PURSUANT TO ART. 18, SUBSECTION 1, OF ITALIAN LAW 240/2010, SELECTION OF ONE ASSOCIATE PROFESSOR, FOR THE ACADEMIC DISCIPLINE 13/B2 MANAGEMENT – ACADEMIC FIELD: SECS-P/08 MANAGEMENT (SETTORE CONCORSUALE 13/B2 ECONOMIA E GESTIONE DELLE IMPRESE – SETTORE SCIENTIFICO DISCIPLINARE SECS-P/08 ECONOMIA E GESTIONE DELLE IMPRESE) AT THE INSTITUTE OF MANAGEMENT - ACADEMIC CLASS OF SOCIAL SCIENCES, ISSUED BY RECTOR DECREES NO. 465 DATED 12/10/2015, PUBLISHED ON THE SITE OF THE MINISTRY OF EDUCATION, UNIVERSITY AND RESEARCH ON 12 OCTOBER 2015, NOTICE OF WHICH WAS PUBLISHED IN THE GAZZETTA UFFICIALE - 4° SERIE SPECIALE "CONCORSI ED ESAMI" NO. 83 DATED 27/10/2015.

FINAL REPORT

On 2016, January 29Th, at 10.00 in a room of the Scuola Sant' Anna, met to review the selection process for the recruitment of a one associate professor for the academic discipline 13/B2 Management – Academic Field SECS-P/08 Management" at the Institute of Management Academic Class of Social Sciences of the Scuola Superiore di Studi Universitari e di Perfezionamento Sant'Anna di Pisa, nominated by decree No. 571/2015 by the Rector and made up of:

- Prof. Giorgio Carlo Buttazzo, Full Professor of Information Processing Systems 09/H1 at the School, member of the Recruitment Committee of the School;
- Prof. Sabina Nuti, Full Professor of Management 13/B2 at the School;
- Prof. Gwyn Bevan, Professor of Policy Analysis at the London School of Economics;
- Prof Mark Dobrow, Associate professor the University of Toronto;
- Prof. Annalisa Tunisini, Full Professor of Management 13/B2 at the Università Cattolica di Milano;
- Prof. Michela Arnaboldi, Full Professor of Business and Management Engineering at the Politecnico of Milano.

The Committee completed its work on the following days:

Preliminary meeting: from 2016, January 15th at 15.30 p.m. to January 19th at 12.17 a.m. via teleconference

Second meeting: on 2016, January 29th, from 10 a.m. to 11.00 a.m. in Pisa.

Third meeting on 2016, January 29th, from 11.05 a.m. to 13.30 in Pisa.

The Committee held a total of three meetings, and began its work on 2016, January 15th and concluded it on 2016, January 29th.

In the preliminary meeting, the Committee nominated the President and Secretary. It was noted in the

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minutes that each member had declared that they had no kinship or affinity up to the fourth degree inclusive, either with each other or with any of the candidate.

The Committee established the date by which their work would be concluded, the criteria with which the publications the curricula and teaching activities of the candidate were to be evaluated, and decided to invite candidate to give a seminar open to all teaching and research staff of the School on their research and skills in leading and collaborating in research projects.

In the second meeting the Committee examined the publications, the CVs and the didactic activity of the candidate.

In the third meeting the Committee attended the candidate seminar and after a comprehensive discussion, and by an absolute majority votes declared the following candidate to have won the position:

MILENA VAINIERI

The individual and collegiate judgments expressed are attached to this report (Annex 1).

Read, approved and signed.

THE COMMITTEE

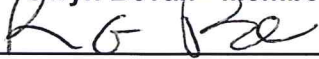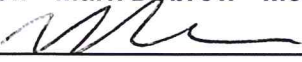Prof.   Sabina Nuti - President
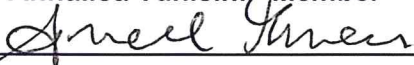
Prof.   Giorgio Carlo Buttazzo - Secretary
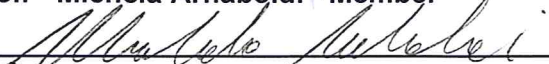
Prof.   Gwyn Bevan - Member

Prof.   Mark Dobrow - Member

Prof.   Annalisa Tunisini - Member

Prof.   Michela Arnaboldi - Member

Candidate: Milena Vainieri

Prof.   Sabina Nuti

The performance of the candidate in term of scientific production is relevant. At the date of 11th Novembre, the score of the Scopus document is 16 and 14 articles are published on peer reviewed journal. She obtained 101 citations for her works and has h-index equal to 8. The scientific production shows a good continuity after the date of expiry of the call under which she obtained the eligibility (Abilitation). Moreover the candidate was able to publish volumes or articles in volumes in italian that have been useful for the dissemination of the research results at national level. Hereby I also declare that the contribute of the candidate in all those articles of which I'm a co-author was original, authentic and personal.

