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**Citation for Pier Francesco Guarguaglini
Doctor of Humane Letters, Honoris Causa
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Pier Francesco Guarguaglini, during your distinguished career, you have established yourself as a manager, an educator, an engineer, an innovator, a community leader and a statesman for the business world.

A manager, you have built a career that spans more than 40 years and diverse industries: transportation, telecommunications, civil aeronautics, shipbuilding, defense, information technology, aerospace. Since 2002, you have been Chairman and CEO of Finmeccanica S.p.A. In this role, you have overseen the overhauling of Italy's second-largest industrial company and one of the country's leaders in the development of high technology. Under your leadership, what was once a government-owned holding company of disparate business units operating in Italy's defense and aerospace industries has been brought back from the brink of bankruptcy and transformed into a truly global market leader. The growth plans you announced at the beginning of your tenure raised eyebrows and elicited doubt, but your emphasis on applying classic management techniques have reshaped the organizational structure, created a unified corporate culture, rejuvenated the company and enthused investors. Finmeccanica can now boast innovation in products, in strategic alliances and in the management of its business portfolio. Finmeccanica's sales and backlog have doubled in the face of flat growth in the Italian defense industry.

An educator, you began as a researcher and lecturer in nuclear electronics at your alma mater, the University of Pisa. You then went on to earn your doctorate in Electrical Engineering at the University of Pennsylvania. When you returned to Italy, though you focused his career on the business side, you always dedicated time to teaching. For 15 years you taught radar systems at the University of Rome "*La Sapienza*", where you have been a tenured professor.

An engineer, you have driven innovation in your field, in particular during your 15-years at Selenia, where you rose from Systems analyst to Research Director to Co-General Manager. You have done original research and earned a PhD in the field of Electrical Engineering, and your hands-on knowledge and technical expertise has given you a feel for the business that has earned you the respect of competitors and partners around the world, on either side of the negotiating table.

An innovator, you have led the drive to free the aerospace industry from its traditional "national" identity, by forging a new spirit of international cooperation. You beat the conventional wisdom that held that a European company could not compete with the international leaders. You have helped transform the European aerospace industry into a truly global sector, free of national personalities and domestic

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sensibilities. You have done this by forging a number of key partnerships in that global aerospace industry. Key among those are your insightful joint venture with Alcatel, which created Space Alliance, Europe's biggest space company, focused on the construction, management and servicing of satellites. You have pushed your own company and others to expand investment in research and development to drive innovation. Finmeccanica is the No. 2 company in Europe for total R&D expenditures. The success of your vision can be seen by the acceptance of your company's products even in the coveted and protected U.S. market, where Finmeccanica through its Agusta Westland division, is now supplying the Presidential Helicopter!

A Community Leader, you have been recognized by many organizations for your contributions. The University of Pisa conferred upon you the *Campano d'Oro* as outstanding alumnus for distinguished service on an international level. [In this you have joined past recipient former President of Italy, Carlo Azelio Ciampi.] You contribute your time and considerable energies to a number of public service organizations: you sit on the boards of the National Italian American Foundation; of *Confindustria*, the Italian Manufacturer's Association; of the Institute of Electrical and Electronics Engineers; the European Aerospace Association; and the Council for the United States and Italy; as well as the Italian Fulbright Commission.

A statesman for the business world, you have built bridges within the aerospace, transportation and defence industries between companies and countries. For example, you have led the development of innovative projects with Russia to create joint ventures to control safety of railway transport, power supply and communication. Your partnerships with Boeing, Lockheed Martin, BAE Systems and GKN have created important precedents in global cooperation.

For your outstanding achievements in all these areas, you were recently honoured by the leading journal of the aviation, aerospace and defence industries, *Aviation Week*, when you were named "Person of the Year" – the first time in the magazine's 89 year history that they have so honored a single individual.

For these reasons, the American University of Rome is proud to confer upon you this honorary degree.

By virtue of the authority vested in me by the Licensure Commission of the District of Columbia and the Board of Trustees of The American University of Rome, I do hereby confer upon you, Pier Francesco Guarguaglini, the degree of Doctor of Humane Letters, Honoris Causa.

Robert A. Marino, Ph.D.
President
The American University of Rome