



**UNIVERSITÀ
DI PARMA**

PRESIDIO DELLA QUALITÀ DI ATENEO

Architecture of the Quality Assurance System



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I. INTRODUCTION

The University of Parma, in line with its guiding values and strategic steering, adopts herewith a Quality Assurance system inspired by best practices at a national and international level (in particular, Standards and Guidelines for Quality Assurance in the European Higher Education Area 2015 - ESG 2015) in line with the current regulatory provisions and the recommendations of the academic quality assessment agency.

The University's Quality Assurance system is based on the principles of continuous improvement, following the Deming cycle (Plan-Do-Check-Act), in order to guarantee a structured and dynamic process of planning, implementation, monitoring and review of quality policies. This approach allows the University to adapt proactively to regulatory changes and the needs of the academic community and the socioeconomic context.

In line with the spirit defined in the University Statute, the Quality Assurance system of the University of Parma aims to guarantee the effectiveness and efficiency of the education processes, of the Scientific Research and Third Mission/Social Impact activities, as well as of the management of resources. These objectives are defined in the University Strategic Plan and in the Integrated Plan of Activities and Organization, fundamental tools for the planning and continuous improvement of the University.

The University promotes the systematic action of monitoring, evaluation and verification of the performance and results obtained, adopting quality indicators and periodic review mechanisms in compliance with the Ministerial Decree 1154/2021 and the Guidelines for the Quality Assurance system in Universities.

The definition of the Quality Assurance Policies of the University of Parma is entrusted to the University Bodies, namely the Dean, the Academic Senate, the Board of Administration and the General Director. These bodies have the task of ensuring not only the definition and implementation of quality policies, but also of constantly updating them to ensure compliance with regulatory developments and the needs of the academic community and the socio-economic context.

The University Governing Bodies also ensure continuous monitoring of the Quality Assurance policy, as well as the implementation and updating of the Quality Management System, aimed at achieving strategic objectives and continuous improvement, in accordance with the AVA system (Self-assessment, Periodic Evaluation, Accreditation), defined by the National Agency for Evaluation of the University System and Research in implementation of Law 20 December 2010, n. 240 and Legislative Decree 27 January 2012, n. 19. The AVA system provides for the initial and periodic accreditation of the Courses of Study and university locations, the periodic evaluation of the quality, efficiency and results achieved by the Universities, as well as the strengthening of the system of self-assessment of the quality and effectiveness of teaching and research activities.

Given the centrality of quality in the University of Parma system, the University Statute contemplates the Quality Presidium as an institutional body responsible for coordinating and supporting the Quality Assurance activities and regulates its functions and composition in Article 16. The University Quality Assurance Committee operates in close collaboration with the Governance System and the various actors of the Quality Assurance System, monitoring the effectiveness of the actions undertaken and promoting a culture of quality spread within the University.



In order to strengthen the quality process and to ensure effective interaction between the different levels of governance and management of Quality Assurance, the University of Parma has also identified additional figures who act as a link, support and glue with the Quality Assurance actors envisaged by ANVUR, who work jointly for the continuous improvement of education and research activities, as well as for the optimization of the use of resources available to the University.

Through the implementation of a structured and dynamic Quality Assurance System, the University of Parma is committed to guaranteeing the quality of the education offer, to promoting excellence in research and to strengthening its impact in the local, national and international socio-economic context. Quality is therefore a key principle of the University's development strategy, which translates into a constant commitment to innovation and the enhancement of the University's human and scientific capital.

II. *ARCHITECTURE OF THE UNIVERSITY QUALITY ASSURANCE SYSTEM*

The actors involved in the University Quality Assurance are, in particular:

- the governing bodies (Dean, Board of Administration, Academic Senate) and the other University bodies (General Director, Evaluation Committee);
- The University Quality Committee;
- the Departments;
- the Department Quality Committee,
in reference to Education, Research and Third Mission/Social Impact;
- the Joint Teaching staff - Student Committee;
- the Courses of Study,
in reference to Education;
- the Doctoral Courses,
in reference to Education and Research.

Diagram 1 illustrates the architecture of the University of Parma Quality Assurance System and highlights the relationships between the system actors, the objectives and the main documents periodically produced for the verification of the actions undertaken and for continuous improvement. The following chapters indicate other fundamental documents produced for the purposes of Quality Assurance by the various Quality Assurance actors.

