Presidio della qualità

Guidelines for the Operational Functioning of the University's QA system

Version 5/2023 – July 2023

1 List of abbreviations

QA: Quality Assurance

PQ: Presidio della Qualità (Unit responsible for internal QA system)

NV: Nucleo di valutazione (Independent Evaluation Unit)

JC: Joint Teaching-Student Committee

AS: Academic Senate

BOG: Board of Governors

EP: Expert Panel

2 Introduction

This document aims to provide a framework of the main elements that make up the University's QA system. Drafted mainly with an operational approach in mind, it is intended on the one hand as a guide to help those most involved in the system, and, on the other, to provide students, stakeholders and institutional representatives with the most transparent vision possible of the organisational tools available to help them achieve their goals of self-assessment, self-correction and improvement.

In this sense, the University's approach to QA, and consequently the modus operandi of the PQ, which is its main promoter and facilitator, is based on the following principles:

- a focus on the fundamental aspects of the University's operations and their improvement in terms of effectiveness and efficiency in the pursuit of institutional aims, going beyond the logic of mere regulatory compliance and combating a potential drift towards formalism and bureaucracy inherent in the most common tools of "quality systems";
- the perspective of continuous improvement, in line with the University's Quality Policy. This means adopting an iterative approach based on PDCA (Plan, Do, Check, Act): defining possible solutions to problems; implementing them operationally; checking their adequacy; taking corrective action;
- the adequacy of the solutions adopted, conceived with a view to solving the problems faced by the various actors in the system rather than mere formal and/or prescriptive correctness. This translates on the one hand into always indicating sustainable and clearly defined actions in terms of objectives, timeframes, means, responsibilities and result indicators and, on the other hand, into progressively and experimentally building the QA system by gradually processing the actual experiences of the various actors involved;
- a service approach towards the University representatives involved in the QA processes, seen as "internal customers" to be informed and accompanied in the activities for which they are responsible, enabling them to carry them out independently and in the best possible way.

It should also be noted that the proposed guidelines, while fully complying with the provisions of Law 240/2010, will take into account IULM's specific institutional and organisational structure, and will be accountable for the solutions adopted on each occasion.

The document is based on:

- the provisions contained in Legislative Decree no. 19 of 27 January 2012, supplemented by subsequent ANVUR documentation (ANVUR Document - Self-Assessment, Evaluation and Accreditation of the Italian University System);
- the document defining the University's Quality Policy;

- the Rector's Decree establishing the PQ;
- the experience gained so far in this field by the PQ;
- the reports collected by those involved in the QA system in the first two years of its application;
- the many years' experience of the NV;
- the experience of Quality certification (since 2002).

The document was revised in 2019 by integrating:

- the Guidelines for periodic accreditation of university campuses and courses of study drawn up by ANVUR in the version updated on 10 August 2017;
- Ministerial Decree no. 987 of 2016;
- suggestions received following the periodic accreditation visit, which took place from 9 to 13 May 2016;
- the amendments to the University Statute determined by Rector's Decree of 5 February 2018.

The document was also updated in 2023 on the basis of the most recent ANVUR document "Model of Periodic Accreditation of Universities and Programmes with Notes" - Version approved by Board Resolution no. 26 of 13 February 2023 and the document "Periodic Accreditation of Universities and Programmes - Guidelines for the Quality Assurance System in Universities" published by ANVUR in the version of 13 February 2023.

These guidelines have therefore been further developed in the following sections:

- list and presentation of the actors in the university's QA system, highlighting their specific functions;
- list and presentation of the main self-assessment and internal control activities;
- presentation of the documentary material supporting QA;
- an outline of the interactions between the actors and the information flows of QA;
- a summary note on the promotion and training of the PQ;
- timetable of QA activities.

3   Key actors in the University's QA system

The QA approach should, both in terms of attitude and operational management, permeate every element and activity of the University organisation. The information and training activities implemented by the PQ (see paragraph 3.2) are functional in this regard.

However, it is clear that some particular organisational bodies perform specific functions in the structure of the University's QA system, and it is therefore worth listing them and describing their main roles and functions.

3.1   *Nucleo di valutazione* (Independent Evaluation Unit)

Legislation	Art. 1 of Law no. 370 of 19 October 1999
	Art. 18 of the Statute of Autonomy
	Regulations for the functioning of the NV of Università IULM
	ANVUR document "Model of Periodic Accreditation of Universities and Programmes with Notes" - Version approved by Board Resolution no. 26 of 13 February 2023
	Periodic Accreditation of Universities and Programmes - Guidelines for the Quality Assurance System in Universities" published by ANVUR in the version of 13 February 2023
Appointments	Members appointed by the BOG, after consultation with the AS; the student member is elected
	The Chairperson is appointed by the Rector
	There is only one NV at university level
	Participation in the NV is incompatible with participation in any other body of the University's QA system
Composition	Five members, at least two of whom are external, chosen from among people with documented skills and professional experience in the management of public and private bodies, plus an elected student
Duration	Three years for members appointed by the BOG, two years for the student
Functions	The NV is an internal evaluation body that is responsible for assessing the quality and effectiveness of teaching, research and third mission/social impact activities.
	The NV validates the general methodology and evaluates the overall QA of the university.
	In general, the NV is responsible for:
	- systematically evaluating the effectiveness of the QA system, detecting any problems, also taking into account the results of the monitoring activities on the effectiveness of the QA system reported by the PQ,
	- supporting the University for the Review of the Governance System and the QA System;
	- carrying out in-depth analyses of the University's strategic and operational planning and evaluating the system adopted with reference to institutional and management missions and activities;
	- assessing, also through consultations, the overall status of the QA system and the way in which the University and the QA bodies monitor the performance of the courses of study, research doctorates and departments;
	- expressing a binding opinion to the University regarding the possession of the requisites for initial Accreditation for the purpose of setting up new Courses of Study;

- drawing up an annual evaluation report, in which it gives an account of compliance with the QA requirements, of the measures taken by the University in relation to the Courses of Study considered "anomalous" on the basis of monitoring, and of the initiatives taken to promote quality;
- drawing up an annual report on student opinions;
- drawing up the End of Periodic Accreditation Report for ANVUR, in which it gives an account of all the actions implemented by the University and the Courses of Study to overcome the critical aspects highlighted by the EP (conditions and observations).

3.2   Presidio della qualità (Unit responsible for internal QA system)

Legislation	Rector's Decree no. 19964 of 1 December 2022
	ANVUR document "Model of Periodic Accreditation of Universities and Programmes with Notes" - Version approved by Board Resolution no. 26 of 13 February 2023
	Periodic Accreditation of Universities and Programmes - Guidelines for the Quality Assurance System in Universities" published by ANVUR in the version of 13 February 2023
Appointments	Members appointed by the Rector, the student member is elected
	There is only one PQ at university level
	Participation in the PQ is incompatible with participation in any other body of the University's QA system
Composition	A professor appointed as Chairperson
	A number of tenured professors and researchers from the University, chosen in a quantity and category appropriate to the volume of work to be carried out and the size of the teaching staff of the University (not necessarily predetermined, but normally not exceeding 5% of the number of staff). The choice is not based on criteria of representativity, but solely on competence, in order to sufficiently ensure coverage of the different areas of intervention (different levels of teaching, research, third mission).
	A student representative elected by the students themselves
	The Head of the Area comprising the Support Offices for the *Nucleo di Valutazione* and the *Presidio della Qualità*.
Duration	Three years
Functions	The presence of the PQ in each university is a requirement for accreditation. The PQ promotes and supervises the carrying out of the QA procedures of the whole University.
	With reference to teaching activities, the PQ organises the collection and verifies the continuous updating of the information contained in the SUA-CdS document of each course of study and monitors the surveys of students', undergraduates' and graduates' opinions. It facilitates and verifies the review activities and ensures the correct flow of information to and from the NV and the JCs and collects data for monitoring indicators, both qualitative and quantitative, and managing the dissemination of the results.
	With reference to the research and third mission/social impact activities, the PQ monitors and oversees the smooth running of research QA procedures in line with what is declared and planned and ensures the correct flow of information to and from the NV.
	The PQ ensures the fulfilment of requirements related to the QA at university level, and in particular:
	- it coordinates and supports QA procedures at University level;

