio Rodriguez** Research Fellow  
*The team is also the point of contact for STG Senior and Visiting Fellows*

### OFFICE OF ACADEMIC AFFAIRS (OOA)

**Emma Lees** Full-time professor and Director of the Office of Academic Affairs  
**Cino Francioni** Master Programme Coordinator

**Adrian Pop** Admissions Officer  
**Chiara Battistelli** Internships and Career Officer  
**Marton Leiszen** International Affairs Officer

**Gaia Taffoni** Teaching Associate (Case studies)  
**Mina Sotiriou** E-learning Designer/Pedagogical Expert  
**Corrie Walker-Souster** Learning Technologist

### EXECUTIVE EDUCATION

**George Papakonstantinou** Full-time Professor, EUI Dean for Executive Education and Director of the School's Executive Education Programme.  
**Katherine Miccinilli** Programme Coordinator

**Marina Vlachodimitropoulou** Project Associate  
**Jansulu Abdikyerim** Project Associate  
**Jakov Bojovic** Project Associate  
**Valerie Kiel** Project Associate, part-time (Project: *Capacity building for Western Balkans diplomats*)  
**Camilla Molesti** Trainee

### PARTNERSHIPS & FUNDRAISING

**Elena Asciutti** External Relations Coordinator (Team's co-lead)  
**Claudio Mazzetti** Coordinator for Fundraising (Team's co-lead)

**Kalypso Nicolaidis** Full-Time Professor  
**Diane Stone** Full-Time Professor

**Federica Falchetti** Administrative Assistant (External Relations)  
**Davide Giovinnazzo** Project Associate (STG Alumni)



## COMMUNICATIONS & MARKETING

**Roeland Scholtalbers** Communication Specialist & Team Leader

**Giulia Coda** Communications Officer  
**Maria-Claudia Carella** Communications Officer  
**Maria Laura Minoli** Graphic Designer  
**Nandita Menon** Project Associate (Graphic Designer)  
**Giovanni Zabban** Digital Marketing Assistant  
**Andrii Pichyienko** Videomaker  
**Giulia Scialdone** Project Associate (Digital Marketing)

## EVENTS

**Fiona Wong**, Administrative assistant and Team Leader

**Michela Lavaggi** Project Associate  
**Linda Rovelli** Project Associate  
**Simone Faggiani** Trainee  
**Megan Gethin** External collaborator (publications)

*\*Fiona Wong is also the point of contact for STG Policy Papers submissions together with Prof Diane Stone.*

## EUROPEAN DIGITAL MEDIA OBSERVATORY (EDMO)

**Lauri Tierala** Programme Director  
**Paula Gori** Programme Coordinator and Secretary General

**Lisa Ginsborg** Research Fellow  
**Elena Maggi** Project Associate  
**Louise Carnapete** Administrative Assistant  
**Geisa Cipriani** Trainee

*The European Digital Media Observatory (EDMO) brings together fact-checkers, media literacy experts, and academic researchers to understand and analyse disinformation, in collaboration with media organizations, online platforms and media literacy practitioners.*

## STG CLIMATE

**Jos Delbeke** EIB Climate Chair

**Barry O'Connell** Programme Coordinator  
**Simaima Petzold** Project Associate  
**Julia Toth** Trainee

**Jan Cornillie** Research Associate  
**Piotr Dombrowicki** Research Associate  
**Christian Egenhofer** Senior Research Associate  
**Elena Marro** External Collaborator  
**Laura Iozzelli** Research Fellow  
**Peter Vis** Senior Research Associate

*STG Climate aims to be a European and global hub of excellence in knowledge exchange, research, and education on climate change policies and governance. Research associates are not all physically based in Florence.*

## CHAIR ON ARTIFICIAL INTELLIGENCE AND DEMOCRACY (AI&DEM)

**Daniel Innerarity** Full-time Professor and Academic Coordinator

**Ioannis Galariotis** Teaching Associate  
**Marta Cantero Gamito** Research Fellow  
**Stefania Milan** Research Associate  
**Lucia Bosoer** Project Associate part-time (Project Associate part-time for Markle project)

