

## MANUELA ARATA

### *Curriculum Vitae*

#### *Address:*

Manuela Arata  
Consiglio Nazionale delle Ricerche  
Corso Perrone 24  
I-16152 Genova  
Tel +39-010-6598740  
fax +39-010-6598777  
e-mail: [m.arata@infm.it](mailto:m.arata@infm.it)

#### ***Networking and partnerships   International project coordination   Science and research management***

Management of complex systems -- knowledge-based networks and projects at an international level; motivation and management; a vision of the future; creativity and energy to achieve measurable results, organizational skills, and an entrepreneurial proactive approach to science and industry.

---

#### **Experience**

##### **National Research Council (CNR) of Italy**

**June 2005 to present**

##### **Director of Promotion & Collaboration Development**

Overall management of CNR's participation in national and international collaboration in research, dissemination and transfer of knowledge and technology; consulting on intellectual property rights and licensing; and adoption of best practices to improve outreach activities for CNR. This new position followed the reorganization of scientific research in Italy by the Italian government with the integration of the Istituto Nazionale di Fisica della Materia -- INFN (National Institute for the Physics of Matter) into the CNR.

##### **Festival della Scienza, Genoa, Italy**

**October 2003 to present**

##### **Chairperson of the Science Festival**

Started this pan-European Science Festival in Genoa, Italy in 2003, that has grown to be one of the most successful educational and public awareness initiatives in Europe (216, 000 visitors in 13 days in 2005)

##### **Istituto Nazionale di Fisica della Materia (INFN), Italy**

**March 1995 to June 2005**

##### **General Director**

INFN (National Institute for the Physics of Matter) is a large University-based network of some 3,500 researchers all over Italy with a 2002 budget of some 100 million euro before the reorganization (see attached performance data about INFN)

Reorganized management and administration to better the high-quality activities performed by the scientific community and to improve the international reputation of INFN as an active and non-bureaucratic institution. This has consistently attracted young researchers to science especially in the fields of condensed matter and atomic and molecular physics.

Key management innovations:

- Analytic accounting system for "work in process" monitoring
- Competitive recruitment and contract procedures
- Flexible management of human resources based on evaluations
- Exploitation of research results by licensing, joint ventures and start-up of over 30 spin-off companies

➤ Improved outreach capabilities of researchers in terms of industrial relations, education and public awareness of science

Proactively grew a renowned management network within the INFN, consisting of over 120 internationally skilled professionals. Furthered several equal opportunity initiatives, including on-site company child-care.

**Consorzio Interuniversitario Nazionale per la Fisica della Materia, Italy**

**January 1990 to March 1995**

**General Manager**

Overall management of the Consorzio Interuniversitario Nazionale per la Fisica della Materia (Italian University Consortium for the Physics of Matter), a private research institution grouping several Italian universities. In 1994 this was transformed by the Government into a public research Institute (a status which entitles the Institute to be included in the strategic and financial planning of the Government and to receive public funding), and renamed the Istituto Nazionale per la Fisica della Materia (INFN).

**Association Badia di S. Andrea, Genoa, Italy**

**December 1988 to December 1990**

**Director**

Overall management of the “Association Badia di S. Andrea” (chaired by the Dean of the University of Genoa), which was founded to manage and organize the exhibition and conference spaces of this historical site in Genoa.

**Consorzio Genova Ricerche, Italy**  
**1988**

**September 1986 to November**

**Co-founder**

Co-founded and oversaw organizational and managerial issues of a new research consortium “Consorzio Genova Ricerche” launched by Prof. Romano Prodi (IRI President at that time) to bridge the gap between academic Research and Industrial R&D.

**PMN (IRI Group)**

**January 1976 to August 1986**

**Assistant to the Director of International Affairs**

Support to the management of international and commercial affairs related to Nuclear Power Reactors (under licensed agreement with AECL Canada and GEC) and later to large energy production plants after the acquisition and evolution of the nuclear and conventional energy companies by the Ansaldo Group.

**Other Related Experience**

- Since 1999-2000, adjunct professor on “Research Management” at the doctoral level at the Politecnico di Torino (Polytechnic of Turin), Italy
- In 2002, directed the master course COMARI (Course on the Management of Research) funded by CEC in the South of Italy
- Member of the Scientific Council of HE&R School at MIP, the Business School at Politecnico di Milano (Polytechnic of Milan).
- Presently in charge of the constitution of the Mediterranean Chapter of the European Association of Research Managers and Administrators (EARMA); was a founding member of EARMA, which has become active in training and development of new techniques for research management in Europe.
- Actively involved since 1999 as a management expert in varied evaluation processes at the European Commission since starting the first Italian peer review system for project evaluation in 1996.
- President of Columbus Superconductors Ltd. (Genova)
- President of INFMedia Ltd. (Pisa)

## Prizes and Awards

- Decorated “motu proprio” – the Award of Merit of the Italian Republic – by the President of the Italian Republic, Carlo Azeglio Ciampi on March 8, 2005.
- “Andersen Award for Promoters of Culture 2005” for having contributed to promoting interest in research and the scientific learning among children and students at the Science Festival of Genoa, Italy.
- “Woman of the Year” 2004-Prize winner of AIDDA (Women Entrepreneurs Association, Liguria Chapter).

## **Appointments to and participation in European and National Institutional activities:**

- Member of the European delegation at the joint EU-US (NSF) Seminar on Pre-University Scientific Education (May 30-31, 2005)
- Expert Reviewer of the European Network of Excellence Nano2Life coordinated by CEA-LETI Laboratory in Grenoble, France (March 2005)
- Independent expert for the review of projects for the Call for Proposal FP6-2004-Mobility 13 (January 2005)
- Independent expert for the review of Integrated Projects and Networks of Excellence for the call for Proposals FP6-2002-NMP, Nanotechnology and Materials Science (July 2003)
- Expert member of the IRDAC-ESTA working group for the definition of the Model Contract within the Vth Framework Program (1999)
- Member of the Scientific Council of the European Center for Atomic and Molecular Computation – CECAM, Lyon (1997-1999)
- Member of the Administrative and Finance Committee of the European Synchrotron Radiation Facility – ESRF, Grenoble (1992-1998)
- Chairperson of CADRE, Conference of Administrators of Research in Europe, which started EARMA, the European Association of Research Managers and Administrators in Genoa in 1995
- Member of the National Committee for the Definition of Principles and Procedures of Universities’ Budgets, based on analytical accounting and cost control criteria (1997-1998).
- Member of the National Committee for Scientific Dissemination from the Ministry of University and Scientific and Technological Research (MURST) (1993)
- Organizer of the First European Conference on High Tech Superconductors and Potential Applications (Genoa, July 1987)
- Member of the Scientific Council of SFO – Italian School for Managers of Public Research Institutions
- Member of the Scientific Council of SUM – Management School for Universities and Research Institutions founded by MIP, the Business School of Milan Technical University

## **Education:**

Genoa University: Modern Languages and Political Science (two years)  
Liceo Linguistico Orsoline di Cortina d’Ampezzo: Foreign Languages

## **Languages:**

Italian (mother tongue); English (fluent); French (fluent), German; Spanish