Dr. Vainieri has performed a good teaching activity. She is lecturer in several courses for undergraduate and graduate student at Sant'Anna School mainly focused on Managing Performance in Healthcar . She is module leader of two courses for undergraduate students at Sant'Anna School in Financial accounting for business analyses and Performance in Service: managing performance in healthcare. She has also worked as scientific adviser for Master, PhD and undergraduate students.

The candidate shows a very good ability in coordinating research groups and leading project mainly focused on several issue in the broader topic of Performance Evaluation Systems and managerial tools for supporting public governance system.

It is important to mention also her contribution in the projects of the Italian Ministry of Health and the Italian Regions and her collaboration with international Institutions (LSE).

Prof.   Giorgio Carlo Buttazzo

Prof. Giorgio Carlo Buttazzo, who does not belong to the academic discipline academic discipline 13/B2 Management – Academic Field SECS-P/08 Management, after carefully following the procedure and the discussion on candidates profile confirms that the selection has occurred in full accordance with the criteria stated in the call.

Prof.   Gwyn Bevan

Dr Vainieri has taught across a range of courses for undergraduate, doctoral and graduate students and for health care managers. Her teaching assessments are excellent.

She has been a key member and leader of a range of research projects within the MeSLab and has been involved in winning grants and supervision of projects in a range of different areas: performance evaluation systems, governance, behavioural management, and cost and efficiency. Her recent research into behavioural management is an area which is driven by her own intellectual leadership and is distinctive from the other areas which she has developed in collaboration with Professor Nuti.

She has an impressive set of research outputs that include papers in international peer-reviewed journals of high quality and edited books in Italian. This is exceptional given the nature of the action research she has been doing that takes considerable time and effort before producing outputs that can be published. The only reservation is that she has no first-authored publications in international peer-reviewed journals, although she does have a paper under review for *Health Policy*. I recommend that for her future career she does

include such publications from her research.

Prof.   Mark Dobrow

Milena Vainieri is applying for an Associate Professor position with the MeS Lab at the Scuola Superiore Sant'Anna (SSS'A). She has been associated with the MeS at SSS'A since 2003 as student, research associate and faculty. She was recently given role of deputy leader of the MeS lab (although it was unclear what that role entailed).

Research focus
Dr. Vainieri has 2 overarching areas of research interest (performance management and measurement tools) that she positions along 4 topics (performance evaluation systems, governance, behavioural management, cost/efficiency). The two overarching areas of interest and the four topics are all well aligned and appropriate to the MeS lab work. From a purely academic perspective, a caution is whether this represents too many areas of focus resulting in good breadth at the expense of depth of coverage. However, from a system/stakeholder perspective, I appreciate that much of these topic areas may be driven by health system/organization needs.

Grants/Funding
Dr. Vainieri has led/co-led a number of grants from the Tuscany health region and a couple from the Ministry of Health. There were a few grants where Dr. Vainieri was the lead and a number where she was the co-lead. It wasn't clear whether these were competitively obtained grants or based on standing relationships between the funder and the MeS lab. Therefore, it was difficult to assess the academic quality of the proposals as an indicator of the future ability to acquire competitive research funding, however, it is clear that Dr. Vainieri has considerable experience working and leading research projects.

Publications
Dr. Vainieri has contributed to a number of books (as editor) and book chapters as well as peer-reviewed articles in both international (in English) and national (in Italian) journals/books. The subject area focus, methodological approaches and content are fully appropriate for the position being applied for. Overall, the most notable observation is the limited publications where Dr. Vainieri was the first author (1 book chapter, 5 journal articles). I was particularly struck by the fact that of the 15 articles chosen by Dr. Vainieri to be part of her candidacy submission, not a single one was first authored by her (I appreciate that 5 of 6 of these documents were published in Italian, however, at minimum the 1 first authored publication in English could have been included and I would have appreciated the inclusion of a couple of the first authored publications in Italian as well). It is therefore difficult to assess Dr. Vainieri's contributions to these publications and her experience/ability to lead the publication of research.

Teaching
Dr. Vainieri has good teaching experience on relevant topics and has opportunities for graduate student supervision that is fully appropriate for the position being applied for.

Service
Dr. Vainieri has made good service contributions including academic (peer review) and stakeholder relationships (health system contributions).