## OSUN / OPEN TO HEALTH (O2H)

**Passi Penttinen** Part time Professor and Academic Lead of the Project

**Swasti Mishra** Research Fellow and Project Manager  
**Valerie Kiel** Project Associate, part-time

## EUROPEAN MEDIA AND INFORMATION FUND (EMIF)

**Lauri Tierala** EDMO Programme Director  
**Francesca Roberti** Project Associate  
**Youssef Zeineddine** Project Associate  
**Rolf Nijmeijer** Research Associate

*The European Media and Information Fund pursues objectives of public interest and provides grants, on a competitive basis, to researchers, fact-checkers, not-for-profits and other public interest-oriented organisations working on disinformation research and strengthening media literacy and fact-checking*

## ACE BRAIN (Algorand Project)

**Andrea Reanda** Part time Professor and Academic Lead of the Project

**Michele Giovanardi** Project Associate  
 Research Associate (TBD)  
 Research Associate (TBD)

## TRANSNATIONAL DEMOCRACY PROGRAMME (Berggruen Project)

**Kalypso Nicolaidis** Full-time Professor and  
Academic Lead of the Project

**James Mackay** Research Associate

**Andrea Gaiba** Project Associate  
(from 01 May)

**Carsten Berg** Research Associate  
(from 01 May)

## GLOBAL EXECUTIVE MASTER (GEM)

**George Papakonstantinou** Full-time Professor  
and EUI Dean for Executive Education

**Gaia Bettinelli** Programme Coordinator

**Jakov Bojovic** Research Fellow and Scientific  
Coordinator

**Mindy Sabella** Recruiter

## Annex 3

# STG Expense Plan

	2023	2024	2025	2026	2027	2028	2029
MANAGEMENT STG, ADMINISTRATIVE STAFF, TEACHING/ ACADEMIC STAFF	€ 4,780,000	€ 5,738,000	€ 5,785,000	€ 6,014,000	€ 6,185,000	€ 6,340,000	€ 6,490,000
<b>ACADEMIC / TRAINING ACTIVITIES (including staff)</b>							
Fellow programme- PLF (including staff)	€ 1,211,481	€ 1,190,747	€ 1,195,346	€ 1,199,279	€ 1,204,111	€ 1,209,063	€ 1,214,139
Master (including staff)	€ 640,93	€ 543,480	€ 590,345	€ 640,391	€ 689,556	€ 771,843	€ 786,59
Events (including staff)	€ 262,428	€ 265,239	€ 268,120	€ 271,073	€ 289,340	€ 277,202	€ 280,382
Executive education (Including staff)	€ 3,728,774	€ 3,928,700	€ 4,460,786	€ 4,884,876	€ 4,991,440	€ 5,362,883	€ 5,756,152
Other: Networking and General expenses	€ 101,000	€ 101,000	€ 101,000	€ 101,000	€ 101,000	€ 101,000	€ 101,000
External funds	€ 4,422,387	€ 4,486,834	€ 4,606,404	€ 4,499,381	€ 4,501,554	€ 4,601,009	€ 4,681,739
Total academic, trainings	€ 10,367,000	€ 10,516,000	€ 11,222,000	€ 11,595,999	€ 11,777,000	€ 12,323,000	€ 12,820,000
<b>RUNNING COSTS</b>							
(including Buildings)	€ 5,018,000	€ 5,362,000	€ 5,373,000	€ 5,384,000	€ 5,395,001	€ 5,406,000	€ 5,420,000
EXPANSION EXISTING EUI CAPACITY	€ 1,255,000	€ 1,434,000	470,000	€ 1,506,000	€ 1,543,000	€ 1,581,000	€ 1,620,000
<b>GRAND TOTAL EXPENDITURE</b>	<b>€ 21.420.000</b>	<b>€ 23.050.000</b>	<b>€ 23.850.000</b>	<b>€ 24.500.000</b>	<b>€ 24.900.000</b>	<b>€ 25.650.000</b>	<b>€ 26.350.000</b>