- it monitors the implementation of the measures taken in response to the recommendations and/or conditions formulated by the EPs during external visits;
- prepares guidelines and documentation to support the processes of self-evaluation, assessment, and reviews of Courses of Study, Research Doctorates, Departments and JCs;
- supports the University in monitoring QA processes and reviewing the Governance System and the QA System.

3.3 Joint Teaching-Student Committees

Legislation	Law no. 240 of 30 December 2010, art. 2, paragraph 2, letter g
	ANVUR document "Model of Periodic Accreditation of Universities and Programmes with Notes" - Version approved by Board Resolution no. 26 of 13 February 2023
	Periodic Accreditation of Universities and Programmes - Guidelines for the Quality Assurance System in Universities" published by ANVUR in the version of 13 February 2023
Appointments	Teacher component selected by the Faculty Deans and appointed by the Rector, student component selected through a two-yearly call for selection issued by Rector's Decree The JCs are at Faculty level
	Participation in JCs is incompatible with participation in the NV, PQ and QA management groups of the courses of study (regardless of the Faculty concerned)
Composition	There is a JC for each Faculty. Each JC is composed of one teacher member and one student member for each of the Faculty's Courses of Study. For the Bachelor's degree course in Corporate Communication and Master's degree course in Specialised Translation and Conference Interpreting, one teacher and one student per course path are appointed.
	For each JC, the Dean appoints a Chairperson (selected from among the teachers belonging to the JC) to act as coordinator
Duration	Two years
Functions	The JCs are the first and most immediate level of self-assessment as they incorporate the first-hand experience of the performance of the courses of study.
	JCs are internal evaluation bodies responsible for: - monitoring the range of courses on offer and the quality of teaching, as well as the service provided to students by professors and researchers; - identifying indicators for assessing their results; - formulating opinions on the activation and termination of Courses of Study; - formulating opinions on the appropriateness of the teaching load (CFU credits).
	The JCs must draw up an annual report, divided into Courses of Study, which takes into account the whole educational offer, with particular reference to the results of the students' opinion survey, indicating any problems specific to individual Courses of Study. The JC report, based on independent elements of analysis (and not only on the Rapporti di Riesame for the Courses of Study), must be sent by 31 December each year to the NV, the PQ and the Courses of Study, who shall receive it and take action to develop proposals for improvements.

3.4 Coordinators for Courses of Study

Legislation	ANVUR document "Model of Periodic Accreditation of Universities and Programmes with Notes" - Version approved by Board Resolution no. 26 of 13 February 2023
	Periodic Accreditation of Universities and Programmes - Guidelines for the Quality Assurance System in Universities" published by ANVUR in the version of 13 February 2023
Appointments	They are unequivocally designated (a coordinator can only act for a single degree course) by the Faculty Deans in January each year from among the tenured lecturers (including fixed-term and/or permanent lecturers) working in the Course of Study The appointment to the position of Coordinator for the Course of Study is incompatible with participation in the NV, PQ and JC. As a rule (with a view to clearly identifying and distributing responsibilities) they are not the Dean and participate in the QA Management Group of the same Course of Study
Composition	One Coordinator for each Course of Study
Duration	Annual
Functions	This is the person who enters the wording " Chairperson (or Coordinator) of the Course of Study" on the *SUA-CdS* datasheet. In our case, since there is no Council for the Courses of Study and since the Faculty Council is formally responsible for Courses of Study, they are to be considered as having the same role as the coordinator. For this reason, in the Master's degree courses, the role should coincide with the already existing figure of the coordinator.
	The Coordinators for the Courses of Study, together with the Dean, make up the "Faculty Council"

3.5 QA Management Groups for Courses of Study

Legislation	ANVUR document "Model of Periodic Accreditation of Universities and Programmes with Notes" - Version approved by Board Resolution no. 26 of 13 February 2023
	Periodic Accreditation of Universities and Programmes - Guidelines for the Quality Assurance System in Universities" published by ANVUR in the version of 13 February 2023
Appointments	The teaching members are appointed by the Faculty Deans in January each year from among the tenured teachers (including fixed-term and/or permanent ones) working in that Course of Study; the student component is selected on the basis of a two-yearly call for selection issued by Rector's Decree
	One QA management group for each Course of Study Participation in the QA management group of the Course of Study is incompatible with participation in the NV, PQ, JC and QA management groups of other Courses of Study
	It also includes the coordinator of the Course of Study
Composition	A number of tenured professors and researchers from the University, chosen in a quantity and category appropriate for each Course of Study (normally no more than three persons) and one student enrolled on the Course
Duration	Annual
Functions	The QA management groups:
	- organise the periodic verification process of the adequacy and effectiveness of the management of Courses of Study and QA activities;

- during the activation phase of the Course of Study, prepare the initial Planning Document of the Course of Study;
- provide support in compiling the SUA-CdS datasheet;
- following an analysis of the data available and the necessary verifications, draw up the Annual Monitoring Datasheet and a document analysing the results of the student opinion questionnaires;
- after carrying out the necessary analyses, pepare the *Rapporto di riesame ciclico*, with a frequency related to the duration of the Course of Study;
- at the time of the periodic accreditation visit, prepare the Self-Assessment Datasheet;
- following the on-site visit, they propose and implement corrective actions to address the issues raised.

3.6 QA Coordinators for Departments

Legislation	The current legislation does not expressly provide for a Departmental QA Coordinator, which is, however, envisaged by analogy with existing regulations for the Courses of Study.
Appointments	They are nominated by the Department Directors in January each year from among the members of the Department.
	The appointment as QA Coordinator for a Department is incompatible with participation in the NV and PQ. Although there is no strong incompatibility with participation in other bodies of the University's Self-assessment, Evaluation and Accreditation System, an exclusive commitment to this function is desirable.
Composition	From one to three coordinators for each Department
Duration	Annual
Functions	QA Coordinators for the Departments:

QA Coordinators for the Departments:

- organise the periodic process of verifying the adequacy and effectiveness of the management of the Department and of the QA activities, preparing an annual report on their activities;
- following an analysis of the data available and the necessary verifications, draw up the annual *Rapporto di riesame* for the departmental research;
- on the occasion of the periodic accreditation visit, prepare, in agreement with the Department Director, the Self-Assessment Datasheet;
- participate in the Departmental audits and monitor the implementation of any corrective actions identified in the audit report.

3.7 Third Mission Coordinators for Departments

Legislation	The current regulations do not expressly provide for a Departmental Third Mission Coordinator, which is, however, envisaged to support the activity of the Delegate on the issue.
Appointments	They are designated by the Department Directors in January each year from among the Department's members.
	The appointment as Departmental Third Mission Coordinator is incompatible with participation in the NV and PQ. Although there is no strong incompatibility with participation in other bodies of the University AVA System, an exclusive commitment to this function is desirable.