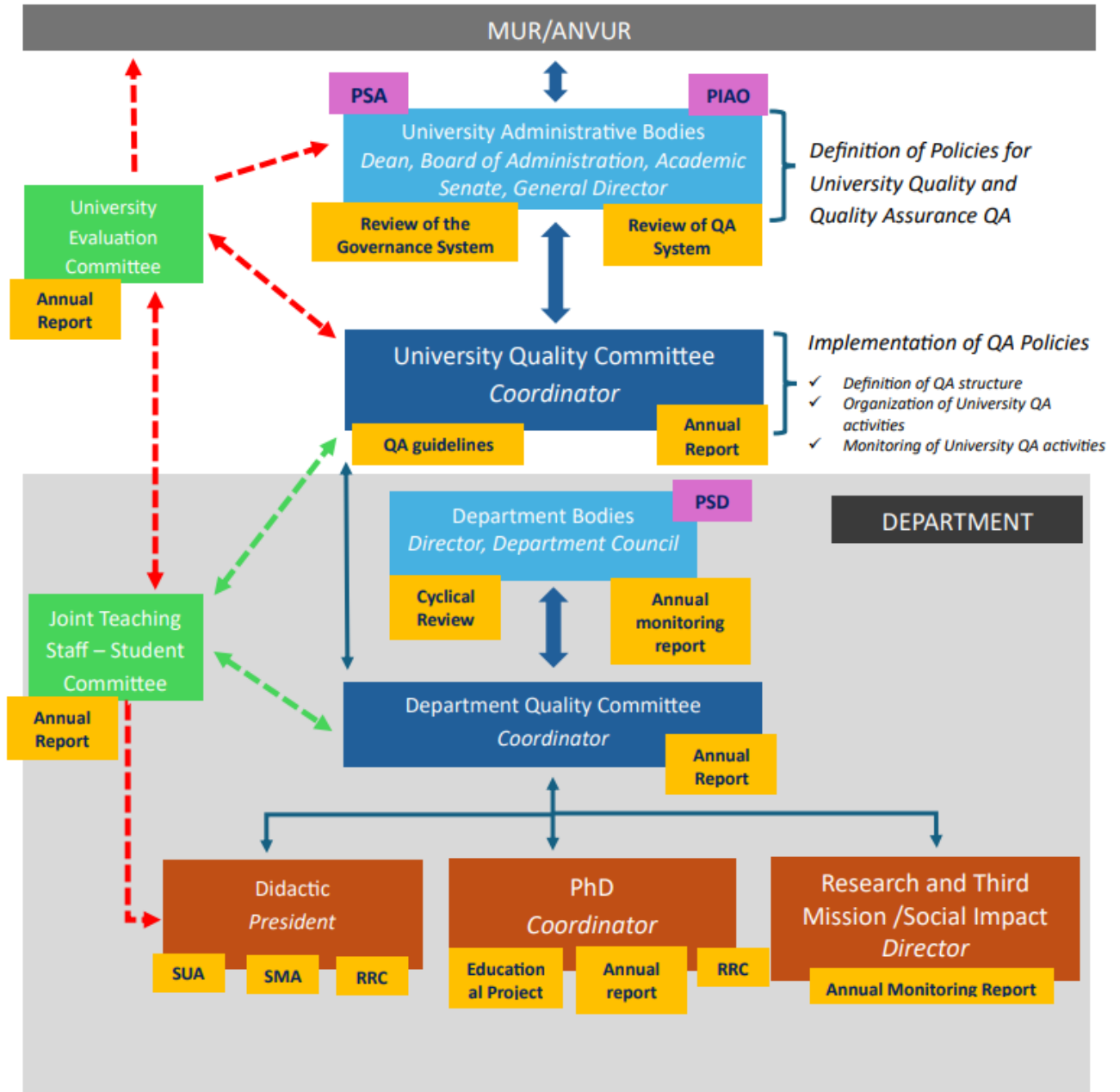


Diagram 1 – Architecture of the Quality Assurance System of the University of Parma

The actors of the Quality Assurance System are listed below, identifying, for each, functions and objectives for the implementation of the quality policy and continuous improvement.

III. UNIVERSITY ADMINISTRATIVE BODIES

The University Bodies responsible for defining Quality Policies are the Dean, the Board of Administration, the Academic Senate and the General Director, whose duties and functions are defined by the University



Statute¹. The composition of the Board of Administration is also defined in the Statute and of the Academic Senate, which provides adequate representation of the teaching, technical, administrative and student components.

In particular, these Bodies:

- define the Quality Policy and the related objectives and promote them according to a logic of awareness, sharing and maximum involvement of the entire organization;
- determine the responsibilities and timeframes necessary to achieve the objectives;
- ensure that a Quality Management System for Teaching, Research and the Third Mission/Social Impact is established, implemented and kept up to date, aimed at implementing the Policies and pursuing the quality objectives, in the logic of continuous improvement;
- make decisions on actions relating to the Policy and the quality objectives, as well as on actions for the improvement of the Quality Management System, following the monitoring processes;
- ensure the review of the Policy and the quality objectives, also in light of the periodic internal and external evaluation of the results;
- ensure periodic review of the Governance System and its functioning, as well as the architecture of the Quality Assurance System.

To ensure increasingly effective and high-quality strategic and operational planning, the University Bodies have also been using the Planning, Performance and Quality Commission since 2018, an evolution of the previous Monitoring, Quality and Evaluation Commission, activated in 2010. The Planning, Performance and Quality Commission guarantees strong coordination and close synergy between the political and management directions, between the teaching component and the administrative and technical component, as well as between all the University structures (Administration, Departments and Centers). Thanks to this and to careful listening to the needs of users, it promotes continuous improvement and the implementation of Quality Assurance processes, consolidating the link between strategy, management and innovation.

