

## CURRICULUM VITAE

**FEDERICO NICCOLINI**

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ASSOCIATE PROFESSOR OF ORGANIZATIONAL SCIENCE  
DEPARTMENT OF ECONOMICS AND LAW  
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### **Education:**

1995: University of Pisa, Faculty of Economics and Business, obtaining the highest honors score of *110/110 with honor*

Thesis: *“Bureaucratic and Entrepreneurial Paradigms in the Organizational Dynamics of Natural Parks”* (the management and organization protected areas), advisor Professor Giovanni Padroni.

2005-2010: University of Macerata, Faculty of Economics, Researcher, Organizational Sciences

### **Current Academic Position:**

2010-present: Associate Professor, Faculty of Economics, University of Macerata.

2007-present: affiliated to the Department of Natural Recourse Recreation and Tourism at the Colorado State University

### **Academic Appointments**

2005-2010: Researcher, Organizational Science (SECS-P/10), Faculty of Economics of the University of Macerata , Department of Economic and Financial Institutions

2011-2013: visiting scholar at Stanford University

2011-present: member of the School Committee and supervisor of doctoral students in the PhD Program in Economics and Management at the University of Macerata

2007 - present: member of the Scientific Committee and supervisor of doctoral students in the Ph.D. in Planning and Control at the University of Macerata

2010 - July 2012: responsible for relations with foreign universities and for the Erasmus Programme at the Faculty of Economics, University of Macerata

September 2012 - present: responsible for relations with foreign universities and for the Erasmus program for the Department of Economics and Law

2009 - present: member of the Board of Management of the "Master in" Planning and Management of Protected Areas "

2006 - present: coordinator of the module of management and organization in the Master in "Planning and Management of Protected Areas" of the University of Camerino

2008-2012 - member of the Board of the Department of Economic and Financial Institutions

2008-present: member of the Board of Directors of the Laboratory on Agricultural, Environmental and Food "Ghino Valenti", University of Macerata

### **Teaching Activities:**

#### 1. At US university Institutions:

- a) ac. yr. 2000-2001: Field Supervisor of graduate course activities of the Antioch New England Graduate School (New York State – USA)
- b) ac. yr. 2002-2003: Visiting Professor at Albany University (USA)
- c) ac. yr. 2002-2003: Visiting Professor at Paul Smith College of the Adirondacks (USA)
- d) ac. yr. 2006-2007, 2007-2008 and 2014-2015: Visiting Professor at the Colorado State University (USA)

#### 2. Positions held at the University of Macerata:

- At the Department of Economics and Law
- a) from ac. Yr. 2012-2013. Professor of Organizational Science and Organizational Behavior
- At the Faculty of Economics:
  - a) ac. yrs. 2003-2004 and 2004-2005 (First Semester): Teaching Contract for "Organizational Science"
  - b) from ac. yr. 2003-2004 to ac. yr. 2006-2007: Teaching Appointment for the 1st. Level Master's Program in "Marketing and Corporate Governance"
  - c) from ac. yr. 2007-2008 to ac. yr. 2009-2010: member of the Board of Director of the Master's Program in "Marketing and Corporate Governance"
  - d) from ac. yr. 2003-2004 to ac. yr. 2006-2007: Teaching Appointment for the 1st. Level Master's Program in "Expert in Generational Development Processes"
  - e) from ac. yrs. 2005-2006 to ac. yr. 2009-2010: Teaching appointment for "Organizational Theory"
  - f) ac. yr. 2005-2006: Teaching Appointment for "Principles and Models of Banking Organization"
  - g) ac. yr. 2005-2006: Teaching Appointment for the "Organizational Learning Laboratory "
  - h) ac. yr. 2006-2007: Teaching Appointment for "Managerial Training"