Composition	One coordinator for each Department
Duration	Annual
Functions	The Departmental Third Mission Coordinators have the role of acting as a link between the Department and the Rector's Delegate: - in agreement with the Delegate, they organise and promote the periodic monitoring and reporting process of the Department's third mission activities; - they assist the Department in the activation of new procedures for the correct identification of third mission issues and the harmonious development of the third mission within the Department; - they participate in the Department audit.

3.8 Research Doctorate Course Coordinators

Legislation	Ministerial Decree 226/2021 University Regulations for Research Doctorates
Appointments	Coordination of the Doctorate Board is entrusted to a full-time first-rank professor or, in the event of non-availability, to a full-time second-rank professor meeting the requirements set forth in Article 4, paragraph 1, letter a), number 3) of Ministerial Decree 226/2021.
Composition	One Coordinator for each Research Doctorate course
Duration	Currently no deadlines have been established
Functions	The Coordinator carries out the following functions: - convenes and chairs the Doctorate Board; - has academic and administrative responsibility for the doctoral course; - authorises doctoral students to carry out teaching and research activities off-site, in Italy or abroad, for training periods not exceeding six months.

3.9 QA Coordinators for Research Doctorate Courses

Legislation	Current legislation does not expressly provide for a QA Coordinator for doctorate courses, which is, however, envisaged by analogy with existing QA for Courses of Study.
Appointments	They are designated by the Doctorate Course Coordinators in January each year from among the members of the Course Doctorate Board. Appointment as QA Coordinator of the Doctorate Course is incompatible with participation in the NV and the PQ. Although there is no strong incompatibility with participation in other bodies of the University AVA System, an exclusive commitment to this function is desirable.
Composition	Two or three coordinators for each Research Doctorate course
Duration	Annual
Functions	QA Coordinators for Research Doctorate courses: - organise the periodical verification process of the adequacy and effectiveness of the management of the Doctorate Course and of the QA activities; - provide support for the compilation of the Doctorate Course datasheet;

- carry out the periodic review of the training courses, in agreement with the Coordinator
- during the periodic accreditation visit, they prepare the Self-Assessment Datasheet;
- following the on-site visit, they propose and implement corrective actions to address the reported findings.

3.10 Faculty Councils

Legislation	The legislation in force for state universities provides for a coordinating body at the level of the Courses of Study (see Law no.240/2010), which is absent in our case and whose functions are in fact assigned to the Faculty Councils. The creation of the Faculty Council is therefore the result of an internal deliberation of the University (referred to in the Rector's Report to the BOG of 16 December 2015) to respond to the need to institutionalise what already existed informally, i.e. the more streamlined, frequent and effective relationship between the Dean (the formal supervisor of the Course of Study) and the Coordinators of the Courses of Study
Appointments	As a coordinating body, for each Faculty it is composed of already appointed figures
Composition	Each Council is made up of the Dean, the Vice Dean, if appointed, and the Coordinators of the Faculty's Courses of Study
Duration	Annual
Functions	They periodically review the performance of the Courses of Study and the implementation of any corrective and/or improvement measures

3.11 Faculty of Interpreting and Communication and SSML "Carlo Bo" Joint Certification Committee for language workshops

Legislation	The establishment of the Faculty of Interpreting and Communication and SSML 'Carlo Bo' Joint Certification Committee took place at the meeting of the Faculty of Interpreting and Translation Council on 6 February 2018, in response to the EP's recommendation concerning language workshops following the 2016 periodic accreditation visit.
Appointments	Faculty of Interpreting and Translation Council
Composition	The Committee is composed of two members of the Faculty of Interpreting and Communication and two members of SSML "Carlo Bo".
Duration	Until a new appointment is made
Functions	The Committee is in charge of harmonising the teaching activities taught at IULM and at SSML 'Carlo Bo' and of monitoring student satisfaction with the activities of the language workshops of the Faculty of Interpreting and Communication..
	The monitoring and verification of the Committee's activities are carried out by the Dean of the Faculty of Interpreting and Communication.

4   Self-assessment, Evaluation and Internal Control

The approach of the Self-assessment, Evaluation and Accreditation System bases the University's accreditation and evaluation on the self-assessment procedures followed by those directly involved in giving daily substance to its institutional mandates: teaching, research and third mission. Self-assessment, i.e. the ability to give oneself the tools to regularly express a judgement on one's own work (based on an explicit reading of the context and indicators of the relevant elements for one's own actions), is the cornerstone of QA, i.e. the set of activities put in place to produce sufficient confidence that objectives will be achieved.

In support of the QA activities, regular evaluations and internal controls are activated, respectively aimed at offering a third-party opinion (even if internal to the organization) on the merit of the activities in place and to verify the existence and functionality of the tools, mechanisms and QA practices implemented. While QA in the strict sense is carried out by those who implement the processes of teaching and scientific research, the evaluation and internal control activities are supervised by specific bodies (see paragraph 3):

- the NV and the JCs specifically dedicated to internal evaluation;
- the PQ, the internal operational body, organises and coordinates monitoring activities and data collection prior to evaluation, and facilitates the circulation of information between all actors and the QA process as a whole.

All these measures together, which will eventually permeate ordinary activities as the culture of quality spreads, are organised into a number of characteristic cycles and stages:

- the SUA-CdS document;
- annual monitoring of the Courses of Study;
- the *riesame ciclico* (cyclical review report) of the Courses of Study;
- internal audits of the PQ;
- internal audits of the NV;
- complaints management;
- review of the system of governance and the QA system;
- review of departmental research.

4.1   The *SUA-CdS* Document

The SUA-CdS Document is an operational platform for the planning, implementation, self-assessment and re-design of Courses of Study. It collects all the information needed to identify incoming and outgoing profiles in order to verify suitability, learning outcomes and possible improvements for the Course of Study. It must be compiled annually by the QA Management Groups of the Courses of Study with the support of the Offices of the Teaching Support Area, within the deadlines set annually by the Ministry. The QA Management Groups are responsible for the final and overall verification of the document.

The SUA-CdS document is made up of two sections:

- the Administration section, which presents the data relating to the institution and activation of the Course, explaining the academic offer of the Course of Study (the system and regulations of the Course of Study, the academic offer planned, and the academic offer provided for the relative academic year);
- the Quality section, which represents the main tool of the Self-assessment, Evaluation and Accreditation System. In fact, in this section the SUA-CdS document is aimed at defining the demand for training, at explicitly stating the training objectives and the expected learning outcomes, at describing the student's experience (both with regard to teaching and to the organisation of the University), and at providing data on the results of the students' training in order to understand their insertion in the world of work. Finally, it aims to clarify the roles and responsibilities of the University's Quality Assurance system and to present the review activities of the Courses of Study.

The procedures for completing the SUA-CdS document are detailed in the document prepared by the Presidio della Qualità "Guidelines for the Compilation of the SUA-CdS Document" of February 2023.