Overall
As in internal candidate for the Associate Professor position at the MeS Lab, Dr. Vainieri has gained considerable academic experience over more than a decade at the Lab. She would likely make a seamless transition to the Associate Professor position and continue to expand her contributions. The only caution as raised above is limited ability for me as a reviewer to assess

her ability to work and thrive as an independent academic researcher (of course not at the expense of collaborative work) with the ability to develop and drive a research agenda (as much as contribute to an existing research agenda).

Prof.   Annalisa Tunisini

The research of the candidate is essentially focalized on the health-care sector. The candidate has participated numerous research projects, national and regional, where she played the role both of team member and team leader and project leader. Three are the main areas of research (performance evaluation systems, governance mechanisms and cost efficiency analysis) that has been conducted adopting appropriate and varied methodologies. The research activity is intense and relevant. The candidate is active part of national and international research networks. The scientific production shows quality and high level of internationalization. The quality of the teaching activity, in the area of the health care management, is good. In conclusion the overall evaluation of the candidate is positive.

Prof.   Michela Arnaboldi

The documentation provided by Milena Vainieri showed the capability to work on and lead research projects of different scale. Her CV and publications highlight a coherent path, but with distinctive features particularly in the most recent works. The documentation also evidenced her capabilities in managing research teams and external relationships. Regarding teaching activities, she provided evidence of her very good performance. The overall evaluation is positive.

Candidate: Milena Vainieri

The documentation provided by Milena Vainieri showed the capability to work on and lead research projects of different scale. Her CV and publications highlight a coherent path, but with distinctive features particularly in the most recent works. The performance of the candidate in term of scientific production is relevant. The score of the Scopus document is 16 and 14 articles are published on peer reviewed journal. She obtained 101 citations for her works and has h-index equal to 8. The scientific production shows a good continuity after the date of expiry of the call under which she obtained the eligibility (Abilitation). Moreover the candidate was able to publish volumes or articles in volumes in italian that have been useful for the dissemination of the research results at national level. Dr. Vainieri has good teaching experience on relevant topics and has opportunities for graduate student supervision that is fully appropriate for the position being applied for. She has been a key member and leader of a range of research projects within the MeSLab and has been involved in winning grants and supervision of projects in a range of different areas: performance evaluation systems, governance, behavioural management, and cost and efficiency. The overall evaluation is positive.

Candidate: Milena Vainieri

Prof.   Sabina Nuti

The candidate in the seminar was very clear and able to demostrate leadership skills in managing research groups and also large and complex projects. She illustrated the research methodologies she has adopted in the research activities she has lead.

Prof.   Giorgio Carlo Buttazzo

Prof. Giorgio Carlo Bottazzo, who does not belong to the academic discipline academic discipline 13/B2 Management – Academic Field SECS-P/08 Management, after carefully following the procedure and the discussion on candidates profile confirms that the selection has occurred in full accordance with the criteria stated in the call.

Prof.   Gwyn Bevan

Dr Vainieri gave a superb seminar that clearly demonstrated her strengths in research leadership as being both supportive but also giving direction to those who are members of her project teams. She also set out the principles underlying the research that she has done and that will guide her future programme.

Prof.   Mark Dobrow

Dr. Vainieri presented in a thirty minute seminar (including time for questions).   The seminar request was challenging – to essentially expand on her CV – which she handled thoughtfully and competently. She outlined her evolving roles within the MeS Lab and gave examples of projects she has led to date. The committee members asked a few questions, each which she provided sound responses to. In particular, to a question of what she was most proud of academically, she discussed some current research interests and an active paper that she is first author on that is under review after second revision with the journal Health Policy, and displayed some passion for where she would like to take her academic interests in the future.

Prof.   Annalisa Tunisini

The candidate clearly illustrates the origins and development of her research activity and main output. The candidate shows communicative abilities and good interaction capabilities. Her attitude to research activity and research management is convincing.

Prof.   Michela Arnaboldi

The seminar held by Milena Vanieri provided the opportunity to see her capability to fuse together her academic skills and personal skills. In a limited time, she was able to show her ability to grow from a team member to a team leader. The section on research and methodologies evidenced her competences in dealing with mix methods (action research, quantitative studies and qualitative

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studies): this is an important element for leading young researchers. Finally the seminar confirmed the emergence of a distinctive research path, which is promising for Healthcare performance evaluation area. The overall evaluation is positive.

ANNEX 3 – MINUTES OF THE SECOND MEETING
COLLEGIAL ASSESSMENT

Candidate: Milena Vainieri

The seminar held by Milena Vanieri provided the opportunity to see her capability to fuse together her academic skills and personal skills. The seminar request was challenging – to essentially expand on her CV – which she handled thoughtfully and competently. She outlined her evolving roles within the MeS Lab and gave examples of projects she has led to date. Her attitude to research activity and research management is convincing.