- i) ac. yr. 2006-2007 to ac. yr. 2008-2009: Teaching Appointment for the “Business Organization Laboratory “
  - j) ac. yr. 2009-2010: Teaching Appointment for “Organizational Behaviors “
  - At the Faculty of Training Science:
    - a) ac. yrs. 2003-2004 and 2004-2005: Teaching Appointment for the 1st. Level Master’s Program in “Management of Tourist Resources and Promotion of Local Areas”
    - b) ac. yr. 2005-2006: Teaching Appointment for “Enterpreneurial Training“
    - c) ac. yr. 2006-2007: Teaching Appointment for “Systems and Training Process Organization“
  - At the Faculty of Communication Sciences:
    - a) ac. yr. 2005-2006: Teaching Appointment for the 1 st. Level Master’s Degree in “Experts in Orientation Techniques and Methods
  - At the Faculty of Letters and Philosophy:
    - a) ac. yr. 2005-2006: Teaching Appointment for the Graduate Course in “Language Mediator for International and Digital Enterprises“
3. Positions held at the University of Pisa:
- At the Faculty of Economics
    - a) from ac. yr. 1999-2000 to ac. yr. 2004-2005: Assistant for the course in “Business Organization“
    - b) ac. yr. 2000-2001: Teaching appointment for the Doctoral Course in “Business Economics“
    - c) from ac. yr. 2001-2002 to ac. yr. 2003-2004: Teaching Assistant for the Course in “Business Organization“
    - d) ac. yrs. 2002-2003 and 2003-2004: Teaching Contract for “Economics of Tourist Enterprises“
    - e) ac. yrs. 2008-2009 / 2009-2010: Teaching appointment for the Doctoral Course in “Business Administration“
    - f) from ac. yr. 2009-2010: Teaching appointment in the International Master in Business Administration
    - g) Ac. Yr. 2010-11: Teaching appointment in the Master of Management
  - At the Faculty of Political Science:
    - a) ac. yr. 2002-2003: Teaching Contract for “Business Organization“
    - b) ac. yr. 2003-2004: Teaching Contract for “Labor Organization“
    - c) ac. yrs. 2003-2004 and 2004-2005: Teaching Appointment for the European Master’s Program in “Social Enterpreneurship and Local e-governance”
    - d) from ac. yr. 2003-2004 to ac. yr. 2010-2011: Teaching Appointment for the 2nd. Level Master’s Degree in “Human Resource Development”
4. At the Scuola Superiore di Studi Sant’Anna [Sant’Anna University School of Studies] of Pisa:
- a) from ac. yr. 2002-2003 to ac. yr. 2004-2005: Teaching appointment for the Course “Integrated Rural Area Development and Landscape Protection”

- b) from ac. yr. 2001-2002 to ac. yr. 2004-2005: Teaching appointment for the Course “Enhancing Awareness of the Value of Food and Agricultural Resources”
  - c) ac. yr 2005-2006: Contributor to the organization and planning of the Course “Identity and Culture of Local Areas and Communities”
  - d) ac. yr 2006-2007: Contributor to the organization and planning of the Course “Rules and Strategies for Sustainable Land Management”
  - e) ac. yr. 2008-2009. He served as moderator of meeting sessions in the Workshop “Planning, Rural Development and Landscape Conservation”
  - f) ac. yrs. 2008-2009 and 2009-2010: Teaching appointment (english language) for the Course “Environmental and food sustainability: some key aspects”.
5. At the Scuola Normale Superiore [École Normale] of Pisa:
- a) from ac. yr. 1998-1999 to ac. yr. 2002-2003: Teaching Appointment for the “Advanced Training Courses in Conservation, Management and Communication of the Cultural Heritage”
6. At the University of Camerino, Scuola di specializzazione in Gestione dell’ambiente naturale e delle aree protette [Specialization School for Management of the Natural Environment and Protected Areas]:
- a) from ac. yr. 2003-2004 to ac. yr. 2004-2005: Teaching Appointment for the 2nd. Level Master’s Degree in “Planning and Management of Protected Areas”
7. Positions held at the University of Sassari:
- at the Faculty of Economics, Degree Course in Economics and Enterprises of the Tourist Industry – Extension Unit of Olbia
    - a) from ac. yr. 2003-2004 to ac. yr. 2005-2006: Teaching Contract for “Business Organization”
  - At the Faculty of Letters and Philosophy:
    - a) from ac. yr. 2002-2003 to ac. yr. 2004-2005: Teaching Contract for “Business Organization”
8. At the Lucca Campus, Degree Course in Tourism Sciences:
- a) from ac. yr. 2003-2004 to ac. yr. 2009-2010: Teaching Appointment for “Business Organization”
9. At the Consortium of the Universities of Ancona, Macerata and Urbino:
- a) from ac. yr. 2005-2006 to ac. yr. 2010-2011: Teaching Appointment for the Ph.D. Course in “Business Economics”

## **Major Scientific Research Activities and Publications**

### **Recent international cooperations**

2012: Mediterranean Reserve Managers International Cooperative (MRMIC) Fellowship from the California State University to study "Organization, management and effectiveness of Marine Protected Areas (MPAs)" at Stanford University

2011: Visiting Researcher at Stanford University

2011: official cooperation with the Organizational Science Department of George Washington University

### **Major research areas and related publications**

1. Role of CSR, Vision, Culture, particularly as sources of organizational competences

- *Responsabilità Sociale e competenze organizzative distintive (Social Responsibility and distinctive organizational competences)*, Edizioni ETS, Pisa, 2008.