4.2   Annual Monitoring of Courses of Study

The annual monitoring document (SMA) is compiled by the QA Groups of the Courses of Study; the internal deadline for the University is 30 September each year (although ANVUR expects the document to be drawn up by 31 December). From the point of view of internal organisation, the following main stages are to be followed:

- start of the annual activities: at the beginning of July, following the publication of the monitoring indicators by ANVUR, the PQ sends communication of the start of activities to the Coordinators of the Courses of Study and the QA management groups of the Courses of Study, if necessary proposing a meeting;
- first ten days of August: transmission to the QA Groups of additional documentation from the Statistics, Evaluation and Quality Office (in particular the Statistical Report and the results of the survey of students' opinions on teaching activities);
- by the end of September: presentation of the results of the monitoring to the Faculty Councils and uploading to the dedicated platform.

The annual monitoring activity is detailed in the document prepared by the PQ "Guidelines for the compilation of the Annual Monitoring Document for Courses of Study" updated in February 2023.

4.3   *Riesame ciclico* Reports for Courses of Study

The *Riesame ciclico* Report is the central element of the periodic self-assessment of the Courses of Study, during which the objectives set are critically analysed and the results achieved are assessed.

ANVUR requires the *Riesame ciclico* to be carried out at intervals of no more than five years, on explicit request of the NV, whenever changes to the structure of the Courses are proposed or in view of the periodic accreditation visit. The format is provided by ANVUR itself.

The *Riesame ciclico* process starts with recommendations from the PQ, which provides and updates the supporting materials. The activities are carried out by the QA Groups of the Courses of Study. The *Riesame ciclico* document must be discussed and approved by the Faculty Councils. The version approved by the Council is sent to the PQ, which uploads it on the dedicated platform.

The scope of the *Riesame Ciclico* is detailed in the ANVUR document 'Outline for the Riesame Ciclico Report for Courses of Study' of February 2023 and in the format drawn up by the *Presidio della Qualità*.

4.4   Internal Audits of the *Presidio della Qualità*

The PQ holds regular meetings with the QA groups of the Courses of Study and with the QA Coordinators for Departments.

The meetings are formally held during the period following the accreditation visit and are aimed at accompanying and monitoring the implementation of any corrective actions defined on the basis of the findings of the EPs. The reports, draft versions of which are shared with the QA Management Groups of the Courses of Study, are prepared by the PQ and brought to the attention of the Faculty Council by the relevant QA Group. The reports are also shared with the NV, which uses them in its evaluation activities.

4.5   Internal Audits of the *Nucleo di Valutazione*

As of 2019, the NV has decided to start evaluation procedures for the various bodies of the University's QA System (Courses of Study, PhD Courses, Departments, PQ).

The bodies to be audited are selected annually by the NV, on the basis of the analyses carried out for its Annual Report.

As of 2023, the evaluation procedures of the NV will be based on the focus points of ANVUR's new AVA3 form.

The audit group will be composed of at least two members of the NV, supported by at least one member of the Statistics, Evaluation and Quality Office.

Each audit will be divided into several stages, approximately as follows:

- selection of the audit team by the NV;
- definition and sharing of the meeting agenda with all the subjects involved;
- sending of the outline of the audit to those taking part in the audit, with a request for compilation and supporting documentation;
- preliminary analysis of available documentation;
- sharing of the draft Audit Report and definition of the final version of the document;
- dissemination to all the subjects involved.

4.6 Complaints management

Through the online office services, every student at the University can formally report any inefficiencies. Complaints and reports are then registered through a specific procedure.

The Statistics, Evaluation and Quality Office analyses and verifies the validity of the complaints and reports received, and assigns them to the competent Offices via the specific on-line procedure. The Offices prepare a reply, which is sent to the student by the Statistics, Assessment and Quality Office at the end of the process.

Any complaints relating to issues concerning the management of the Courses of Study and teaching activities are forwarded to the JC.

4.7 Review of Governance System and QA System

In the new AVA3 form, the process of Reviewing the Governance System, defined as "determining the status of the Governance System to assess its suitability, adequacy and effectiveness in implementing the University's policies and strategies and in achieving the established objectives", and of the QA System, takes on particular relevance.

The 'natural' frequency of the Review is annual; the presence of this activity is the subject of a specific indicator in Ministerial Decree No. 1154/2021, Annex E.

In its first edition in 2023, five review groups were tasked with the preparation of the Review of the Governance System and the QA System, composed as follows:

- teaching: Pro-Rector for Teaching, Faculty Deans, Heads of Departments and Director of the Teaching Area;
- research: Pro-Rector for Research, Heads of Departments and Head of Research Area;
- Third Mission: Third Mission Delegate and Departmental Third Mission Representatives;
- resources and services: General Director and Managers of Administration pertaining to AVA3 requirements (Management, Accounting, HR and others identified by the GD);
- QA system: Pro-Rector for Quality, Presidio della Qualità, Joint Teaching-Student Committees, Departmental QA Coordinators, Head of the Statistics, Evaluation and Quality Office.

With reference to the first Review of the Governance System and the QA System, each group shall prepare its document by 30 April 2023 and submit it to the PQ, which, after a review and refinement phase, will forward it to the AS and the BOG for approval in May 2023.

Subsequently, the Review Report will be prepared annually after the receipt of the NV's Annual Report, between November and January of each year, and will be approved by the bodies by the end of January. In order to better organise the activities of the various Review Groups, the different sections will be updated every two years: one year will be dedicated to the in-depth study of the teaching and services sections and the following year will be dedicated to the research and third mission sections; the section dedicated to the QA System will be updated annually.

The activity of the Review of the Governance System and the QA System is detailed in the document 'Guidelines for the Compilation of the Review of the Governance System and the QA System' of February2023.

4.8   Review of Departmental Research

The Research Review is the document through which the Department monitors and analyses the results of the Department's policies for research QA, summarising the activities carried out and defining future objectives.

The Departmental Research Review is drafted annually by the Departmental Director in consultation with the Departmental QA Coordinators. The document must be submitted to the Department Council for approval and must be forwarded to the Rector, the Pro-Rector for Research and the PQ, who transmits it to the NV.

The activity of the Departmental Research Review is detailed in the document "Guidelines for the Compilation of the Research Review" of January 2023.

5   QA documents

5.1   Quality policy

Authors	University governing bodies
Frequency	Approved on a one-off basis and revised when necessary or at the discretion of the University governing bodies.
Content	This document contains the general approach of the Governing Bodies to quality in teaching, research and the third mission of the University.
Recipients	The Quality Policy is a publicly accessible document addressed to all parties interested in the University's activities, both internally and externally.

5.2   Annual Implementation Plans of the Strategic Plan

Authors	Board of Directors
Frequency	Annual
	The document is approved annually at the beginning of the year.
Content	This is the document that, on the basis of the contents of the Strategic Plan, annually defines the priority objectives, identifying in detail the timeframe and responsibilities for implementation.
Recipients	Implementation Plans are shared internally within the university with interested parties, the PQ and the NV

5.3   Interim Monitoring Document of the Strategic Plan

Authors	Board of Directors
Frequency	Midway through the period of the Strategic Plan
Content	Each of the objectives mentioned in the Strategic Plan is accompanied by metrics and/or targets. The Strategic Plan's mid-term monitoring document reports the punctual monitoring of the metrics, indicating, for each of them, the value at the mid-point of the Plan's term, so as to provide a measure of the achievement (or distance from achievement) of the various objectives.
Recipients	The Interim Monitoring Document of the Strategic Plan is shared internally within the university with interested parties, the PQ and the NV

5.4   Annual Report of the Rector's Delegates

Autori	Rector's delegates
Frequency	Annual
Content	The Report is prepared by each Delegate (normally within the first quarter of the calendar year) and contains, with reference to the previous calendar year:
	- the activities implemented, with specific reference to the objectives of the relevant Strategic Plan and a critical analysis of the current situation;
	- the results obtained;

	- the definition of a number of objectives, in line with the Strategic Plan, for the following period.
Recipients	Reports are forwarded to the PQ and the Rector, who reports to the AS.