For effective coordination between the Governance Bodies and the other actors involved in the implementation of the Quality Policies, the Planning, Performance and Quality Commission is made up of:

- Dean or a delegate;
- Vice-Deans;
- General Director or a delegate;
- Managers;
- Coordinator of the Evaluation Committee or a delegate;
- Coordinator of the University Quality Assurance Committee or a delegate;
- two Department Administrators identified within the Academic Senate;
- two students identified by the Student Council;
- President of the Single Guarantee Committee or a delegate.

The Commission also operates with the support of specific and qualified administrative and technical skills identified within the University and identifies specific moments of sharing its activities with the Board of Administration, inviting the members of the Body to its meetings.

¹ <https://www.unipr.it/en/node/372>



The Planning, Performance and Quality Commission has the following tasks:

within the planning framework:

- coordination of the strategic and programmatic planning of the University;
- definition of the guidelines for their dissemination and implementation;

in the area of performance:

- coordination, coordination, sharing, evaluation and proposals regarding the activities in the area of performance, transparency and anti-corruption, also for the purpose of harmonizing and integrating the related contents as well as the necessary adherence to the strategic programs;
- definition of the guidelines for the dissemination and implementation of the performance objectives;
- monitoring and evaluation of the results of the University performance;
- maintenance of relationships with the reference interlocutors, internal and external to the University;

in the area of Quality Assurance:

- sharing and valorizing in the institutional documents the guidelines and obligations aimed at improving the quality assurance processes proposed by the University Quality Presidium.

For the purposes of Quality Assurance, the University bodies ensure that the following documents in particular are drawn up:

- University Strategic Plan;
- Quality Policies;
- Integrated Plan of Activities and Organization;
- Single University Report;
- Periodic review of the Governance System;
- Periodic review of the Quality Assurance System.

IV. UNIVERSITY EVALUATION COMMITTEE

The University Evaluation Committee is a University body with evaluation and direction functions. It being understood that the powers attributed to the University Evaluation by legislative provisions (in particular DL 537/93, DL 370/99 and DM 987/2016) - i.e. internal evaluation and formulation of guidelines/recommendations regarding administrative management and management of the performance cycle, teaching and research activities, interventions to support the right to education, through verification, including through comparative analysis of costs and returns, of the correct use of public resources, impartiality and good performance of administrative action, productivity of teaching and research -, in accordance with the "Guidelines for the Quality Assurance System in Universities"², approved by the ANVUR Board of Administration on 8 August 2024, the University Statute attributes to the Evaluation Committee:

²The Evaluation Committee has the task of systematically evaluating the effectiveness of the Quality Assurance system, detecting any problems, also considering the results of the monitoring activities on the effectiveness of the Quality Assurance system transmitted by the Quality Assurance Committee and the Joint Teaching staff – student Committee. It also supports the University in reviewing the Governance system and the Quality assurance system" (page 26 of the document).



- the function of verifying the quality and effectiveness of the teaching offer, also on the basis of the indicators identified by the Joint Teaching Staff -Student Committee;
- the function of verifying the research activity carried out by the Departments and the appropriateness of the scientific or professional curriculum of the holders of teaching contracts, pursuant to art. 23, paragraph 1, of law 240/2010;
- the functions, in conjunction with the activities of ANVUR, pursuant to art. 14 of Legislative Decree 27 October 2009 no. 150, relating to the procedures for evaluating structures and personnel, in order to promote, in the University, in full autonomy and with its own organizational methods, merit and the improvement of organizational and individual performance;
- the functions of monitoring and verifying compliance with transparency.

In particular, the Evaluation Committee's skills can be summarized as follows:

- evaluation of the University's Quality Assurance policy, with particular reference to its coherence with European and national standards and guidelines and its compatibility with available resources;
- evaluation of the adequacy and effectiveness of the University's organization (processes and organizational structure) for education and research and for Quality Assurance of education, research and third mission/social impact;
- evaluation of the adequacy and effectiveness of the Quality Assurance System of the Degree Courses and Departments;
- evaluation of the coherence of the University's Quality Assurance policy and its compatibility with available resources;
- evaluation of the implementation and monitoring of the Quality Assurance of education and research at the level of the University, Degree Courses, Research Doctorates, Departments and any Liaison Structures, also with reference to how the following are taken into account:
 - the indications and recommendations from students, graduates and staff, with particular reference to the results of the questionnaires relating to the detection of their satisfaction, by the Degree Courses and Research Doctorate Courses;
 - the Annual Reports of the Joint Teaching staff - Student Committee and the Evaluation Committee by the University Quality Assurance Committee and the University Bodies;
 - the proposals and indications of the University Quality Assurance Committee by the University Bodies, Degree Courses, Research Doctorates,
- Departments and any Liaison Structures;
- evaluation of the overall effectiveness of the management for the quality of education, research and the third mission/social impact, also with reference to the effectiveness of the improvement interventions;
- formulation of guidelines and recommendations aimed at improving the quality of the University's education, research and third mission/social impact activities;
- verification of the persistence of the quantitative and qualitative requirements for the initial and periodic accreditation of the Degree Courses, Research Doctorates and Departments.