The fundamental findings of the book have been presented in the Round Table "The role of territorial networks for the dissemination of CSR", in the Second Study Meeting "CSR & Accountability. Values and local actors," Fano, Faculty of Economics, University of Urbino, May 6<sup>th</sup>, 2010

2. Visioning and Organizational Learning, particularly within Networks:

*Visionary networks for Responsible Development, Proceedings, International Eastern Academy of Management Conference "Managing in a Global Economy XV: Collaboration, Learning, and Discovery"*, Seville, Spain - June 23-27, 2013 (Co-author Davis E.)

*Envisioning for sustainable development. A cross-country experience, Proceedings, IFKAD (International Forum on Knowledge Asset Dynamics) "Smart Growth: Organizations, Cities and Communities"*, Zagabria, Croazia, 12-14 Giugno 2013, pp. 356-372, ISBN 978-88-96687-01-7 (Co-author La Verghetta M.)

*Sfide ambientali ardue e vision condivisa di rete [Difficult challenges and network shared vision] in Sviluppo e Organizzazione, vol. 221, maggio-giugno 2007.*

*Processi decisionali intuitivi e apprendimento di rete. Alcune evidenze empiriche dall'analisi di un grande network internazionale pubblico/no-profit [Intuitive Decision-making Processes and Network Learning. Some Empirical Evidence from Analysis of a Large International Public/Non-Profit Network], in Atti del Convegno itAIS [Proceedings of the itAIS Conference], Verona, December 2005. (Case study IUCN)*

3. Organizational learning

*Uncovering the consonance between "play" and organizational learning: evidences from an Italian 'Play Factory', Proceedings, IFKAD (International Forum on Knowledge Asset Dynamics) "Knowledge and Management Models for Sustainable Growth"*, 11-13 June 2014, Matera - Italy, pp. 1243-1273, ISBN 978-88-96687-04-8, ISSN 2280-787X (Co-authors Mangia G., Bartolacci C., Toraldo M.)

4. Interfirm Social Networks: Identification and Measurement of Latent Ties

*Niccolini F., Ameli P., Palumbo F. (2010). Latent ties identification in inter-firms social networks. In: INGRASSIA, S., ROCCI, R., VICHI, M. New Perspectives in Statistical Modeling and Data Analysis. p. 100-108, BERLIN: Springer-Verlag, 2011. ISBN: 978-3-642-11362-8; ISSN 1441-8814; DOI 10.1007/978-3-642-11363-5*

5. Problems in Application of TQM Principles to Public Organizations:

*Il Total Quality "Danger" - Approcci modificati alle Politiche della Qualità Totale nella pubblica amministrazione [Total Quality "Danger" – Modified Approaches to Total Quality Policies in the Public Administration], Azienda Pubblica [Public Enterprise] n. 2, 2004. (Case study: 10 national parks)*

6. Organizational and Technological Problems in Public and Non-Profit Agencies:

*How much technology for Parks? A carrying capacity driven approach.* Abstract published in Pathways 2014: Common futures, Estes Park Centre, Colorado (USA) 5-9 October 2014, (Co-author Fabio Fraticelli)

*Ripensare l'ente pubblico nel ventunesimo secolo: effetti organizzativi dell'evoluzione e capillarizzazione del sistema di e-government statunitense [Rethinking the Public Agency in the Twenty-First Century: Organizational Effects of the Evolution and Widespread Diffusion of the United States e-Government System], in Prisma, yr. XXI, n. 26 Aug./Nov. 2003. (Case study: US Forest service, National Park Service, Fish and Wild life Service)*

7. Tourism Organizations: Organizational Dynamics and Network Profiles

*Organizzazione e pianificazione delle attività ecoturistiche: principi ed esperienze.* FrancoAngeli, 2013, (Co-authors Daniela Marzo, Francesco Morandi, Massimo Sargolini, Alessio Tola, Antonio Usai), ISBN: 978-88-204-5690-0

*Manuel Européen des Bonnes Pratiques sur l'Organisation et la Planification Ecotouristique*, Edizioni ETS Pisa, 2012 (co-authors Daniela Marzo, Francesco Morandi, Massimo Sargolini, Alessio Tola)

*Ecoturismo in Europa: metodologie per l'eccellenza*", in *Ri-vista*, gennaio-giugno 2012, pp. 29-40, ISSN 1724-6788 (co-author Daniela Marzo)

*L'azienda turistica sostenibile. Prospettive culturali e assetti network*, [The Sustainable Tourist Enterprise. Cultural Prospects and the Network Framework] ETS Press, Pisa, 2005.