5.5 *Scheda superamento criticità* (Overcoming critical issues datasheet)

Authors	*Presidio della qualità*
	QA management groups for the Courses of Study, QA coordinators for Departments, QA coordinators for PhD courses
	Nucleo di valutazione
Frequency	Prepared on a one-off basis by 31 May of the last year for which the MIUR has granted accreditation for the University (in the case of conditional accreditation) and the Courses of Study.
	In the event that the University has received a satisfactory or fully satisfactory rating, the datasheets must be prepared on a one-off basis by 31 May of the third year for which the Ministry has granted accreditation.
Content	The datasheets detail the activities carried out by the University (under the responsibility of the PQ), by the Courses of Study (under the responsibility of the QA Groups), by the Departments (under the responsibility of the QA Coordinators for Departments) and by the PhD Courses (under the responsibility of the QA Coordinators for PhD Courses) with reference to each point of attention reported by the EP with a recommendation or condition during the periodic accreditation visit.
	The NV verifies that these actions, accompanied by an indication of the relevant documentary sources, guarantee that the recommendation or condition has been addressed, or certify the appropriateness or otherwise of the measures put in place to overcome them.
Recipients	The "overcoming critical issues datasheets" are transmitted to ANVUR by uploading them onto the NV portal.
	The Datasheets are made available to the EP responsible for the following periodic accreditation visit as additional information for their documentary analysis.

5.6 Review of Governance System and QA System

Authors	Review groups set up on specific issues (teaching, research, third mission, resources and QA)
	The document is approved by the Academic Senate and the Board of Directors
Frequency	Annual/Biennial
	The document is approved annually by the end of January; the different sections of the review are updated every two years: one year is dedicated to the in-depth examination of the teaching and services sections and the following year is dedicated to the research and third mission sections; the section dedicated to the QA System is updated annually.
Content	In the ANVUR documentation, the Review of the Governance System and the QA System is defined as the "determination of the status of the Governance System in order to assess its suitability, adequacy and effectiveness in the implementation of the University's policies and strategies and in the achievement of the established objectives" and of the QA System.

The Review must take into consideration:

- the status of actions resulting from previous reviews;
- changes in external and internal factors that are relevant to the achievement of the University's (strategic and operational) objectives;
- l information on the performance and effectiveness of the QA System;
- the adequacy of resources;
- an analysis of risks and opportunities for improvement.

The results of the Review must include decisions and actions concerning:

- opportunities for improving the Governance System and the QA System;
- possible needs for changes to the Governance System and the QA System;
- resources needed.

Guidelines for the compilation of the Review of the Governance System and the QA System are available from the PQ ("Guidelines for the compilation of the Governance System and the QA System Review").

Recipients	ANVUR, NV, all bodies in the University's QA System

5.7   *Scheda di monitoraggio annuale (SMA)* (Annual Monitoring datasheet)

Authors	QA management groups for the Courses of Study
Frequency	By 30th September each year
Content	From July to September each year, the QA management groups for the Courses of Study carry out a critical analysis of the performance of the Courses of Study, in the light of the monitoring indicators made available by ANVUR. These indicators are updated quarterly and published in the *SUA-CdS* portal, as provided for by Ministerial Decree 987/16. The annual monitoring sheet must be presented in the Faculty Council meetings. With reference to this document, special guidelines are available prepared by the PQ ("Guidelines for the compilation of the Annual Monitoring Sheet").
Recipients	The Annual Monitoring Sheet is to be uploaded on the dedicated portal and is made available as information material regarding the activities of the NV and the JCs.

5.8   *Riesame ciclico* Report

Authors	QA management groups for the Courses of Study
Frequency	Every four years
Content	The *Riesame ciclico* is the main document for the periodic self-evaluation of the Courses of Study, in which the set objectives are critically analysed and the results achieved are assessed. The *Riesame ciclico* Report is also the tool that allows the Courses of Study, the Faculties and the University to verify that the educational offer is aligned with the most advanced disciplinary knowledge and with the needs of the social and economic context, also taking into account the subsequent study cycles, the proposals for improvement received from teachers, students and other interested parties, the considerations expressed by the JCs and the other actors in the University's QA system, the employment status of graduates and the observations of Alumni, and the results of periodic consultations with interested parties.

	The Report is drawn up according to the format specified by ANVUR.
	With reference to this document and its revision within the scope of the AVA3 form, the 'Outline for the Riesame ciclico for Courses of Study' prepared by ANVUR in February 2023 is available.
Recipients	The *Riesame ciclico* Report must be sent to the PQ, which in turn will forward it to the NV and JC and will be associated to the corresponding SUA-CdS.
	Once compiled, the PQ draws up a short summary report, which is then sent to the Rector and the AS.

5.9   Joint Teaching-Student Committee Report

Authors	JCs
Frequency	By 10th December of each year
Content	The annual report of the JCs, which is evaluative in nature, takes into consideration all the courses on offer, with particular reference to the results of the student opinion survey, indicating any critical aspects of the individual Courses of Study.
	The Annual Report is the synthesis of the regular monitoring and analysis activities of the JCs.
	The report is divided into two sections: an introductory part containing information at Faculty level and a detailed analysis based on the individual course of study.
	With reference to this document, there are special guidelines prepared by the PQ ("Guidelines for Joint Teaching-Student Committees").
Recipients	The Report is to be transmitted to the PQ and NV and will be attached to the SUA datasheet of the respective Course of Study.
	The PQ will also forward it to the QA Management Groups of the Courses of Study, who will take it into account when drawing up the annual monitoring sheet and the riesame ciclico reports, and to the AS.

5.10 *Scheda Unica Annuale del Corso di studio* (Annual Course of Study Datasheet: SUA-CdS)

Authors	QA management groups for Courses of Study and University Administrative Offices
Frequency	Annual, in accordance with the schedule established by the MIUR
Content	The SUA-CdS is a document through which information on the activities of each Course of Study is collected. It to be used for communication with interested parties and for all activities of self-evaluation and external evaluation; its compilation is one of the system requirements for the QA of teaching.
	The form consists of two sections:
	- the "Administration" section, which collects data relating to the teaching system, planned teaching and teaching provided.
	- the "Quality" section, which collects all the information needed to present the demand for training, the training program, the expected learning outcomes, the roles and responsibilities involved in the management of the QA system of the Course of Study, the prerequisites for the periodic review of the structure of the course and any corrections identified. In this section the outcome of the periodic review of the demand for training must be reported.

	For the compilation of the SUA-CdS datasheet there are special guidelines drawn up by the PQ ('Guidelines for the Compilation of the *Scheda Unica Annuale del Corso di Studio* (SUA-CdS)").
Recipients	The SUA-CdS is accessible (for the public sections) through the website http://www.universitaly.it/ and the pages dedicated to the individual courses on the University website.
	The PQ monitors compilation, informing the AS of the closure of the activity.