The composition of the Evaluation Committee is defined by the University Statute and includes nine members: two tenured professors of the University, one of whom is the coordinator; five external members of high professional qualifications also in the field of university evaluation; two students of the University elected by the University members.



The subjects to which the Evaluation Committee refers are:

- within the University: the University Bodies and the University Quality Assurance Office;
- outside the University: the MUR and the ANVUR.

The Evaluation Committee communicates with the above subjects in the ways and times explicitly provided for by the rules and, in particular, through the Annual Report. In any case, it is the responsibility of the Evaluation Committee to promptly report to its interlocutors the emergence or presence of problems even outside the ways and times explicitly provided for by the rules.

For the purposes of Quality Assurance, the Evaluation Committee prepares the following main documents:

- annual report, consisting of the evaluation of the Quality Assurance System, the evaluation of the results of the survey of the opinion of attending students, the evaluation of the results of the survey of the opinion of doctoral students, the evaluation of Performance;
- evaluation of the educational offer and report relating to the initial accreditation of newly established Degree Courses;
- annual report on the budget;
- reports and documentation produced as the Internal Evaluation Body;
- report to ANVUR on the overcoming of any recommendations and conditions formulated by the Agency during the Periodic Accreditation visit;
- report on the Degree Courses, Research Doctorates and Departments with strong critical issues in light of the internal evaluation activity of the last five years.

The Evaluation Committee has a dedicated web page within the University³ website in which it publishes the annual reports, the reports on the opinions of the students, both of the Degree Courses and of the Doctoral Courses of the University and the agenda of the meetings. All the documentation is freely accessible.

V. UNIVERSITY QUALITY ASSURANCE COMMITTEE

The University Quality Assurance Committee, a University Body, represents an operational structure with tasks and functions assigned to it by the Statute and the University Governing Bodies. It constantly communicates with both the University Bodies, referred to in point III, and with the departmental teaching and research structures through the Department Quality Assurance Committee.

The University Quality Assurance Committee whose composition is defined by the University Statute, carries out functions of promoting the culture of quality, supervising and monitoring its continuous improvement and defines processes and procedures for Quality Assurance.

The Quality Assurance Committee, in general terms:

- spreads the culture of Quality;
- defines the processes and procedures for Quality Assurance, identifies and provides the necessary tools for their implementation;

³ <https://www.unipr.it/en/node/100377>



- defines and manages the information and document flows relating to quality assurance, verifying compliance with procedures and deadlines, with particular attention to those from and to the University Bodies, the Evaluation Committee, the Joint Teaching staff - Student Committees, the Departments, the Degree Courses and the Research Doctorates;
- supports the Departments in the implementation of the Quality Policies and the related objectives, relating with the Department Quality Assurance Committee;
- supports the Departments in the management of the Quality Assurance processes by carrying out monitoring activities of their regular execution; promotes continuous improvement and evaluates the effectiveness of the actions undertaken;
- organizes and carries out information activities for personnel involved in various capacities in the Quality Assurance of education and research;
- interfaces mainly with the Teaching Planning and Quality Assurance Unit (Teaching and Student Services Management Area), with the Programming and Management Control Unit (General Management), with the Research and Enhancement Management Area and the Management Area for Relations with Society, for the acquisition of data, analysis, evaluations to support the University Bodies in taking decisions and verifying the implementation of Quality Assurance policies;
- interacts with ANVUR, MUR and other public and private bodies interested in the University's Quality Assurance system;
- issues guidelines for the implementation of Quality Assurance policies and objectives.

In the context of teaching activities:

- organizes and verifies the continuous updating of the information contained in the Annual Single Course Study Forms (SUA-CdS), of each University Course of Studies;
- supervises the regular performance of the Quality Assurance procedures for the teaching activities of the Course of Studies and the PhD Courses in accordance with what is planned and declared;
- monitors the surveys of the opinions of male and female students, of undergraduates and of graduates, maintaining their anonymity;
- monitors the surveys of the opinions of doctoral students and of research doctors, maintaining their anonymity;
- regulates and verifies the periodic review activities of the Course of Studies (Annual Monitoring form, Cyclic Review Report);
- regulates and verifies the periodic review activities of the Doctoral Courses (Annual Self-Assessment, Cyclic Review Report);
- takes a consultancy role towards the University Bodies, and consultancy, support and monitoring for the Degree Courses, the Doctoral Courses and their referents, for the development and implementation of interventions for improvement of education activities;
- monitors the implementation of the measures undertaken following the recommendations and/or conditions formulated by an accrediting body during external visits;
- plans education activities aimed at the University staff and students within the scope of the Quality Assurance;
- evaluates the effectiveness of the improvement interventions and their actual consequences;



- ensures the correct flow of information to and from the Evaluation Committee and the Joint Teaching staff - Student Committee.