8. Protected Areas Organization and Management and Sustainable Development dynamics

*Achieving success under pressure in the conservation of intensely used coastal areas in Ecology and Society*, **18**(4): 19, 2013. <http://dx.doi.org/10.5751/ES-05799-180419> (co-author Fiorenza Micheli). <http://www.ecologyandsociety.org/vol18/iss4/art19/>

*Parks and Territories. New Perspectives in Planning and Organization*, LIST: Barcellona-Rotterdam-Trento (co-authors Francesco Morandi e Massimo Sargolini), 2012, ISBN: 9788895623788

*L'organizzazione delle aree protette italiane. La "chiave" sistemica* [The Organization of the Italian Protected Areas. The Systemic Perspective] in Ciappei C. – Padroni G. (a cura di), *Le imprese nel rilancio competitivo del Made e Service in Italy: settori a confronto in Ciappei C. - Padroni G. (ed.)*, [The companies in the competitive revival of the Service and Made in Italy: sectors compared]. FrancoAngeli, Economia e Management, 2012, ISBN: 978-88-568-4981-3

*Management integrato dei beni culturali e ambientali: sfide organizzative* [Integrated management of cultural and natural resources: organizational challenges] in Padroni G. (a cura di), pp. *Organizzazione dei beni culturali* [Cultural Heritage Organization], Edizioni il Borghetto, Pisa, 2012, pp. 201-255, ISBN: 9788890359637

*Aree Marine Protette e visione sistemica dello sviluppo responsabile. Il caso foca monaca come metafora transoceanica* [Marine Protected Areas and Systemic Vision of Responsible Development. The Monk Seal Case as a Transoceanic Metaphor] in Vallarola F., *Aree Marine Protette* [Marine Protected Areas], ETS, PISA, 2011, pp. 209-227

*Sviluppo sostenibile: una contraddizione in termini?* [Sustainable development: a contradiction in terms?] in *Economia & Ambiente*, n. 4-5, Luglio-Ottobre (co-author Daniela Marzo), 2011, pp. 7-16

*I parchi come laboratori di sviluppo responsabile. Il caso Asinara* [Parks as Responsible Development Laboratories. The Asinara Case Study], in *Economia & Ambiente*, vol. 6; p. 14-18, 2009 (co-author Daniela Marzo)

*Strategie "vision based per lo sviluppo responsabile": il caso Asinara*, [Vision Based Strategies for Responsible Development: the Asinara National park Case Study] in Cristiani Eloisa - Massart Alfredo, *Prodotti tipici e turismo sostenibile come strumenti di sviluppo del territorio*, pp. 81-120, Edizioni ETS, Pisa, 2008 (co-author Silvia Del Principe)

*Per una strategia socio economica*, [For a Socio Economical Strategy] in Navone Augusto - Trainito Egidio, *Tavolara*, Carlo Delfino Editore, Sassari, 2008, pp. 246-263 (co-author Silvia Del Principe)

*Verso una vision saggia dello sviluppo*, [Reaching a Wise Vision of Development] in Navone Augusto - Trainito Egidio, *Tavolara*, Carlo Delfino Editore, Sassari, 2008, pp. 264-269 (Co-author Silvia Del Principe)

*Piano Pluriennale Economico e Sociale: verso un approccio organizzativo* [Multiyear Socio-economical Plan: looking at an Organizational Approach], in *Toscana Parchi*, a. IV, n. 11, 2006, pp.16-17 (Co-author Veronica Tardelli)

*Aree protette ed Economia non-profit* [Protected Areas and Non-Profit Economics], in *Economia e Ambiente* [Economy and Environment], yr. XX, n.3, 2001.