# STG Revenue Plan

	2023	2024	2025	2026	2027	2028	2029
<b><u>Co-financing</u></b>							
<b>STG revenue forecast</b>							
<b><u>Income directly related to the action</u></b>							
Executive Education launched by the STG	€ 1,182,000	€ 1,142,000	€ 1,423,000	€ 1,180,000	€ 1,345,000	€ 1,527,000	€ 1,698,000
Executive Education organised with other units	€ 3,335,000	€ 3,630,000	€ 3,945,000	€ 4,612,000	€ 4,625,000	€ 4,971,000	€ 5,387,000
<b>Total Executive Education</b>	<b>€ 4,517,000</b>	<b>€ 4,772,000</b>	<b>€ 5,368,000</b>	<b>€ 5,792,000</b>	<b>€ 5,970,000</b>	<b>€ 6,498,000</b>	<b>€ 7,085,000</b>
Master Programme	€ 881,000	€ 1,152,000	€ 1,350,000	€ 1,558,000	€ 1,780,000	€ 2,002,000	€ 2,115,000
<b><u>Other income related to the action</u></b>							
Italian Government (rental/maintenance and use building)	€ 2,800,000	€ 3,000,000	€ 3,000,000	€ 3,000,000	€ 3,000,000	€ 3,000,000	€ 3,000,000
External subvention funded by various partners including EU institutions	€ 4,522,000	€ 4,476,000	€ 4,482,000	€ 4,500,000	€ 4,500,000	€ 4,500,000	€ 4,500,000
<b><u>TOTAL STG INCOME</u></b>	<b>€ 12,720,000</b>	<b>€ 13,400,000</b>	<b>€ 14,200,000</b>	<b>€ 14,850,000</b>	<b>€ 15,250,000</b>	<b>€ 16,000,000</b>	<b>€ 16,700,000</b>
<b><u>EU CONTRIBUTION (AS PLANNED 2018)</u></b>	<b>€ 8,700,000</b>	<b>€ 9,650,000</b>	<b>€ 9,650,000</b>	<b>€ 9,650,000</b>	<b>€ 9,650,000</b>	<b>€ 9,650,000</b>	<b>€ 9,650,000</b>
<b><u>TOTAL INCOME</u></b>	<b>€ 21,420,000</b>	<b>€ 23,050,000</b>	<b>€ 23,850,000</b>	<b>€ 24,500,000</b>	<b>€ 24,900,000</b>	<b>€ 25,650,000</b>	<b>€ 26,350,000</b>

## Annex 4

# MTnG Curricular Internship and Careers Services 2022-2023

Career services for master's students were gradually introduced from December 2021, starting in the second year of the first edition of the master's programme. The range of services has expanded over time and now includes various activities such as individual coaching sessions, workshops on CV writing, job interview skills, and other soft/professional skills, as well as HR information sessions. In addition, there are online resources available and a weekly job newsletter.

Career services for master's currently include and are designed around three pillars:

### 1) **LEARN:** Soft skills discovery, professional development workshops

- **Careers workshops**, which fall under the Professional Skills Workshops, encompass a range of services such as Career Orientation and Self-Awareness sessions, Application Submission for International Organizations, CV writing, and Interviewing Skills. These workshops are organised and conducted in collaboration with the EUI HR department and Academic Services.
- **Knowledge hub:** Online Careers Hub resources (accessible on Brightspace) provide students with a diverse array of documents and valuable information to assist them in navigating the job search process. These resources include career orientation and self-awareness exercises, guidance on how to *make a plan* to land the first job, job search techniques, a list of notable job portals and international employers by sector and covering the main specialisation tracks of the programme.

### 2) **PRACTICE:** Practical internships, one-to-one career coaching, mock interviews

- **Curricular internships** take place in the spring and summer months, at the end of the programme's first year, when students can practice the learning and knowledge acquired through the first foundation year. Building on existing partnerships at the EUI, and adding more institutional partners, mainly from International Organisations, Think Tanks, NGOs, and UN agencies, every year, all students are placed in curricular internships. In the academic year 2022-2023, all 40 students were matched with 25 different public and private institutions in Europe and worldwide, ranging from the European Parliament, the Organization for Economic Cooperation and Development, the World Bank, United Nations Agencies, Oxfam, UNICEF, EEAS, the General Secretariat of the Council of EU, and other think tanks, research centres, and international civil society organisations.
- **Mock interview** exercises with Policy Leader Fellows and other networking activities with the more senior STG fellow peers, for instance, the participation in the STG Talks and the mentoring groups.