In the context of Research and Third Mission/Social Impact activities:

- verifies the updating of the information contained in the planning and review documents of Teaching, Research and Third Mission/Social Impact drawn up by the Departments;
- supervises the regular performance of quality assurance procedures for research activities in accordance with what is planned and declared;
- plays a consultancy role towards the University Bodies, and consultancy, support and monitoring for the departments, for the development of interventions to improve research activities;
- plans education activities aimed at the University staff and students within the scope of Quality Assurance;
- evaluates the effectiveness of the improvement interventions and their actual consequences;
- ensures the correct flow of information to and from the Evaluation Committee.

The University Quality Assurance Committee annually proposes (usually by November) the University objectives of Quality Assurance for the following year to the Governing Bodies, with a view to their approval by December; these objectives are broken down and harmonized at the University and Department levels, in the University Integrated Plan.

The University Quality Assurance Committee organizes annually, starting from 2017, the Review Day of the Governance System and the University Quality Assurance System, following which it draws up a compendium that is then sent to the University Bodies so that they can take charge of the critical issues that have emerged, preparing adequate corrective actions and, in general, improvement actions. On this day, the Vice-Deans and/or the Dean's delegates report on the progress status of the University Strategic Plan, while the University Quality Assurance Committee reports on the status of the actions related to Quality Assurance, highlighting the critical issues and the deviations between what was planned and what was achieved and, on the results, achieved, suggesting to the Bodies interventions aimed at the continuous improvement of the University Governance System and the University Quality Assurance System.

The University Quality Assurance Committee has a dedicated web page within the University⁴ website in which it publishes the annual reports on the University Quality Assurance activity, open access documents, and documentation with restricted access through University credentials, such as the minutes of the Presidium meetings. On the University portal dedicated to Quality Assurance⁵, the University Quality Assurance Committee also publishes, with open access, the guidelines and the prepared documentation.

For the purposes of Quality Assurance, the University Quality Assurance Committee prepares the following documents:

- Annual report on the status of Quality Assurance and related activities;
- Guidelines for Quality Assurance;
- Summary of the Quality Assurance System Review activity.

⁴ <https://www.unipr.it/en/ateneo/organi-e-strutture/presidio-della-qualita>

⁵ <https://www.unipr.it/en/node/17432>



VI. THE DEPARTMENT AND ITS ADMINISTRATIVE BODIES

Law 240/2010 attributes to the Department the functions and responsibilities necessary for the performance of scientific research, teaching and education activities and Third Mission and Social Impact activities. For this reason, starting in particular from the AVA3 System, the Department becomes one of the key players in ensuring the quality of its specific activities.

Its Bodies, as defined by the Statute and consisting of the Director and the Department Council, are responsible for

- defining the Quality Policies for each of the institutional tasks assigned;
- defining its strategic objectives in line with its policies and with the strategic objectives and the policies of the University;
- promoting its policies and related objectives so that all departmental staff collaborate in their implementation and achievement according to a logic of awareness, sharing and maximum involvement;
- identifying and assigning the tasks and responsibilities necessary for achieving the objectives;
- ensure the existence and functioning of a quality assurance system within the Department to guarantee continuous monitoring and improvement of its work.

For the purposes of quality assurance, the Department bodies prepare:

- the three-year Strategic Plan of the Department;
- the Annual Monitoring Report;
- the Cyclic Review Report, every three years, aimed at the subsequent three-year Strategic Plan of Department;
- documents describing the Department's Quality Assurance processes.

VII. THE DEPARTMENT QUALITY ASSURANCE COMMITTEE

Within each Department of the University of Parma, since 2017, a Department Quality Assurance Committee has been established, an operational and coordination body between the Department and the University Quality Assurance Committee.

The composition of the Department Quality Assurance Committee is defined, for each departmental structure, within the Department's Operating Regulations; the teaching and administrative component usually remains in office for a four-year calendar period, with the possibility of reappointment only once, while the student component is renewed every two years.⁶

The Department Quality Assurance Committee has the following tasks:

- spreading the culture of Quality within the Department;

⁶ Rett. prot. n. 220666 del 31/10/2019



- applying, as far as it is competent, the general policies and guidelines for Quality established by the University Bodies;
- assisting the Degree Course Presidents in drafting the Degree Course Quality documents (SUA-Degree Course, Cyclical Review Report, Annual Monitoring Sheet);
- assisting the Coordinators in drafting the Quality Assurance documents of the PhD Course in Research (Cyclic Review Report, Self-assessment, Annual Report);
- supporting the Director and the Department Council in defining the policies and objectives for Quality and Quality Assurance of Research and Third Mission/Social Impact and in drafting the related Quality Assurance documents (Department Strategic Plan, annual monitoring report, cyclic review);
- supporting the Director in monitoring and reviewing the activities of Teaching, Research and Third Mission/Social Impact;
- promoting continuous improvement in Research, Teaching and Third Mission/Social Impact through self-assessment activities and evaluating the effectiveness of the actions undertaken.

Furthermore, the Department Quality Assurance Office, through the Department Teaching Delegate, provided for by the "Framework Regulation for the Operation of Departments", liaises with the Department Teaching Committee, which supports the Director in carrying out the teaching duties (provided for by the "Framework Regulation for the Operation of Departments"), while, through the Delegate(s) for Research Quality and Third Mission/Social Impact of the Department⁷, verifies the regular performance of the procedures for drafting the departmental strategic plan, the annual monitoring report and the cyclical review.