5.11 Departmental Three-Year Policy Document

Authors	Department Directors
	It is approved by the Department Council
Frequency	Every three years, following the publication of the University Strategic Plan, by the following March
Content	The Department's three-year policy document is drawn up following the publication of the University's Strategic Plan and defines the Department's strategy and specific objectives in the field of research and the third mission, in accordance with the University's strategic guidelines.
	The document should contain the following points:
	- composition and internal organisation of the Department; - analysis of the results achieved in the previous three-year period; - objectives of the Department for the three-year period of reference concerning research and third mission; - any other sections of relevance to the Department.
Recipients	The document is forwarded to the AS, PQ and NV

5.12 Interim Monitoring Document of the Departmental three-year policy document

Authors	Department Directors
	It is approved by the Department Council
Frequency	Midway through the period of validity of the policy document
Content	The document presents the monitoring of the degree of achievement of the objectives set out in the Department's three-year policy document or alternatively the value of the reference indicator at the date of monitoring, together with a brief explanatory note, based on a format made available by the PQ.
Recipients	The document is forwarded to the Pro-Rector for Research, the PQ and the NV

5.13 Annual Analytical Report of the Department Director

Authors	Department Directors
Frequency	Annual, by February
Content	The Annual Analytical Report of the Department Director is an annually updated document containing:

	- the Departmental Research Review; - the organisational structure of the Department (in line with the aspects to be considered E.DIP.2.1 and E.DIP.4.1); - the criteria for awarding and allocating funding (in line with the aspects to be considered E.DIP.3.1 andE.DIP.3.3); - research results and monitoring in terms of output (in line with the aspect to be considered E.DIP.2.4).
Recipients	The Report is presented to the respective Departmental Councils and forwarded to the AS, the Pro-Rector for Research, the PQ and the NV

5.14 Annual Third Mission Report

Authors	Rector's Delegate for Third Mission, with the collaboration of the Departmental Third Mission Representatives, General Management
Frequency	Annual, by February each year
Content	The Annual Third Mission Report summarises the University's activities in this area. In particular, the Report covers the following points: - summary of the previous year's Third Mission process - monitoring of active Third Mission chapters - impact analysis - analysis of the Third Mission in the Departments - objectives for the following year.
Recipients	The Report is forwarded to the AS, the Pro-Rector for Research, the PQ and the NV

5.15 Review of Departmental Research

Authors	Department Directors and QA Coordinators for Departments
Frequency	Annual
Content	The Research Review is the document through which the Department monitors and analyses the results of the Department's policies for research QA, summarising the activities carried out and defining future objectives. The Report must be submitted to the Department Council. For the compilation of the Departmental Research Review there are special guidelines drawn up by the PQ ("Guidelines for the compilation of the Research Review").
Recipients	Rector, AS, PQ, NV

5.16 Report of QA Coordinators for Departments

Authors	QA Coordinators for Departments
Frequency	Annual
Content	The Report consists of a brief note on the activities carried out by the QA Coordinators for Departments during the year and an assessment of their role within the Department. The Report must be submitted to the Department Council.
Recipients	Department Director, PQ, NV

5.17 Statistical Report in support of QA activities for Courses of Study

Authors	Statistics, Evaluation and Quality Office
Frequency	Annual, with at least 2 monthly updates between July and October
Content	The Report is drawn up for each of the University's courses of study and contains data and information useful for self-assessment activities: attractiveness; teaching outcomes; graduation rates; internships and work experience; experience abroad; students' opinions; graduates' opinions; accompaniment to the world of work (training and employment status after graduation).
	The data contained and the way in which they are collated and presented may vary in relation to the requests of the recipients.
Recipients	QA management groups for Courses of Study, JCs, NV.

5.18 Statistical Report in support of QA activities for Research Doctorate Courses

Authors	Statistics, Evaluation and Quality Office
Frequency	Annual, in March of each year and with an update in November
Content	The Report is drawn up for each Doctorate Course at the University and contains data and information useful for self-assessment activities: attractiveness; degree attainment; publications; participation in conferences and teaching or tutoring activities; experience abroad; opinions of doctoral students; accompanying to the world of work (training and employment status after degree attainment).
	The data contained and the way in which they are collated and presented may vary in relation to the requests of the recipients.
Recipients	QA Coordinators for Research Doctorate Courses, NV.

5.19 *Nucleo di valutazione* Annual Report

Authors	NV
Frequency	Annual, by 30th April each year the section dedicated to students' opinions on teaching activities and by 15th October the remaining sections. In addition, the section dedicated to students' opinions is published on the University website.
Content	The contents are defined by ANVUR in the Guidelines that it updates annually. The Report is the instrument through which the NVs report on all the QA activities of the Universities, taking into consideration a variety of information and sources.
	In the annual evaluation report, the NV provides an account of compliance with the QA Requirements for premises (contained in Areas A, B, C, D, E), the Courses of Study (D.CDS), Doctorate Courses (D.PHD) and Departments (E.DIP), of the in-depth analyses and of any measures taken by the University in relation to the Courses of Study/Research Doctorates/Departments considered "anomalous" on the basis of monitoring, as well as of the initiatives taken to promote quality.
	On the basis of the internal analyses and evaluations, the NV formulates recommendations for the improvement of all the organisational, administrative, teaching and research processes of the University, and may report to ANVUR the Courses of Study/Doctorates/Departments that present major criticalities. Also on the

	basis of the reports received by the NV, ANVUR will select Courses of Study/Doctorates/Departments for the periodic accreditation visit.
Recipients	ANVUR, Governing Bodies, PQ, QA Management Groups of Courses of Study, JCs, QA Coordinators for Doctorate Courses, QA Coordinators for Departments.

5.20 *Presidio della qualità* Report

Authors	PQ
Frequency	Annual
Content	It contains a summary of the QA activities carried out in the University during the year with reference to the Accreditation Requirements and an assessment of the way in which they have been implemented by the various actors involved.
Recipients	The Report is available on the University website, in the section dedicated to the *Presidio della qualità*.

5.21 Student evaluation questionnaires on teaching activities

Authors	PQ
Frequency	Annual
Content	As specified by ANVUR in its Final Document on the AVA System of 2012, the questionnaire for evaluating teaching activities is administered online via the Online Services page and its completion is compulsory for registration for exams.
	The survey of students' opinions is reserved for those who declare more than 50% attendance of the course. Students who do not attend more than 50% of the course are asked to complete the "Non-attending students" questionnaire.
	The questionnaire contains the questions provided by ANVUR, with some questions added by the University and which were present in previous evaluation questionnaires. For all questions there are 4 possible responses: Definitely not / More no than yes / More yes than no / Definitely.
	The questionnaires are matched to the specific courses on the transcripts of the enrolled students. In the case of courses made up of several modules, by choice of the University and in keeping with previous paper surveys, the questionnaires are to be filled in for each module and not for the examination as a whole.
	The questionnaires can be completed around two thirds of the way through the first and second semesters.
Recipients	All enrolled students

5.22 Results of the collection of students' opinions on teaching activities

Authors	PQ
Frequency	Annual
Content	The PQ communicates the results of the survey relating to the teaching modules to the teachers and the heads of the teaching structures, to the extent of their responsibilities. In particular, the reports containing the individual results of the survey (including the responses of both attending and non-attending students, in the form of simple

frequency tables) are sent to each teacher within one month of the end of the examination session. With the same timeframe, the collection of these forms is sent to the heads of the various teaching structures, each according to their level of responsibility. The PQ asks the heads of the various teaching structures to arrange a time for feedback with the students on the results obtained.