*Strategie ed interventi rivolti allo sviluppo manageriale dei parchi naturali italiani* [Strategies and Actions for Managerial Development of Italian Natural Parks] in G. CINA' (ed.), *Pianificazione e sviluppo locale in ambienti sensibili: esperienze di progettazione e gestione* [Planning and Local Development in Sensitive Environments: Experiences in Project Design and Management], in *Urbanistica Informazioni* [ISSN: 0392-5005], Suppl. to al n. 164, Dossier n. 20, 1999.

- *Parco Nazionale d'Abruzzo: un modello aziendale e manageriale di parco nazionale. L'Ente Parco tra pubblica amministrazione ed azienda non-profit* [Abruzzo National Park: a Organizational and Managerial Model of a National Park. The Park Authority between Public Administration and Non-Profit Enterprise], Publications of *Studi per la conservazione della natura* [Studies for Nature Conservation], Rome, 1998.
- *Economicità e imprenditorialità nei parchi naturali. Ruolo dei meccanismi imprenditoriali e non-profit nell'equilibrio economico finanziario dei parchi naturali* [Economicity and Entrepreneurship in Natural Parks. Role of Entrepreneurial and Non-Profit Mechanisms in the Financial and Economic Balance of Natural Parks], in *Economia e Ambiente* [Economy and Environment] yr. XVII, n. 2, 1998.
- *I principi dell'organizzazione e dell'economia aziendale nella gestione dei parchi naturali. Il caso dell'Ente Autonomo Parco Nazionale d'Abruzzo* [Principles of Organizational Science and Business Economy in Natural Park Management. The Case of the Abruzzo National Park] in *Atti del Congresso dell'Associazione Italiana Direttori Aree Protette (AIDAP): "La macchina Parco: organizzazione, strumenti e metodi nel lavoro di conservazione e gestione delle Aree Protette"* [Proceedings of the Conference of the Italian Association of Directors of Protected Areas (AIDAP): "The Park Machine: Organization, Tools and Methods in the Work of Conservation and Management of Protected Areas"], 1996.

## **Responsibility for National and International Scientific Researches Financed on the Basis of Competitive Notices**

He has had positions of responsibility in the following projects:

- 2014- today: *"Improving the performance of Mediterranean Marine Protected Areas"*, financed by Alberto di Monaco Foundation, in cooperation with the University of Nice-Sophia Antipolis (research team member).

- 2014- today: *"The effects of organization and spatial design of Mediterranean Marine Protected Areas on their ecological performance"* financed by Waitt Foundation, in cooperation with the University of Nice-Sophia Antipolis (research team member).

- July 2013 - December 2014. DESIGNMTS: Defining Social Responsibility Interventions for Grounded Networking in Machine Tools Sector . Financing U.E. Amount of Euro 180,000.00 . Head of the research group " 1 " on the subject of " Information " : Federico Niccolini .

-September 2011 – June 2014. Research on the project "A Sustainable Development Model for Green Mountain Areas" program SEE/B/0012/2.3/X EU. Commissioned by the Monti Sibillini National Park Authority. Amount 18.000,00 €. Head of the Research Group "3" on the subject of "Information and Training": Federico Niccolini. Session Chair in the following Meeting: Smolyan (Bulgaria), 20-21 September 2011; Kőszeg (Hungary), 23-24 November 2011; Irdning (Austria) 26-27 January 2012, Ioannina (Greece ), 26-27 April presenter in 2012 and Mid Term Conference in Bucharest (Romania), 21-22 June 2012.

- May 2011 - April 2012. Research on the strategic project called "Cooperation on Ecological Networks in the Mediterranean - Co.R.E.M. " - subproject "Plan for ecotourism development (CBC Italy-France "Maritime" 2007-2013) ". Client: University of Sassari. Amount of 19,960.00€. Scientific Responsibility : Federico Niccolini and Massimo Sargolini.

- May 2005 - June 2005. Performing research on "Drafting Long-Term Social Economic Plan, according with the Marche Region Law n. 15/94 and Law n. 394/91 "Client: Sasso Simone and Simoncello Regional Park Authority. Amount of € 12,120.80. Scientific Responsibility: Federico Niccolini. The research required the methodological approach, the organization, coordination, the management and analysis of strategies for socio-economic development of the six towns (Carpegna, Frontinus, Pennabilli, Pian di Meleto, Pietrarubbia, Motecopiolo). The study also included a review of the organizational chart of the Park Authority.

## **Other Significant Professional Experience And Conferences:**

Since 1997, he made activities focused on the management, organization and socio-economic planning of organizations entrusted with management of the Italian and foreign natural and cultural heritage, in an advisory capacity or as coordinator of working groups, including interdisciplinary groups.