For the purposes of Quality Assurance, the Department Quality Assurance Office drafts the Annual Report, approximately by the month of December.

VIII. COURSES OF STUDY

In the context of Teaching activities, for the specific purposes of the Quality Assurance, the fundamental actor is the Degree Course which is required to:

- apply, to the extent of its competence, the general policies and guidelines for Quality established by the University Bodies;
- carry out self-assessment and review activities of its own education path and management of the Degree Course based on the analyses reported in the annual report of the Joint Teaching staff - Student Committee and the data provided by ANVUR, by the Evaluation Committee, by the Organisational Unit Programming and Management Control and by Alma Laurea, also comparing itself with similar Degree Courses from a benchmarking perspective;
- promote continuous improvement and evaluate its effectiveness;
- implement the evaluation of teaching according to what is established at University level. The Degree Course Council, through the President, is also responsible for the information reported in the ANVUR documents (SUA-Degree Course, Annual Monitoring Sheet, Cyclic Review Report).

⁷ Implemented with Rett. prot. n. 28538 del 14/02/2017



To this end, each Degree Course establishes a Review Group⁸ composed of figures within the Degree Course itself able to contribute to the evaluation of the course from different points of view (teachers, technical and administrative staff, students).

The Review group is usually made up of the President of the Degree Course, the Quality Assurance Manager of the Degree Course, a student representative and a Manager for the Quality of Teaching of the Department of the Degree Course. The teaching and administrative component remains in office for a four-year calendar period, with the possibility of reappointment only once, while the student component is renewed every two years⁹. The Review group has the task of guiding the Degree Course towards the goal of continuous improvement of its results. The Review group manages the self-assessment process, that is, the process by which the Course of Study monitors its own progress and evaluates its results, also according to the guidelines established by ANVUR.

During the self-assessment process, the Review Group examines everything that can contribute to the analysis of the Course of Study results and in particular:

- the annual report provided by the relevant Joint Teacher-Student Committee;
- the Cyclic Review Report;
- the Annual Monitoring Sheet;
- a Report of the Evaluation Committee;
- the advancement of students' careers;
- the availability of contextual services (tutoring, internationalization, orientation, internships, etc.);
- consultation with the relevant socioeconomic system (including the Steering Committee, sector studies, specific meetings with the social partners);
- the availability of resources (human and infrastructural);
- the opinion of students on teaching, on the organization of the Degree Course and on the education path;
- any other information provided by the Quality Assurance Manager of the Degree Course, the Didactic Manager and the person who holds the role of Coordinator/Manager of the service for the quality of teaching (see paragraph XII).

The work of the Review Group is realized in the compilation of an Annual Monitoring Form (SMA), then discussed in the Council of the Degree Course, and, with a frequency defined by the Quality Assurance Committee, in the drafting of the Cyclic Review Report, which is discussed within the Council of the relevant Degree Course and transmitted to the Quality Assurance Committee and Evaluation Committee of the University.

The Quality Assurance Manager of the Degree Course is identified among the tenured professors of the Degree Course, excluding those on contract. The Quality Assurance Manager of the Degree Course has the function of monitoring and verifying the correct implementation of the improvement actions approved by the Degree Course Council. He/she remains in office for a four-year calendar period, with the possibility of reappointment only once.¹⁰

⁸ Rett. prot. n. 28538 del 14/02/2017

⁹ Rett. prot. n. 220666 del 31/10/2019

¹⁰ Rett. prot. n. 220666 del 31/10/2019



In particular, the Quality Assurance Manager of the Degree Course has the task of:

- verifying the effectiveness of the Quality Assurance activities within the Degree Course;
- collaborating, within the Review Group, in the drafting of the SMA and the Cyclic Review Report;
- verify the correct publication of the calendars of exams, degree exams, lessons, and any seminar activities;
- verify the publication of the course programs, the curricula of the teachers, etc.;
- receive and arrange for the acceptance of any reports from students on critical issues regarding the correct performance of teaching activities, also having access to the Student opinion survey questionnaires (OPIS);
- raise awareness among the student component about the role and functions of the Quality Assurance Manager of the Degree Course.

On an annual basis (usually by October 31), the Quality Assurance Manager of the Degree Course reports to the Degree Course Council, through a written report, about the activities carried out during the academic year.

In the process of continuous improvement of the educational offer, the Degree Course interfaces with its stakeholders also through the Steering Committee, a body composed of a representation of the Department's teachers and leading figures in the worlds of work, culture, and research representing the relevant parts of one or more Degree Courses belonging to the Department. Its composition is updated periodically, usually every four years.

The Course of Studies, with regard to Quality Assurance, prepares:

- the design document;
- the Single Annual Form for Course of Studies (SUA-CdS) form;
- the teaching regulations of the Degree Course;
- the Quality Assurance management system;
- the cyclical review report;
- the annual monitoring forms.