The results of the survey are also included in a special section of the Statistical Report for the Course of Study (see par. 5.17), the document produced by the Statistics, Evaluation and Quality Office which is sent to the QA Management Groups for the Courses of Study, the JC and the NV. The data contained in the report, presented as an aggregate for each Course of Study, are: the rate of attendance of students enrolled in the course, the average results of the Course of Study in the survey of students' opinions on teaching activities for the main aspects of evaluation and the distribution of the average grade and the number of students attending.

A summary document on the conduct and results of the survey is sent to the Rector and Faculty Deans.

The JCs and the QA Management Groups are sent: a summary document on the conduct and results of the survey, a report summarising the distribution of the "average mark" also in relation to the number of students attending, and the anonymised reports of the collection of students' opinions on teaching activities for individual courses. Each form is identified by a code, to which JCs and QA Management Groups can refer to indicate specific criticalities that will then be reported to the heads of the respective teaching structures.

The report summarising the distribution of the "average mark" also in relation to the share of attending students for each course of study in the last three years and the anonymised reports of the collection of students' opinions on the teaching activities for individual courses are also published on the University website.

Recipients	Contract teachers and professors, Rector, Faculty Deans, QA management groups, JCs.

5.23 Results of the collection of students' opinions on language workshops

Authors	PQ
Frequency	Annual
Content	The survey of students' opinions on the language workshops is carried out by means of specific surveys for the various workshops, in view of the different organisational methods for teaching the workshops.
	The survey of language workshops is carried out using CAWI methodology and the PQ deals with all the methodological and operational aspects of the various surveys, from data processing to the drafting of the reports.
	Every year the Faculties are asked to produce a brief note, approved by the Council, summarising the students' evaluations and giving indications of the improvements to be made. The Academic Senate transposes these indications into a University document which is then submitted to the SSML.
Recipients	Rector, Course Director of the Scuola Superiore per Mediatori Linguistici "Carlo Bo" and Faculty Deans, QA Groups and JCs.

5.24 Report of the Faculty of Interpreting and Communication and SSML "Carlo Bo" Joint Certification Committee for language workshops

Authors	Faculty of Interpreting and Communication and SSML "Carlo Bo" Joint Certification Committee for language workshops
Frequency	Annual
Content	Analysis of the results of the collection of students' opinions on the language workshops of the Faculty of Interpreting and Communication.
Recipients	Faculty of Interpreting and Communication

5.25 Results of the collection of students' opinions on the University's services

Authors	Statistics, Evaluation and Quality Office, with the collaboration of student representatives and the various offices involved. The questionnaire is validated by the General Management
Frequency	Annual
Content	The evaluation of IULM University services is carried out through the administration of an online questionnaire sent by e-mail to all students enrolled at the opening date of the survey and to students who graduated during the previous session. The questionnaire assesses the frequency of use and the perceived quality of various aspects of the University's services for students (Library, Registrar's Office, website, etc.). The results are sent to the Management and are then presented and discussed at a meeting between the Management and the heads of the various services.
Recipients	University governing bodies and heads of the various services

5.26 Doctoral student satisfaction questionnaires

Authors	PQ
Frequency	Annual
Content	The questionnaire dedicated to surveying the satisfaction of doctoral students is administered online during the month of June each year. The questionnaire model proposed by ANVUR and considered by the Agency as the standard for collecting doctoral students' opinions is used for the survey.
Recipients	All doctoral students enrolled in Research Doctorate Courses

5.27 Results of the collection of undergraduates' opinions

Authors	AlmaLaurea
Frequency	Annual
Content	Opinions of undergraduates on their experience of the entire Course of Study
Recipients	The results of the survey dedicated to undergraduates are publicly available on the AlmaLaurea Consortium website.

The results of the survey are also part of the information set within the Statistical Report referred to in Section 5.17.

5.28 Results of the collection of research doctors' opinions

Authors	AlmaLaurea
Frequency	Annual
Content	Opinions of research doctorate graduates on their experience of the entire course of study
Recipients	The results of the survey dedicated to doctorate students are publicly available on the AlmaLaurea Consortium website.
	The results of the survey are also part of the information set within the Statistical Report referred to in Section 5.18.

5.29 Results of the survey on the professional employment of graduates

Authors	AlmaLaurea
Frequency	Annual
Content	Employment status of graduates 1, 3 and 5 years after graduation
Recipients	The results of the survey dedicated to the professional employment of graduates are publicly available on the AlmaLaurea Consortium website.
	The results of the survey are also part of the information set within the Statistical Report referred to in Section 5.17.

5.30 Results of the survey on the professional employment of research doctors

Authors	AlmaLaurea
Frequency	Annual
Content	Employment status of graduates 1 year after graduation
Recipients	The results of the survey dedicated to the professional employment of graduates are publicly available on the AlmaLaurea Consortium website.
	The results of the survey are also part of the information set within the Statistical Report referred to in Section 5.17.

5.31 Internship evaluation questionnaire

Authors	AlmaLaurea
Frequency	At the end of the internship
Content	Evaluation of the internship and of the University's internship services.
Recipients	Students and graduates on internships

5.32 Internship evaluation report[1]

Authors	PQ
Frequency	Annual
Content	Descriptive report of the evaluations by students and graduates who took an internship about their experience and the University's internship service. The results of the survey are also part of the information set within the Statistical Report referred to in Section 5.17.
Recipients	Academic Senate, Faculty Deans, Management, QA Groups of the Courses of Study, JCs, Career Service and Business Relations Office

5.33 Company tutor feedback questionnaire

Authors	AlmaLaurea
Frequency	At the end of the internship
Content	Assessment of some educational, professional, relational and managerial aspects of the intern. Strengths and weaknesses of the intern and a possible proposal to continue the internship/work placement. Evaluation of the University's internship services.
Recipients	Company tutors for students and graduates on internships

5.34 Feedback reports from company tutors on interns' strengths and weaknesses

Authors	Career Service and Business Relations Office
Frequency	Annual
Content	The Career Service and Business Relations Office prepares a periodic report that provides the heads of the Courses of Study with feedback from the respective professional contexts on the professional skills of the University's graduates.
	In this report, the observations of company tutors regarding interns are valorised, integrating them with the contribution of other sources activated for the purpose (surveys, interviews with selected observers, etc.) and with what emerges from direct relations with company representatives.
	The report is differentiated by Faculty and provides, as far as possible, separate indications for each Course of Study regarding the strengths and weaknesses reported by companies.
Recipients	NV, PQ, QA Management Groups for the Courses of Study and JCs.

5.35 Feedback reports from professional contexts

Authors	IULM Graduates Association
Frequency	Annual

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[1] This report will be made available as of academic year 2024/25.

Content	The report, prepared by the ALIULM association, focuses on the feedback received from the respective professional contexts regarding the adequacy of the training received by the University's graduates, also based on the direct experience of members.
	The report focuses on the observations, experiences and "feelings" of graduates, integrating them with what emerges from direct relations with other company representatives.
	The report is differentiated by Faculty and provides, as far as possible, separate indications for each Course of Study regarding the strengths and weaknesses identified.
Recipients	Faculty Deans, PQ, AQ Management Groups for the Courses of Study, JCs.

5.36 Reports on first-year student profiles

Authors	Statistics, Evaluation and Quality Office
Frequency	Annual
Content	Analysis of the profile of incoming students, delineated on the basis of both available descriptive data and in relation to the responses in the degree course admission test.
Recipients	Rector, Pro-Rector for teaching, Faculty Deans, PQ, AQ Management Groups for the Courses of Study, JCs.