### **Specific positions held:**

- a) from 1997 to 2001 (4 appointments): consultant for the Ente Autonomo Parco Nazionale d'Abruzzo [Abruzzo National Park]
- b) from 1998 to 2001 (3 appointments): consultant for the Ente Parco Regionale Migliarino - San Rossore - Massaciuccoli [Regional Park of Migliarino - San Rossore – Massaciuccoli].
- c) from 2001 to 2005 (3 appointments): consultant for the United States Department of Interior – National Park Service - North East Region
- d) 2005-2006: Scientific Coordinator of the Organizational, Economic and Social Study for the Management Plan of the Area Marina Protetta di Tavolara Punta Coda Cavallo [Tavolara Punta Coda Cavallo Marine Protected Area].

- e) 2007-2008: Scientific Coordinator of the Organizational, Economic and Social Study for the Management Plan of the Asinara National Park [Asinara National Park].
- f) 2007-2008 – 2008-2009: Scientific Coordinator of the Organizational, Economic and Social Studies for the Scuba divers wilderness tourism in the Area Marina Protetta di Tavolara Punta Coda Cavallo [Tavolara Punta Coda Cavallo Marine Protected Area].

Contributor to the coordination, definition and scientific management of the following workshops and conferences dealing with management of the natural and cultural heritage in an international framework, also serving as moderator of meeting sessions:

- a) "Workshop / working session "New Directions in Parks and Protected Areas", June 2001, Philadelphia, Pennsylvania, US National Park Service North East Region Office
- b) International Workshop "Protected Areas and Local Communities: Working Together for a Sustainable Future", May 2002, Castello di Riomaggiore (SP) and Rome
- c) International Conference "New Tendencies in Eco-tourism: the Protected Areas Networking and Visioning Challenge", October 2006, Olbia (Sardinia)
- d) International Roundtable "*Italian Protected Areas, reaching the 2100 vision: strategies and actions. New organizational and planning Perspectives*", November 2009, Visso (Sibillini National Park)

Papers read at numerous international conferences and meetings including:

"Rediscovering the Spirit of George Perkins Marsh: the Organizational and Managerial Challenge", paper read to The George Wright Society Conference, Denver, Colorado, 17 April 2001.

"Wilderness Tourism System and Strategic Thinking for Marine Protected Areas Organizations" paper presented at the Conference "Pathways to Success 2010: Integrating Human Dimensions into Fish and Wildlife Management," September 27 - October 1, 2010, Colorado (USA)

"Networking as an Organizational Method of "Envisioning". Elements for Sustainable Development, paper presented at the Conference "Pathways to Success 2008: Integrating Human Dimensions into Fish and Wildlife Management," September 28 - October 2, 2008, Colorado (USA)

Roundtable titled "The Role of the Networks for Spreading CSR" inside the second Research meeting "CSR & Accountability. Landscape Values and Actors" Fano, Faculty of Economy, University of Urbino, May 2010.

### **Other Significant Awards and Committee Memberships:**

June 1999: Participant in the "*International Visitor Program*" of the US Department of State – Bureau of Educational and Cultural Affairs on "Environmental and Sustainable Development", centered around visits and meetings with directors and high-ranked officials of the US public and non profit organizations (*National Park Service, Nature Conservancy, National Park and Conservation Association, World Bank Environment Department, Environmental Law Institute, US Bureau of Oceans and International Environmental and Scientific Affairs, Environmental Protection Agency, National Marine Fisheries Service ....* ), States of Maryland, New York, Washington, Hawaii.

(Notable Alumni of the previous editions: Margaret Thatcher, Giscard D'Estaing, Nicolas Sarkozy, Romano Prodi, Oscar Luigi Scalfaro, Mario Monti ...)

Since 1999: member of the *International Union for Conservation of Nature (IUCN) - World Commission on Protected Areas (WCPA)*.

From 1999 to 2004: member of the *Nucleo di Valutazione dell'Ente Parco Regionale Migliarino - San Rossore - Massaciuccoli* [Evaluation Board of the Migliarino - San Rossore - Massaciuccoli Regional Park].

member of the Steering Committee of the *Centro Italiano di Studi Economici ed Ambientali* [Italian Center of Economic and Environmental Studies].

*Utilization of personal detail in conformity with Ital. Art 13 dlgs. 196/2003 is permitted.*