IX. *PHD PROGRAMS*

The PhD Courses are considered the third level of higher education but also the first level of research education. The Courses must meet the initial accreditation requirements to be activated and maintained in the various cycles, ensuring quality in the various processes.

The establishment of a new PhD Course is proposed by the Department Council or by any coordinating structures, and approved by the Board of Administration, having taken into account the opinion of the Academic Senate. The Department Councils and any coordinating structures, in formulating the proposals for the activation of PhD courses, determine any curricula, specific education objectives and study programs for each course, giving prior publicity in order to ensure the widest possible discussion within the scientific community.

The Teaching Board of the PhD Course, whose composition is established by the "Regulations for the Courses for the Achievement of the PhD", is responsible for:



- applying, to the extent of its competence, the general policies and guidelines for Quality established by the University Bodies;
- plan and organize education activities (collegial and individual) and research activities of doctoral students;
- ensure that the research carried out by doctoral students generates products that, individually or in collaboration, are attributable to the doctoral student;
- carry out monitoring, self-assessment and review of their own management processes and the results of their education activities in Research, Teaching and Third Mission/Social Impact, also on the basis of the analysis of the data provided by ANVUR on the indicators, by the University Evaluation Committee and by the Organizational Unit Programming and Management Control, also comparing themselves with similar PhD Courses with a view to benchmarking;
- implement activities to detect and listen to the opinion of doctoral students, doctoral students, and doctoral researchers, through their representatives in the Teaching Board and through the analysis of the satisfaction questionnaires prepared by ANVUR and other questionnaires when necessary;
- promote continuous improvement and evaluate its effectiveness;
- keep the PhD Course's design document and education proposal up to date.

The Review Group is established within the PhD Course, which includes among its members the representation of the student component; the Review Group assists the Coordinator in examining the assessment questionnaires of the doctoral students and the indicators, also in comparison with other similar PhD Courses, in order to prepare the annual report in view of the annual accreditation of the PhD Courses and the review report every three years.

Each PhD Course guarantees the consultation of the interested parties (internal and external), collecting their opinion with reference to the cultural, scientific and education project of the course.

Each PhD Course belongs to a Doctoral School. The School is responsible for making available a high-level raining path for doctoral students of an interdisciplinary, multidisciplinary and transdisciplinary type; furthermore, ensures that all the PhD Courses involved are informed of the educational proposal and education initiatives of each PhD Course, such as workshops and schools, to increase the offer available to PhD students. The Scientific Council of the School carries out guidance and ongoing and final verification functions with respect to the educational activities proposed by the School. It draws up a document reporting the results of the verification carried out and sends it to the Quality Assurance Committee, to the Post Graduate Organizational Unit and, in knowledge, to the Coordinators of the PhD Courses that are part of the School.

For the purposes of quality assurance, the PhD Course:

- draws up the planning document for education and research activities and ensures it is updated;
- draws up the annual monitoring report;
- compiles the cyclical review document every three years.

X. RESEARCH AND THIRD MISSION/SOCIAL IMPACT AT DEPARTMENT LEVEL

According to the Statute, the Director has the functions of promotion, direction and coordination of the scientific activities. He/she supervises the Research and Third Mission/Social Impact activities, taking care of their evaluation. In terms of quality assurance, the Director may be assisted by one or more Delegates, referring to Research, Third Mission/Social Impact and the assurance of their quality, who are entrusted with the following tasks:



- support in defining the quality policies of the Research and Third Mission/Social Impact of the Department with the identification of indicators that take into account the teaching commitment but also the quality of research and technology transfer activities;
- definition of the procedures for ensuring the quality of the Research and Third Mission/Social Impact of the Department;
- annual monitoring of research products, as defined by ANVUR, both in quantitative and qualitative terms;
- structured management of the Department's Public Engagement activities.

For quality assurance purposes, the delegated person(s) shall prepare an annual monitoring report.

XI. JOINT TEACHING STAFF – STUDENT COMMITTEE

In accordance with the Statute and the University Teaching Regulations and the Framework Regulations for the functioning of the Departments, Joint Committees of Teaching Staff and Students of the Departments are established, composed of a teacher and a student for each Degree Course belonging to the Department. The Joint Teaching Staff – Student Committee, where it is deemed necessary, can be divided into sub-commissions. It is chaired by one of the tenured teachers.

The teaching component remains in office for a four-year calendar period, with the possibility of reappointment only once, while the student component is renewed every two years¹¹.

The Joint Teaching Staff – Student Committee represents a permanent observatory on teaching activities. It

- monitors the educational offer and the quality of teaching, as well as the service activity to students by professors and researchers within the Department;
- identifies and monitors indicators for the evaluation of results;
- formulates opinions on the activation and suppression of the Degree Courses, as well as on the Degree Course Teaching Regulations;
- analyses data and information relating to the educational offer and the quality of teaching;
- puts forward proposals to the University Evaluation Committee for the improvement of the quality and effectiveness of teaching structures;
- carries out verification activities and any reporting of critical issues regarding the structures and technical and technological support dedicated to teaching;
- monitors the indicators that measure the degree of achievement of the objectives of teaching at the level of individual structures; interacts with student representatives, the Department Quality Assurance Committee and the quality actors in order to collect and evaluate any proposals relating to the Quality Assurance.