5.37 Report on the competences of students on Master's Degree programmes at matriculation[2]

Authors	Evaluation Committees
Frequency	Annual
Content	The committees for evaluating the initial competences of those enrolled in the first year of the Master's degree programmes prepare a brief summary for the respective Faculty Deans in which they report on the results of the evaluations carried out.
Recipients	Faculty Deans, also the PQ and QA Management Groups for the Courses of Study and in the JCs.

5.38 Questionnaires evaluating teachers' opinions

Authors	PQ
Frequency	Annual
Content	As of the academic year 2022/23, a new survey of the opinions of professors, lecturers, researchers, contract professors and doctoral fellows at the University will be launched with the aim of collecting opinions and suggestions regarding the University's services, teaching, classrooms, facilities and further education activities.
	The survey is sent by email to teachers of courses being taught in the academic year concerned.
Recipients	All teaching staff conducting courses in the academic year concerned.

[2] This report will be made available as of academic year 2024/25.

5.39 Results of the collection of teachers' opinions on teaching activities

Authors	PQ
Frequency	Annual
Content	The PQ prepares an annual report containing the results of the survey of teachers' opinions.
Recipients	Rector, Faculty Deans
	The results of the survey are also part of the information set within the Statistical Report referred to in Section 6.

6   Interactions and information flows for the University's QA

In order to provide a more general overview of all the actors in the University's QA system with their specific functions and responsibilities and how they are collocated in the related system of documentation, the following chart has been drawn up.
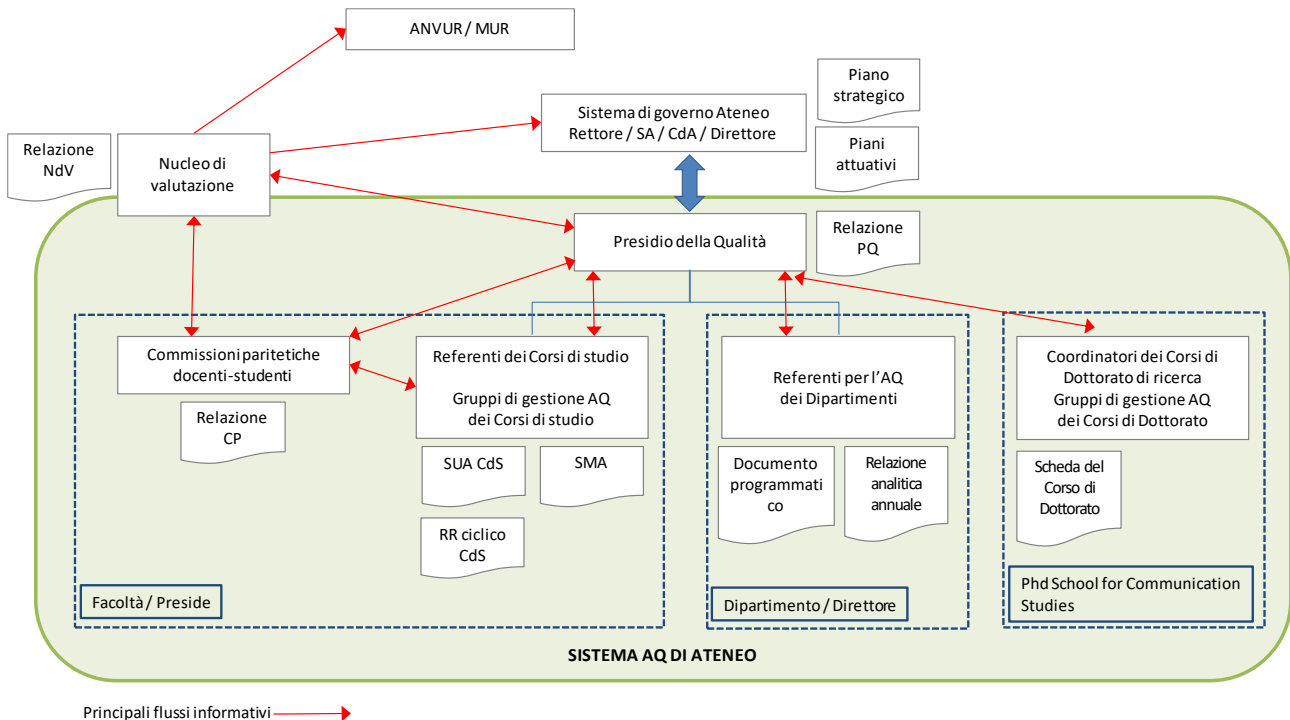
Our drafting and adaptation of the chart proposed by the ANVUR Guidelines for the Quality Assurance System in Universities.

Annex 1 – Annual QA programme for teaching activities

Period	Document/Event
January	− Appointments/confirmation of teachers in QA groups, to be registered by the Faculty Councils
	− Start of student assignment to QA groups and JTSC. The appointment is for two years
	− Approval by the Academic Senate and the Faculty Council of any new courses of study (statutory sections of the SUA-CdS), in accordance with the deadlines communicated annually by a specific Ministerial Decree
February	− Amendments to the structure of the Courses of Study following approval by the Academic Senate and the respective Faculty Council, in accordance with the deadlines communicated annually by a specific Ministerial Decree
	− Student training for QA Groups and JTSCs
March	− Closure of the statutory fields in the SUA-CdS for Courses with amendments to structure, in accordance with the deadlines communicated annually by a specific Ministerial Decree
	− Drawing up of the teaching programmes for the following academic year, review by the QA groups and uploading of programmes, as per the guidelines of the *Presidio della qualità*
	− Opening of the statutory SUA-CdS (for the following academic year)
April	− Meeting between students in the QA Groups and JTSCs and students on the Course of Study
	− NV report on the survey of students' opinions on teaching activities (30 April)
May	− Survey of students' opinions on teaching activities (second semester)
	− Closure of the SUA-CdS, in accordance with the deadlines communicated annually by a specific Ministerial Decree
June	− Publication of ANVUR indicators (30 June)
July	− Forwarding of the results of the survey of students' opinions on teaching activities and data analysis by the different actors
September	− Meeting between the teaching staff of the individual Courses of Study, with sharing of course content
	− SMA (Annual Monitoring Datasheet) (30 September)
October	− Annual NV Report for ANVUR (15 October)
November	− Meeting between students in the QA Groups and JTSCs and students on the Course of Study (primarily aimed at first-year students)
	− Publication, every two years, of the Call for Selection of students in the QA groups and the JTSCs
	− Annual meeting for discussing and sharing ideas between the QA Groups and the respective Joint Teaching-Student Committees
December	− Survey of students' opinions on teaching activities (first semester)
	− JTSC Report (10 December)

→ NV auditions to be scheduled annually

Annex 2 - Annual QA programme for research

Period	Document/Event
February	− Annual Report on University Research (on the previous year) by the Pro-Rector for Research
	− Annual Analytical Report of the Department Director[3], also containing the Review of Research
March	− Annual Report of the Coordinators for Research QA
	− Department's three-year planning document (every three years, following the publication of the University's Strategic Plan)
April	− Participation of the Pro-Rector for Research and, where appropriate, Department Directors in the Academic Senate to report on their Annual Report and the Departmental Research Review
June	− Interim monitoring of the Department's three-year policy document (every three years)

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[3] Provided for in the 'Regulations for the Establishment, Operation and Management of Departments".