- **Individual meetings** to support students in strategising their job search, how to approach the professional market and the various types of organisations, and advice and revision of their CVs and motivation letters.

**3) NETWORK AND CONNECT:** Access to career events, information sessions, job platforms, and executive networking

- **Devex International Job Platform:** premium access is offered to students.
- **Linked-In Group MTnG Careers and Networking** is open to students, faculty, and alumni to share weekly entry-level professional opportunities and other relevant news or events, where the community can continue networking virtually and connect in view of a lifelong relationship.
- **The "How to get into: Opening doors to your global career"** series of informative sessions was created and piloted to provide master's students and graduate alumni with valuable insights into various desirable professional destinations. These sessions, led by HR specialists, are held on a monthly basis in a hybrid format. They offer attendees a comprehensive overview of different sectors, the organisational structure of relevant institutions, key entry points, potential career paths, and selection processes. While initially designed for STG master's students and alumni, these sessions gradually became open to other members of the EUI community, including PhD researchers, Policy Leaders Fellows, and EUI trainees. The collaboration involved the EUI Academic Service and Human Resources Services. The organisations featured in these sessions this academic year were the European Parliament, European Commission, CEPS and Bruegel, United Nations, and EUI Doctoral programs.



## Annex 5

# POLICY PAPERS

TITLE	AUTHOR(S)
<a href="#"><u>Raising climate ambition : G20 countries way out</u></a>	KAUR, Biba Jasmine
<a href="#"><u>Non-state actors as agents of change: the partnerships between the European Union and Georgia, Moldova and Ukraine</u></a>	GIUASHVILI, Teona
<a href="#"><u>Can the new European sustainable finance rules improve the integrity of voluntary carbon markets?</u></a>	CORNILLIE, Jan
<a href="#"><u>Walking the walk, talking the talk with youth, peace and security in Africa</u></a>	KUJEKE, Muneinazvo
<a href="#"><u>Neither fish nor fowl : the challenges of a democratic AI</u></a>	BOSOER, Lucía; CANTERO GAMITO, Marta; GALARIOTIS, Ioannis; INNERARITY, Daniel
<a href="#"><u>Time to focus, re-focus on nature-based solutions : can nature-based solutions provide breakthrough for tackling climate crisis?</u></a>	KAUR, Biba Jasmine; ROY CHOUDHURY, Rita
<a href="#"><u>The South Caucasus in an ‘Interregnum’? : the shifting power dynamics in the wake of Russia’s war in Ukraine</u></a>	GIUASHVILI, Teona
<a href="#"><u>Applying the One Health approach to mitigate zoonotic disease risk in forced migration</u></a>	BRAAM, Dorien Hanneke
<a href="#"><u>Intégration sociale comme composante d’une politique globale d’intégration continentale de l’Union Africaine</u></a>	KABANDA, Umar
<a href="#"><u>What needs to change in disability mainstreaming in international aid policies, and how</u></a>	VITANTONIO, Carla
<a href="#"><u>Assessing the burdens of urban heat : a description of functional, economic and public health impacts of increasing heat in cities</u></a>	SAEZ REALE, Alejandro Martin
<a href="#"><u>Global PeaceTech: navigating the landscape, innovating governance</u></a>	BOSOER, Lucía; GIOVANARDI, Michele; NESOVIC, Teona

<a href="#"><u>Circular economy approach - economy, livelihoods, and environment</u></a>	KAUR, Biba Jasmine; KULSHRESHTHA, Himani
<a href="#"><u>From scrutiny to implementation: reinforcing the impact of the rule of law report</u></a>	CLOSA, Carlos; HERNÁNDEZ, Gisela
<a href="#"><u>How CBAM can become a steppingstone towards carbon pricing globally</u></a>	DELBEKE, Jos; VIS, Peter
<a href="#"><u>Georgia's European paradox</u></a>	GIUASHVILI, Teona
<a href="#"><u>Towards an EU policy agenda for Voluntary Carbon Markets</u></a>	DELBEKE, Jos; MARRO, Elena; VIS, Peter



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