For the purposes of Quality Assurance, the joint Teaching staff – Student Committee produces the annual report.

¹¹ Rett. prot. n. 220666 del 31/10/2019



XII. ORGANIZATIONAL REFERENCE STRUCTURES

The participation and contribution of all the University components to the quality management of teaching, research and third mission/social impact and services is underlined by the representation of the organizational structures (Organizational Units) and management areas and Departments, as per the "General guidelines for the organization of the University"¹².

To carry out its actions (in the Quality Assurance area), the University has equipped itself with a structure that includes:

- Management Areas, Organizational Units and Offices;
- University Centers;
- Departments divided into Departmental Administration Units.

For a detailed description of the reference organizational structures and their functions, please refer to the University Functional Chart¹³ and the organizational chart of the University organizational structures¹⁴.

Within the Teaching and Student Services Area, there is the Organizational Unit "Educational Planning and Quality Assurance" whose functions are:

- administrative support for the planning, development and definition of the University's educational offer, for the planning and requalification of the Degree Courses in accordance with national and international guidelines, also with reference to the international dimension and the activation of double/multiple/joint degrees; management of procedures for the issuing and modification of the University Teaching Regulations, the Teaching Regulations and the Teaching Regulations of the Degree Courses;
- support for the development of the University system of Quality Assurance of Teaching, assisting the teaching structures in the use of tools for self-assessment and quality improvement and the Quality Assurance Committee, also in collaboration with the national teaching management networks;
- coordination of the activities of the Departments aimed at drafting the calendar of teaching activities and the related optimization of the use of University spaces;
- management of relations with ANVUR for the purposes of the accreditation procedures of the Headquarters and the Degree Courses;
- administrative support for innovative teaching activity, with a view to the overall improvement of learning activities;
- monitoring of the teaching load of teachers and administrative support in the matter of assigning institutional teaching tasks to teaching staff.

In these areas, the Organizational Unit carries out all activities functionally connected to them, also providing the necessary support and collaboration to other University structures, as far as they are competent. Within the Organizational Unit "Educational Planning and Quality Assurance", there is the Quality Assurance Service and support for the University Quality Presidium. The Service supports the development of the University system for the Quality Assurance of Teaching, assisting the University Quality Assurance Committee for the activities aimed at ensuring the quality of the Courses of Studies and the didactic

¹² <https://www.unipr.it/en/node/10044>

¹³ https://www.unipr.it/sites/default/files/2024-09/FUNZIONIGRAMMA%20revisione%2025%20luglio%202024_1.pdf

¹⁴ <https://www.unipr.it/sites/default/files/2025-02/organigramma%20grafico%202025%20versione%20finale.pdf>



structures, as well as conveying the contents of the national and European guidelines relating to the Quality Assurance, guaranteeing their homogeneity of use, respecting the peculiarities of the Courses of Studies, and encouraging the construction of collaboration networks for the exchange of good practices.

Within the Teaching and Student Services Area, there is the Organizational Unit “Post-graduate education” whose functions, with reference to research doctorates, are:

- management of the procedures for establishing and activating the Research Doctorate Courses, also with reference to ministerial accreditation;
- management of the procedures for admission to the Doctorate Courses;
- management and monitoring of careers functional to the National Register of Post-graduate Students and of the Doctorate Courses.

In addition, the Organizational Unit “Post-graduate Education” manages the financial resources useful for financing the doctorate scholarships.

At the level of Departmental structures, coordination in all typical administrative and management activities of the department is carried out by the Departmental Administration Organizational Unit, chaired by the Administrative Management Manager. Among its functions, the Administrative Management Manager oversees and coordinates:

- activities related to administrative support for institutional activities related to teaching and processes related to the quality of teaching, including the front-office with students as far as of competence, the educational offer, the evaluation and self-evaluation of the Department's Degree Courses, overseeing the processes related to accreditation and the quality of the Degree Courses and supporting the Presidents of the Degree Courses in functional coordination with the Teaching Area;
- activities related to administrative support for institutional activities of Research and the Third Mission, including technology transfer, research grants, research scholarships, overseeing the processes related to the quality of research and the departmental third mission.

In the area of Teaching, the Administrative Management Manager can avail itself of a Teaching Quality Service Manager, who oversees the management and implementation of teaching and course quality support activities, including PhDs. The Teaching Quality Service Manager:

- coordinates the Department's Teaching Quality Managers;
- works in functional coordination with the Teaching Area.

The typical organizational structure for teaching management requires that the Degree Courses be supported administratively by a Teaching Quality Manager, who:

- manages the organization and functionality of the Degree Course's teaching;
- works as a facilitator of the education process, providing the necessary administrative support, also in functional coordination with the Teaching Area.

In the area of Research and Third Mission/Social Impact, the Administrative Management Manager can avail itself of a Head of the Research and Third Mission/Social Impact service who guarantees, under the coordination of the Administrative Management Manager, the supervision of the typical activities of support for Research and Third Mission/Social Impact.